



# FACULTY HANDBOOK

Effective July 1, 2025

MCW VISION STATEMENT – As a distinguished health sciences university, we will be a leading innovator in transforming healthcare and advancing the health of our citizens.

MCW MISSION STATEMENT – We are a distinguished leader and innovator in the education and development of the next generation of physicians, scientists, pharmacists and health professionals; we discover and translate new knowledge in the biomedical and health sciences; we provide cutting-edge, collaborative patient care of the highest quality; and we improve the health of the communities we serve.

MCW ACADEMIC FREEDOM – In serving our missions we are guided by principles of academic freedom as we seek to advance knowledge and improve health, including the **freedom of faculty to research, investigate and teach** within the law and missions of MCW, **the freedom to publish individual conclusions and ideas** without undue restriction, in conformance with MCW policies and procedures, and the **freedom of students to learn and advance new knowledge** in their chosen fields.

In furtherance of this mission, MCW maintains professionalism expectations set forth in the [Professional Conduct Policy \(AD.CC.060\)](#).

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## 1.0 INTRODUCTION TO THE INFORMATION FOR FACULTY HANDBOOK

The INFORMATION FOR FACULTY HANDBOOK has been prepared to provide the Faculty with important information concerning the operations and management of the missions of the Medical College of Wisconsin (“MCW”). MCW has four missions: education, research, patient care, and community engagement.

Policies and procedures presented in this handbook are not exhaustive. Additional information and policies may be found in other publications of MCW, and reference to such sources should be made when appropriate. MCW may, when necessary, modify or change the policies, procedures, practices or benefits set forth in this Handbook or in any other source. Such changes will be brought to the Faculty’s attention through periodic updates of the Handbook or the other source. Specific website information linked to this Handbook is incorporated by reference.

### 1.1 HISTORY OF THE MEDICAL COLLEGE OF WISCONSIN

MCW is a private, national, freestanding institution founded in 1893 as the Wisconsin College of Physicians and Surgeons. In 1913, the Wisconsin College of Physicians and Surgeons and the Milwaukee Medical College merged to become the Marquette School of Medicine.

In 1967, Marquette University, due to financial constraints, terminated its sponsorship of the medical school. The school then continued as a private, freestanding institution. Its name was changed in 1970 to The Medical College of Wisconsin. MCW has more than 13,000 alumni.

MCW consists of a Main Campus located at 8701 Watertown Plank Road, Milwaukee, Wisconsin 53226-0509, and two regional campuses located at 110 Grant Street, De Pere, WI 54115 and 1900 Westwood Dr., Suite 3100, Wausau, WI 54401.

MCW is accredited to offer graduate and professional degrees and certificates; some are joint degrees with other institutions.

### 1.2 ACCREDITATION

The programs of MCW are accredited by the following agencies:

- Liaison Committee on Medical Education sponsored by the Association of American Medical Colleges and the American Medical Association
- Higher Learning Commission of the North Central Association of Colleges and Schools
- The Accreditation Council for Graduate Medical Education, through the Residency Review Committee for the specialty
- Council on Education in Public Health
- Accreditation Council for Continuing Medical Education
- Accreditation Council for Pharmacy Education
- American Academy of Anesthesiologist Assistants
- Accreditation Council for Genetic Counseling

### 1.3 UNIVERSITY COMMITTEES

- [Executive Committee of the Faculty](#)
- [Faculty Council](#)
- [Diversity and Inclusion Action Committee](#)

- University Assessment Oversight Committee
- [Council for Women’s Advocacy](#)
- Ad Hoc Committees as appointed by the Provost

#### 1.4 ORGANIZATIONAL CHARTS

The [MCW Organizational Chart](#) is posted on the [Office of the President and CEO](#) webpage.

##### 1.4 A Administrative

**[Board of Trustees](#):** The Board of Trustees manages the affairs of MCW. The Corporate Bylaws provide for up to thirty elected or appointed trustees. Two trustees shall be appointed by the Governor of the State of Wisconsin with the consent of the Wisconsin Senate. Of the remaining trustees one is the President and one is the Executive Vice President and Provost; the remainder are elected by majority vote of all trustees and shall include a representative of the Alumni Association, nominated by the Directors of the MCW Alumni Association, and a faculty representative selected by the Executive Committee of the Faculty. The structure of the Board of Trustees may be changed by vote of the Board; see the most recent corporate Bylaws for current structure. The Board of Trustees of the MCW, through the President, Provost and Deans of the schools, has ultimate responsibility for the operation of MCW’s missions and provides budgetary as well as other necessary support.

**[President and CEO \(“President”\)](#):** The principal executive officer of MCW. The President shall supervise and control all of the affairs of MCW, including the successful implementation of MCW’s missions, fiscal, and community policy matters.

**[Provost & Executive Vice President \(“Provost”\)](#):** The principal academic officer of MCW. Under the direction and leadership of the President, the Provost shall be responsible for the development, accreditation, administration and execution of the academic, professional and clinical programs of MCW.

**[Executive Vice President for Finance and Administration](#):** Responsible for the chief financial officer functions of MCW. The Executive Vice President for Finance and Administration shall have responsibility to the President and the Board for development and operation of an effective system of accounting and budgeting controls over all activities of MCW, and for advising and making recommendations to the Finance Committee in determining overall objectives, policies and plans whenever accounting and budgeting are involved. The Executive Vice President for Finance and Administration shall be responsible to the President for the development and administration of the annual budget, supervision of the Human Resources Department, Physical Plant Management, Central Purchasing, Management Information Systems and such other institutional functions as are required to support MCW’s various missions.

**[Dean of the School of Medicine](#):** The faculty member responsible for administration of the School of Medicine. The Dean of the School of Medicine shall report to the Provost unless the Provost also is a dean of a School and then to the President and shall be responsible for the development, administration, accreditation and execution of the academic and professional programs of the School of Medicine.

**[Dean of the School of Graduate Studies](#):** The faculty member responsible for administration of the School of Graduate Studies. The School of Graduate Studies Dean shall report to the Provost unless the Provost is also a dean of a School and then to the President and shall be responsible for the development, accreditation, administration, and execution of the academic and professional programs of the School of Graduate Studies.

**[Dean of the School of Pharmacy](#):** The faculty member responsible for administration of the School of Pharmacy. The School of Pharmacy Dean shall report to the Provost unless the Provost is also a dean of a School, then to the President and shall be responsible for the development, accreditation, administration, and execution of the academic and professional programs of the School of Pharmacy.

Associate Provost for Academic Affairs: The faculty member responsible for the operation of the Office of Academic Affairs which includes Admissions, Registrar, Financial Aid, Student Affairs, Multicultural Student Affairs, Educational Services, and Accreditation, and who works closely with the financial and administrative officers of MCW to ensure that the needs of the students are addressed and meets with students as needed to resolve problems or provide guidance.

Associate Provost for Community Engagement: The faculty member responsible for the development, and administration of programs and activities for public and community health.

Associate Provost for Faculty Affairs: The faculty member who oversees the Office of Faculty Affairs and is responsible for the development and administration of programs and activities to support faculty advancement and wellness.

Associate Provost for Research: The faculty member responsible for the development, administration, and overall well-being of MCW's infrastructure in support of biomedical research.

Associate Provost for Clinical and Translational Research: The faculty member responsible for implementing the activities at the CTSA Program Hub (CTSI).

Associate Provost for Cancer Research: the faculty member responsible for the development, and administration of programs and activities to support cancer research and prevention.

The Associate Provosts shall report to the Provost who shall have the authority to create additional Associate and Assistant Provost positions as needed to serve the missions of MCW.

#### 1.4 B Academic

Academic Unit: An Academic Unit is a separately budgeted School, Department or Institute.

School: A School is led by a Dean and offers degree-granting programs in specific disciplines. A School consists of faculty who engage in one or more of MCW's missions. A School may offer primary and secondary faculty appointments. Formation or dissolution of a School requires concurrence of the Executive Committee of the Faculty and approval of the Provost, President and the Board of Trustees.

Department: A Department is led by a Chair and consists of faculty and staff with mission-based activities that fall largely within a School. A Department may consist of a small number of individuals or may be relatively large with several Divisions. A Department may offer primary and secondary faculty appointments. In most circumstances, a Department contributes to student education. The Chair of a Department is a member of the Executive Committee of the Faculty. Formation or dissolution of a Department requires concurrence of the Executive Committee of the Faculty and approval of Dean of the School, Provost, and the President.

Institute: An Institute is led by an Institute Director and consists of an interdisciplinary effort concerned with one or more areas of mission-based research and with the responsibility for training graduate students or fellows. An Institute functions essentially as a Department, but the research and training activities are more tightly focused. An Institute may offer primary and secondary faculty appointments. The director of an Institute is a member of the Executive Committee of the Faculty. Formation or dissolution of an Institute requires concurrence of the Executive Committee of the Faculty and approval of the Dean of the School, the Provost and the President.

Regional Campus of a School: A Regional Campus of a School is a branch campus that is geographically separate from the MCW Main Campus. The faculty and staff of a Regional Campus of a School provide teaching within, and community engagement activities on behalf of a School. A Regional Campus of a School is led by a Campus Dean or

Associate Dean of a School who shall serve on the Executive Committee of the Faculty ex officio without vote. A Regional Campus of a School may offer primary and secondary faculty appointments for teaching and community engagement activities in the Educator Path. Faculty members at a Regional Campus of a School that are involved in research or clinical service on behalf of MCW must have a primary faculty appointment in an Academic Unit. Formation or dissolution of a Regional Campus of a School requires concurrence of the Executive Committee of the Faculty and approval of the Dean of the School, Provost, President, and Board of Trustees.

Division: A Division is a subdivision of a Department or Institute with specific mission-based activities that are a subset of the Department's or Institute's interests that is led by a Division Chief. Formation or dissolution of a Division and appointment of a Division Chief require approval of the Department Chair or Institute Director and concurrence of the Dean of the School and the Provost. The term Section has been used occasionally in place of term Division.

Center: A Center is led by a Center Director and consists of an interdisciplinary effort focused on specific mission-based activities. Faculty participants in a Center must hold appointments in an existing Academic Unit and students or fellows, if any, must be accepted through an Academic Unit Program. The Center Director is responsible for research or clinical productivity and funding, and may have certain administrative privileges within the institution, such as membership on the Executive Committee of the Faculty, which will be determined on a case-by-case basis by the Provost. Formation or dissolution of a Center requires approval of the leaders of the participating Academic Units and concurrence of the Provost.

Program: Programs exist in any of MCW's missions. An educational, patient care, and community engagement program consists of a coordinated series of courses and related educational experiences that leads to either a formal degree or certificate of completion. A research program consists of a coordinated group of investigators, post-doctoral trainees, and/or students whose work focuses in a single concentrated area of scientific inquiry. Formation or dissolution of a Program requires approval of the Leaders of the participating Academic Units and the Provost.

#### 1.4 C University Faculty

Executive Committee of the Faculty: The representative body composed of the Provost, the President and Senior Vice President of Faculty Council, the President or designee of the Student Assembly, the Deans of each School, Chairs of the separately budgeted Departments within each School, the Directors of the MCW Cancer Center, the MCW Cardiovascular Research Center, and the MCW Genomic Sciences Precision Medicine Center and the Directors of the separately budgeted Institutes holding primary faculty appointment authority, each of whom shall have one vote, and all Associate Provosts, Campus Deans and Senior Associate Deans each of whom shall serve on the Committee ex officio without vote.

The Executive Committee of the Faculty, together with the Faculty Council, shall have responsibility for recommending to the Board of Trustees through the Provost and the President all policies regarding students and faculty requiring Board of Trustees approval. The Committee shall be advisory to the Provost, who shall consult the Committee regularly to seek its advice and judgment.

Faculty Council: The representative body of the faculty composed of an elected Faculty Council President, Senior Vice-President and Vice President; the Provost, and two members from the Executive Committee of the Faculty, in addition to School, Department and Institute representatives, chairs of the Standing Committees of the Faculty Council, and representatives from the student governance organizations of each School as detailed in the Rules of the Faculty Council.

### 1.5 SCHOOL OF MEDICINE

#### 1.5 A Scope and Objectives

The School of Medicine at MCW is committed to preparing medical students and other health professional students so that they can pursue the next level of training to become a physician or other health professional. The School of Medicine strives to prepare students for the needs of our nation by emphasizing the selection of students who will meet the wide range of health care needs of our country, by preparing a workforce that reflects the diversity in our country, and by preparing students for professional disciplines that reflect the needs of our state and nation.

#### 1.5 B Types of Programs

The School of Medicine prepares students for the Doctor of Medicine (MD) degree as well as students in other health professions. As part of the MD training program, the School of Medicine collaborates with the School of Graduate Studies in joint degree programs that allow students to earn both an MD and PhD degree, or an MD and MS or MPH degree synchronously.

#### 1.5 C Administrative Relationships

The School of Medicine's principal officer is the Dean. The Dean has responsibility for the operations of the School of Medicine and all its attendant missions. Budgetary authority for these missions is held by the Dean as well as oversight of all resources needed to accomplish these missions.

#### 1.5 D Responsibilities of the Dean of the School of Medicine

The Dean of the School of Medicine is the Chief Academic Officer for the School of Medicine programs. The Dean is ultimately responsible for forwarding the names of all successful candidates for degrees conferred by the School of Medicine to the President, or if the President is unavailable to the Provost. The Dean also has authority to appoint all School of Medicine Department Chairs, Institute and Center Directors as well as Deans and other administrative roles that serve the School of Medicine.

### 1.6 THE SCHOOL OF GRADUATE STUDIES

#### 1.6 A Scope and Objectives

The Medical College of Wisconsin is committed to the creation of new knowledge through biomedical research and to the application of new knowledge for improved prevention, diagnosis, and treatment of human disease and injury. This commitment is reflected across all educational programs at MCW, including advanced study in the School of Graduate Studies. Programs of the School of Graduate Studies provide a solid foundation in the biomedical sciences and the opportunity to specialize in a subject area at the leading edge of biomedical research.

#### 1.6 B Types of Programs

The Higher Learning Commission of the North Central Association of Colleges and Secondary Schools has accredited the Medical College of Wisconsin for graduate level studies leading to Academic and Professional Master and Doctoral level degrees.

Medical Scientist Training Program: The Medical Scientist Training Program (MSTP) is designed for students who have a dual interest in clinical medicine and in research in the biomedical sciences. The program provides an opportunity to complete a course of study leading to both the M.D. and the Ph.D. degrees.

Dual-Degree Programs: For other students who wish to pursue careers as medical scientists, MCW offers programs leading to M.A. or M.S./M.D. degrees or M.D./Ph.D., or to M.D./M.P.H degrees. The graduate level coursework offered and the research programs available make it possible for students to work toward a graduate degree while pursuing studies for the M.D. degree.

Joint-Degree Programs: MCW, in collaboration with affiliated institutions, offers various joint degrees. For a complete list of degrees offered through the School of Graduate Studies refer to the [website](#).

#### 1.6 C Administrative Relationships

The Dean of the School of Graduate Studies serves as the chief academic officer of the School of Graduate Studies. The School of Graduate Studies Dean and the Graduate Studies Council shall act on matters of academic policy and faculty or student welfare as they pertain to graduate education.

#### 1.6 D Responsibilities of the Dean of the School of Graduate Studies

The School of Graduate Studies Dean shall preside as Chair of the Graduate Studies Council and shall be responsible for scheduling and preparing agendas for meetings of the Council. When absent temporarily, the School of Graduate Studies Dean shall appoint a member of the Graduate Studies Council to serve as temporary Chair.

The School of Graduate Studies Dean shall transmit the names of candidates recommended for graduate degrees to the MCW President, or if the President is unavailable to the Provost. The School of Graduate Studies Dean shall carry out the recommendations of the Graduate Studies Council or shall transmit the recommendations with comments to the President of MCW.

The School of Graduate Studies Dean has the authority to appoint all administrative deans that serve the School of Graduate Studies. The Dean also appoints faculty members to all School of Graduate Studies committees and approves the selection of the chair of each School of Graduate Studies committee.

The School of Graduate Studies Dean shall be an ex officio member, without vote, of all standing committees and ad hoc committees of the School of Graduate Studies.

Refer to the [School of Graduate Studies Handbook](#) for specific information about Graduate Studies Council.

### 1.7 SCHOOL OF PHARMACY

#### 1.7 A Scope and Objectives

The School of Pharmacy at MCW is committed to preparing the next generation of pharmacists to meet the growing healthcare needs of society in concert with other healthcare professionals. The School of Pharmacy strives to be a destination program that will engage students, practitioners and researchers through the continuum of discovery to care to the community.

#### 1.7 B Types of Programs

The School of Pharmacy prepares students for the Doctor of Pharmacy (PharmD) degree. As part of the PharmD training program, the School of Pharmacy collaborates with the School of Graduate Studies in joint degree programs that allow students to earn both a PharmD and PhD degree, or a PharmD and MS degree synchronously.

#### 1.7 C Administrative Relationships

The principal officer of the School of Pharmacy is the Dean. The Dean has responsibility for the operations of the School of Pharmacy and all of MCW's missions. Budgetary authority for these missions is held by the Dean as well as oversight of all resources needed to accomplish these missions. The Dean and administrators shall meet regularly as the School's Executive Council to conduct business of the School of Pharmacy. The officers, required meetings, and Governing Committees of the Pharmacy Faculty Council are defined in the organizational documents and policies and procedures.

## 1.7 D Responsibilities of the Dean of the School of Pharmacy

The Dean of the School of Pharmacy is the Chief Academic Officer for the pharmacy school programs. The Dean is ultimately responsible for forwarding the names of all successful candidates for degrees conferred by the School of Pharmacy to the President, or if the President is unavailable to the Provost. In addition to hiring faculty, the Dean also has authority to appoint all administrative deans, chairs, and institute and center directors that serve the School of Pharmacy. The Dean also appoints faculty members to all School of Pharmacy committees (e.g. admissions, academic standing committee, etc.) and approves the selection of the chair of each School of Pharmacy committee.

## 2.0 FACULTY POLICIES, APPOINTMENTS, PROMOTION AND TENURE

### 2.1 THE FACULTY

#### 2.1 A Faculty Definition

MCW faculty members consist of health care professionals, researchers, and educators involved in teaching and/or scholarly activities and are appointed based on the role they are expected to play. All faculty members must hold an appointment in an academic unit and contribute to the core missions of MCW. Faculty members above the rank of Instructor are required to hold an academic or professional degree that is usually expected to be terminal in their field.

#### 2.1 B Faculty Categories

Faculty Member Categories:

Primary Appointments: All faculty members must have a primary appointment in one of MCW's separately budgeted schools, Departments or Institutes that have primary and secondary appointment authority, ("Academic Unit"). MCW faculty may only have one primary faculty appointment.

Secondary Appointments: Secondary appointments are permitted and encouraged. The procedure for secondary appointments is similar to that for primary appointments. Recommendations for appointments and promotions shall come from the Recommending Authority. If the secondary Academic Unit is or is a component of a different School than the primary Academic Unit, then appointment or promotion in the secondary Academic Unit must follow the procedures of the secondary School and, if required, be reviewed and recommended by the specific School Rank Committee. Faculty rank in a secondary appointment may differ from (but not be higher than) the rank of the primary appointment. In the case of two Schools, with different rank committees, the secondary School cannot promote to a higher rank than the rank held by the faculty member in the School which conferred the primary appointment.

Recommendation for promotion as to secondary appointments may be independent from recommendation for promotion in the primary Academic Unit.

Termination by any means of a primary appointment also terminates the secondary appointment, unless the faculty member secures another primary appointment or succeeds in converting the secondary appointment to a primary appointment prior to the termination date.

Tenure is available only in the Academic Unit of the primary appointment.

Full-Time Faculty membership is governed by the principle of total professional commitment to MCW and its affiliated programs with 1.0 full-time equivalent (FTE).

Full-Professional Effort Faculty (FPE) members consist of academically qualified individuals who devote full professional effort to programs of MCW, working at least 0.50 FTE but not working full-time.

Full Professional Effort faculty have the responsibilities of Full-Time Faculty and Full-Time faculty procedures are followed for appointment and promotion of Full Professional Effort faculty.

Part-time Faculty members consists of individuals who contribute substantially to the mission of MCW through employment with MCW (as full-time or part-time Staff or Staff Physician) and who hold faculty appointments of less than half time (0.5 FTE). Individuals appointed to the Part-Time faculty will be expected to contribute to institutional success in one or more of our core missions. Part-time faculty members who accept clinical responsibility for patients during the course of their faculty responsibilities are members of the Faculty Practice Plan as a condition of the faculty appointment and are bound by the provisions of the Faculty Practice Plan which apply to the part-time faculty.

Adjunct Faculty members consists of individuals whose primary affiliation is outside of MCW, but who participate in the missions of MCW on a less than half time (0.5 FTE) basis. Adjunct Faculty status may also be granted to retired MCW faculty who continue to engage in MCW's academic missions on a reduced schedule. Adjunct Faculty appointments may be compensated or uncompensated appointments.

Emeritus Faculty members consist of former or retired faculty members whom MCW wishes to honor.

Visiting Faculty members consist of individuals on sabbatical/leave from another institution.

### Special Cases

Full-Time and Full-Professional Effort faculty are expected to devote their full professional effort to MCW and its affiliated programs. Notwithstanding this principle, where MCW is responsible for staffing a program at the Zablocki VA paid in eighths, MCW may grant full-time faculty appointments to VA employees on 8/8ths or less, as long as the total FTE meets the definition of full-time or full professional effort.

MCW also may grant full-time faculty appointments to qualified employees of the Versiti Blood Research Institute, Milwaukee County and other local affiliates as long as there is MCW leadership approval, and an appropriate agreement is in place with regard to the terms and conditions of the full-time faculty appointments. These agreements may abrogate some provisions of the Faculty Handbook, and may provide, for example, that such a full time or full professional effort appointment is co-terminus with employment at the affiliate, or that the appointment is not tenure eligible.

## 2.1 C Faculty Ranks

Instructor – Category I: In general, an Instructor in Category I is the entry level rank for individuals who hold a minimum of a Master's degree or equivalent, meet the minimum standards required to instruct learners established by the accrediting body that accredits a school or academic program, and is expected to demonstrate effectiveness primarily as a teacher. These appointments are made for a one-year period and may be renewed annually. There is no limit to the number of renewals that instructors in this category may have. A change in rank from Instructor to Assistant Professor is not a promotion; it is a new appointment that requires a new offer letter.

Instructor – Category II: In general, an Instructor in Category II is the entry level rank for those who have recently completed their postdoctoral training, residency or fellowship training or who are in advanced training (chief residents, fellows). The appointment of Instructor in this category is generally made for one year and may be renewed annually for up to three years. Each one-year appointment/renewal is considered a terminal one-year contract; no further notice of non-renewal is required. A change in rank from Instructor to Assistant Professor is not a promotion; it is a new appointment that requires a new offer letter.

Assistant Professor: This rank is the entry level rank appropriate for individuals who have demonstrated the ability to make an independent contribution in the MCW missions.

Associate Professor: This rank is appropriate for individuals who have substantial experience and ability in their field, have evidence of scholarly activity in one or more of MCW's missions, and demonstrate a commitment to institutional service.

Professor: This rank is appropriate for individuals who have attained significant achievements and have a reputation for authoritative knowledge in their field through education and mentorship, technical innovation, scholarly contributions, and leadership within institutional and professional organizations.

## 2.1 D Faculty Titles

Full-Time, Full Professional Effort, and Part-Time faculty use the title:

- Professor
- Associate Professor
- Assistant Professor
- Instructor

Adjunct faculty use the title:

- Adjunct Professor
- Adjunct Associate Professor
- Adjunct Assistant Professor
- Adjunct Instructor

Visiting faculty use the title:

- Visiting Professor
- Visiting Associate Professor
- Visiting Assistant Professor
- Visiting Instructor

Emeritus Faculty use the title:

- Emeritus Professor
- Emeritus Associate Professor
- Emeritus Assistant Professor
- Emeritus Instructor

## 2.1 E Term Appointments for Faculty

General Description: Term appointments are made for a specified period of time and are renewable. Instructors receive one-year term appointments. Assistant Professors receive term appointments not to exceed three years. Associate Professors receive term appointments of three to five years. Professors without tenure or indefinite appointments receive term appointments of five years.

Renewal of Term Appointments: Recommendations for reappointment at the same rank are transmitted by the Recommending Authority to the Dean of the School, and the Dean of the School will transmit this recommendation and their own to the Provost for approval.

When renewal of a term appointment is recommended coincident with promotion, the procedure described for promotion should be followed.

Moving from Full Time to Full Professional Effort or Part-Time Status: When there is agreement between the faculty member and the leader of their Academic Unit, a faculty member may move from Full-Time to Full Professional Effort at any time.

When a faculty member does not have a protected appointment (tenure, indefinite appointment or extended appointment), the leader of the Academic Unit may unilaterally change a faculty member's status from Full-Time to Full Professional Effort only after the faculty member has received a written notice of status change at least six months prior to the status change. A notice of status change does not require the formality of a notice of non-renewal; the notice is requested from the Office of Faculty Affairs by the leader of their Academic Unit. Subsequent changes in percent effort allocation within the Full Professional Effort category do not require additional notice but may occur at any time. A faculty member may not unilaterally change from Full Time to Full Professional Effort without the Agreement of the leader of their Academic Unit.

Current faculty with Full-Time or Full Professional Effort appointments with Tenure, Extended Contracts, or Indefinite Appointments may not be moved into Part-Time status without their agreement. Full Time or Full Professional Effort faculty without a protected appointment may not be moved into Part-Time status without their agreement, or until after the issuance of a Notice of Loss of Benefits. This Notice is not a notice of Non-renewal but must be issued using the process and for the durations described for Notices of Non-renewal (see below).

Non-Renewal of Term Appointments: A notice of non-renewal with an appropriate notice period (see below) may be given to a Full-Time or Full Professional Effort faculty member who has not been awarded an Indefinite Appointment or Tenure. The notice may be given at any time during a term appointment, even if the appointment term will not have expired by the date of termination. In the event that the termination date in a notice of non-renewal is after the end of a term appointment, the current term appointment will be deemed extended to the termination date.

Notification of non-renewal of an annual reappointment or non-renewal of a term appointment is provided in writing to the faculty member by the Provost, upon the recommendation of, and after consultation with, the Dean of the School, and the Recommending Authority. Where possible, it is expected that the notice will be delivered to the faculty member in person by the Recommending Authority. Non-renewal is an administrative decision without formal appeal.

The following schedule is employed for providing notice of non-renewal:

Instructors: Notices of termination and non-renewal for Instructors in ACGME-accredited programs will be given pursuant to the policies of the MCW Office of Graduate Medical Education (MCWAH).

Notwithstanding the foregoing, if the Instructor appointment is for one year or less, the appointment letter shall so state, and no additional notice of non-renewal will be required.

Notices of termination and non-renewal for Instructors not in ACGME-accredited programs will be given:

- Three months' notice of non-renewal from the start date through the end of the second year following the starting date.\*
- Six months' notice of non-renewal after the beginning of the third year following the starting date.\*

Assistant Professors:

- Three months' notice of non-renewal will be given during the first year following the starting date.\*
- Six months' notice of non-renewal will be given during the second year following the starting date.\*
- One-year notice of non-renewal will be given during the subsequent years following the starting date.\*

\*See Dates Relative to Appointment, Promotion, and Employment, for the definition of the starting date.

For Associate Professors and Professors: One-year notice of non-renewal will be given during any appointment term.

Non-Renewal of Term Appointments for Part-Time and Salaried Adjunct Faculty

Termination by any means of a Part-Time faculty member's MCW employment (as full-time or part-time Staff or Staff Physician) also terminates the Part-Time faculty appointment, no further notice of non-renewal is required.

In the event of non-renewal of the appointment of an adjunct faculty member receiving salary for their academic responsibilities, three months' notice will be provided for Instructors and Assistant Professors; six months for Associate Professors and Professors.

For all notices of non-renewal, the effective date of termination of the faculty appointment will be at the end of the notice period.

Extensions and Rescissions:

Extensions: Notwithstanding the foregoing, at the discretion of the Provost, upon a recommendation from the Recommending Authority with concurrence of the Dean of the School, a one-year notice of non-renewal may be extended for up to an additional six months; a six-month notice of non-renewal may be extended for up to an additional three months. These must be delivered as a written notice through the Office of Faculty Affairs.

Rescissions: Notices of non-renewal may be rescinded at any time during the notice period at the discretion of the Provost, upon a recommendation from the Recommending Authority with concurrence of the Dean of the School. This is accomplished through the Office of Faculty Affairs by letter from the Provost to the faculty member.

Effect on Promotion:

An application for promotion will not be accepted after a notice of non-renewal has been issued. If such an application is in the Recommending Authority's office but has not yet been submitted to the Office of Faculty Affairs on behalf of the Rank and Tenure Committee, it will not be submitted.

If an application has been submitted to Office of Faculty Affairs on behalf of the Rank and Tenure Committee on the date the notice of non-renewal is issued, but is not complete and ready for consideration by the School Rank Committee, the application will be reviewed by the Dean of the School, who will decide, in their sole discretion, if the application will be completed and referred to the School Rank Committee for consideration.

An application for promotion which is complete prior to the issuance of the notice of non-renewal, but for which the current Recommending Authority has withdrawn Departmental support in writing, will be reviewed by the Dean of the School, who will decide, in their sole discretion, if the application will be completed and considered by the School Rank Committee. An application for promotion which is complete prior to the issuance of the notice of non-renewal, and for which the Recommending Authority has not withdrawn support, may proceed through the promotion process.

Dates Relative to Appointment, Promotion, and Employment

Appointments and promotions require action by the President (or the Board of Trustees for appointments and promotions of the President), who may approve or deny the appointment or promotion. Appointments will generally be effective on the later of the date of employment; or the date of the action of the President (or the action of the Board of Trustees Board with respect to the appointment of the President). Promotions will generally be effective on the July 1<sup>st</sup> following the action of the President (or the action of the Board with respect to the promotion of the President).

For purposes of counting years in rank and for purposes of non-renewal under this policy, the starting date shall be July 1 of the fiscal year in which the appointment is made for appointments made between July 1 and September 15, and it shall be July 1 of the following fiscal year for appointments and promotions effective on or after September 16.

For salary and fringe benefit purposes, employment may commence prior to the date of proposed appointment, pending action by the President or the Board of Trustees with respect to the faculty appointment of the President.

Leaves of absence for sabbatical or other scholarly activity do not interrupt continuous service and will be included in calculating years in rank. Leaves of absence for other purposes do not interrupt continuous service but are not included in calculating total years in rank.

## 2.2 APPOINTMENT AND PROMOTION POLICY AND PROCEDURE

Academic advancement at MCW is predicated on scholarship, service and advancement of MCW's missions. Appointments and Promotion occur at the School level and readiness for academic promotion is peer-reviewed by the individual School Rank Committee (See [Section 2.5 MCW Rank and Tenure Committees](#)) for the school in which promotion is being sought.

## 2.2 A Appointments

Junior Faculty (Instructors and Assistant Professors): The Recommending Authority should transmit recommendations for the appointment of an individual to the rank of Instructor or Assistant Professor to the Dean of the School. The Dean will forward these recommendations, along with their own, to the Office of Faculty Affairs to process for Provost approval.

Recommendations should include a detailed curriculum vitae and bibliography, and a letter of recommendation which describes the individual's current ability and contributions to MCW's missions, the role of the new appointee in the Department's programs and identify potential mentors who will help to assure the individual's academic success.

Senior Faculty (Associate Professors and Professors): Recommendation for appointment of a faculty member to the rank of Associate Professor or Professor will be transmitted by the Recommending Authority through the Dean of the School to the Rank Committee. For an initial appointment of a new chair, selected from candidates forwarded by a search committee, the recommendation letter for rank and/or tenure shall come from the chair of the search committee. A recommendation for appointment of a Dean will be made by the Provost unless the Provost is a Dean, then the President of MCW. If the President is to join the faculty, the recommendation for appointment will be made by the Provost, with the concurrence of the Dean of the School, and presented to the Board of Trustees for approval.

The appointment process for senior faculty includes:

- A detailed letter from the recommending authority that includes a description of the role of the new appointee in the Department's programs and identify potential mentors who will help assure the individuals academic success, as appropriate.
- A curriculum vitae and bibliography.
- Requested supplementary materials may be substituted for a formal portfolio or the appointee may submit a professional portfolio detailing scholarly achievement and academic impact.
- Two selected scholarly contributions or two notable academic outputs, where applicable. This could include publications, presentations, posters, book chapters, and other forms of academic work.
- For faculty seeking appointment with promotion from their existing rank; a list of individuals whom the Rank Committee may use as references:

|                     |  |                                    |
|---------------------|--|------------------------------------|
| Associate Professor | 4 Internal from MCW or the appointee's current institution | 2 External from other institutions |
| Professor           | 4 Internal from MCW or the appointee's current institution | 4 External from other institutions |

Letters of recommendation will be solicited by the School Rank Committee. The Recommending Authority will be apprised of the receipt of letters; however, all letters will be treated as confidential advice to the committees.

For Senior Faculty members being appointed at the same rank from another appropriately accredited institution, no reference letters are required.

## 2.2 B Visiting Faculty Appointments

Guidelines for Appointment: Visiting faculty titles are appropriate for individuals on leave from another institution during this appointment's term. Any such individuals who are foreign nationals must have an appropriate visa allowing them to be employed in a faculty position in the United States.

Procedure for Appointment: The details of the obligations of a Visiting faculty member are negotiated with the Recommending Authority, and the appointment requires approval of the Dean of the School, the Provost and the President, except that visiting faculty appointments of two weeks or less may be made by the Dean of the School and approved by the Provost. Consideration by the Committee on Rank and Tenure is not required.

Conditions of Appointment: Appointment as a Visiting faculty member is normally for a term not to exceed 24 months.

A Visiting faculty member participates in one or more of MCW's missions, as do the full-time faculty in the same Department.

A Visiting faculty member who participates in patient care activities must obtain a license to practice medicine and surgery in Wisconsin unless a statutory exception applies.

## 2.2 C Emeritus Faculty Appointments

Guidelines for Appointment: The title Emeritus may be conferred by the Board of Trustees on former or retired faculty members whom MCW wishes to honor. Normally, eligibility for this title is restricted to current or former members of the full-time faculty who have provided distinguished service to MCW for at least five years.

Procedures for Appointment: Recommendations by the Recommending Authority for an Emeritus appointment will be transmitted by the Dean of the School together with their own recommendation, to the Provost. The Provost will transmit the recommendations to the Board of Trustees for action. Action by any Committee on Rank and Tenure is not required.

Recommendations for the title Emeritus should be made to the same rank as is currently held or was most recently held by the faculty member; promotion is not associated with designation as an Emeritus member of the faculty.

Part-Time Employment of Emeritus Faculty: Emeritus faculty may accept responsibility in the programs of MCW as assigned by the leader of an Academic Unit and may be partially salaried by MCW. If so, they must simultaneously be appointed to an appropriate part-time faculty rank.

Emeritus Faculty Privileges: Emeritus faculty are listed in the MCW directory, have email access, have access to the facilities and services offered by the MCW library and are notified of important MCW events.

## 2.2 D Administrative Appointments

Administrative appointments such as Provost, Associate Provost, Assistant Provost, Dean, Department Chair, Senior Associate Dean, Associate Dean, Assistant Dean, or other administrative appointments, are not appointments to the faculty of MCW. Such appointments are without term or tenure and are continued or terminated at the discretion of the appointing authority.

## 2.2 E Promotion

Promotion in academic rank is determined by levels of accomplishment in five (5) areas, which include MCW's four missions of Education, Research, Patient Care, and Community Engagement, as well as Institutional Service. Institutional Service must be included in one of the Accomplishment Areas below. Accomplishment shall be judged on increasing levels of scholarship and engagement across missions that exemplify: Involvement, Achievement and Leadership.

Associate Professor: Faculty wishing to be promoted to Associate Professor should demonstrate that they have met at least the following accomplishment levels:

- **Involvement** in two or more Accomplishment Areas, and
- **Achievement** in one additional Accomplishment Area, at least at a local/regional level

Professor: Faculty wishing to be promoted to Professor should demonstrate that they have met at least the following accomplishment levels:

- **Achievement** in two or more Accomplishment Areas, and
- **Leadership** in at least one additional Accomplishment Area at a regional/national level, in the Research mission this must be at a national/international level.

Accomplishment Areas:

- *Research:* This area includes all efforts and achievements related to the development and dissemination of new knowledge or the novel or insightful uses of existing knowledge.
- *Patient Care:* This area includes all effort and achievements in providing and advancing clinical care.
- *Education:* This area includes didactic and experiential teaching, as well as curriculum development and innovation. This area pertains to education delivery to all levels of trainees.
- *Community Engagement:* This area includes all efforts and achievements in community-involved activities.
- *Institutional Service:* This area involves all effort and activities related to the sustainment and the development of administrative tasks to support the MCW community and to further the missions of MCW.

The following table provides illustrative examples of the types of activities that could meet the specific achievement levels. These examples are not exhaustive, and fulfillment of similar activities does not guarantee promotion, as decisions are based on a holistic assessment of accomplishments across all relevant areas as set forth herein and described in the Faculty Promotion Process.

|                    | <b>Research</b>  | <b>Education</b>   | <b>Patient Care</b>  | <b>Community Engagement</b>   | <b>Institutional Service</b>   |
|--------------------|--|--|--|---|--|
| <b>INVOLVEMENT</b> | Occasional publications, submissions, and contributions. | Teaches and mentors learners (at any level) on a periodic yet consistent basis in didactic, experiential, or research, with positive outcomes. | Board certification (or eligible) in professional area and excellence in clinical care.<br><br>Recognition by peers and/or patient surveys.<br><br>Providing quality patient/ clinical care. | Develops partnerships with community organizations locally and/or regionally.<br><br>Develops projects or programs in alignment with identified community needs.<br><br>Disseminates occasional publications or other traditional scholarship.<br><br>Advises learners on community projects. | Serves on or attends MCW or unit committees.<br><br>Participates in required service activities (e.g., student interviews, etc.).<br><br>Is a member of appropriate professional organizations.<br><br>Occasionally participates in community service. |

|                    | <b>Research</b>  | <b>Education</b>   | <b>Patient Care</b>  | <b>Community Engagement</b>  | <b>Institutional Service</b>   |
|--------------------|--|--|--|--|--|
| <b>ACHIEVEMENT</b> | <p>Sustained/continuous publication record, grant funding, some awards.</p> <p>Invited authorship/presentations.</p> | <p>Continuous and regular teaching, directing, and mentoring of learners in any mode (didactic, experiential, research).</p> <p>Facilitates improvement, change, and/or development of education for their unit.</p> <p>Receives unit/institutional teaching recognition/awards.</p> <p>Dissemination of educational work.</p> | <p>Demonstrates excellence in clinical care, garnering reputation regionally for consultations and referrals.</p> <p>Develops new clinical programs for the institution to grow the practice</p> | <p>Established community partnerships with evidence of outcomes.</p> <p>Established record of quality and innovative community engaged scholarship.</p> <p>Mentors learners in community engagement.</p> <p>Leads, organizes, and/or contributes substantially to community service.</p> | <p>Leads, organizes, and/or contributes substantially to institutional, unit, or professional organization service work. Provides mentorship and development to peers.</p> |
|                    | <b>Research</b>  | <b>Education</b>   | <b>Patient Care</b>  | <b>Community Engagement</b>  | <b>Institutional Service</b>   |

|                   |   |   |   |   |   |
|-------------------|---|---|---|---|---|
| <b>LEADERSHIP</b> | <p>Distinguished record of sustained funding and publications.</p> <p>Leads a research program and scholarly efforts.</p> <p>National recognition for scientific expertise.</p> | <p>Sustained and significant teaching and mentoring of learners with demonstrated outcomes.</p> <p>Serves in a leadership role in education at MCW, at unit, institutional, regional, or national level.</p> <p>Continuous demonstration and/or dissemination of high-quality educational outcomes.</p> | <p>Leader of clinical program at MCW.</p> <p>Serving in leadership of a major regional/national organization.</p> <p>Program committee chair of national meeting, honors and awards for national service, leading a funded collaborative network.</p> | <p>Sustained and distinguished record of community engagement regionally and nationally.</p> <p>Sustained dissemination to academic and community audiences.</p> <p>Leadership in community engagement related groups.</p> <p>Demonstrated impact in one's field and in community.</p> <p>Sustained teaching and mentoring.</p> | <p>Significant record of leadership on service work.</p> <p>Asked by institutional/organizational leaders to lead significant efforts.</p> <p>Elected to local, regional, or national leadership positions in professional or service organizations.</p> <p>Service on board of national societies.</p> |
|-------------------|---|---|---|---|---|

Process:

Recommendations for promotion should include:

- A detailed letter from the recommending authority that includes evidence of accomplishments in all areas of MCW's missions and service. The letter should include which of the Accomplishment Areas and at which level the faculty member wishes to be assessed by.
- Curriculum vitae and bibliography in the format located on the Office of Faculty Affairs website.
- Professional Portfolio detailing scholarly achievement and academic impact.
- A list of individuals whom the Rank Committee may use as references:

|                     |   |                                    |
|---------------------|---|------------------------------------|
| Associate Professor | 4 Internal from MCW (or for new appointments, from the candidate's current institution) | 2 External from Other institutions |
| Professor           | 4 Internal from MCW (or for new appointment, from the candidate's current institution)  | 4 External from Other institutions |

- Two selected scholarly contributions or two notable academic outputs, where applicable. This could include publications, presentations, posters, book chapters, and other forms of academic work

Letters of recommendation will be solicited by the School Rank Committee. The Recommending Authority will be apprised of the receipt of letters; however, all letters will be treated as confidential advice to the committees.

Recommendation for promotion of a faculty member to the rank of Associate Professor or Professor will be transmitted by the Recommending Authority through the Dean of the School to the School Rank Committee. A recommendation for promotion of an Academic Unit Leader will be made by the Dean of the School. A recommendation for promotion of a Dean will be made by the Provost unless the Provost is a Dean, then the President of MCW. If the President is to join the faculty, the recommendation for promotion will be made by the Provost, with the concurrence of the Dean of the School, and presented to the Board of Trustees for approval.

A request for simultaneous promotion and tenure consideration shall only require one submission directed to Faculty Affairs.

The promotion packet will be assessed by the School Rank Committee and their recommendation will be forwarded to the Dean of the School.

The Dean of the School may decide against a positive recommendation from the School Rank Committee and the University Rank and Tenure Committee, but not against a negative recommendation. These procedures apply to both primary and secondary appointments and tenure.

The Dean of the School will then transmit to the President, through the Provost, the recommendation on rank of the School Rank Committee, the recommendation of the Recommending Authority, and their own recommendation.

The Provost will inform the School Rank Committee and the University Rank and Tenure Committee, the Office of Faculty Affairs, Recommending Authority, and the individual faculty member of the action of the President on rank and the Board of Trustees on tenure and any appointment or promotion of the President.

#### Timetable for Submitting Reappointment and Promotion Documents:

The schedule for submitting materials to the Office of Faculty Affairs recommending reappointment, promotion or tenure are found in the [Promotion Timeline](#).

## 2.3 TENURE POLICIES AND PROCEDURES

### 2.3 A Definition of Tenure at MCW

Tenure is a pledge made by MCW to offer indefinite employment to a faculty member. The award of tenure recognizes MCW's commitment to academic freedom, adds stability while ensuring excellence, and recognizes accomplished and outstanding faculty members who exemplify and who will continue to exemplify the mission and values of MCW.

### 2.3 B Policies for the Award and Limits of Tenure

In awarding Tenure, MCW pledges its intention to offer the tenured individual a continuous faculty position on the condition that their academic endeavors are maintained at an appropriately high professional standard and the faculty member's program is not faced with a bona fide financial exigency which necessitates the implementation of retrenchment procedures that could have a bearing on tenured faculty. However, in no case shall the appointment of a tenured faculty member be terminated for financial exigency in favor of retaining a faculty member without tenure in the same academic program, nor shall the institution make a new appointment in the affected academic program. Tenure provides protection from dismissal for reasons unrelated to professional conduct.

Tenure is a formal assurance that the individual's continued employment will be placed in question only in accord with full academic due process. The procedures developed to assure academic due process require that determination of four conditions: 1) that academic freedom is not violated; 2) that the personal civil liberties of the faculty member are not violated; 3) that the stated cause exists in fact, and 4) that the degree of demonstrated professional irresponsibility or

misconduct warrants termination of the individual's appointment rather than some lesser sanction. Tenure does not protect the portion of employment covered under a professional services agreement or administrative appointments.

Further, it is generally understood that tenure carries with it priority for support (a call) from the resources of the institution in circumstances of financial stringency.

There are, moreover, circumstances in which tenure will not provide security for faculty members even of unquestioned excellence. Two of these circumstances may appropriately be specified. Declining student participation in or academic need for certain activities in the academic categories defined in [Section 1.5 B, Types of Programs](#), may reduce the demand for the services of some faculty members with particular skills. Any faculty member, even though they may possess tenure, for whom there is not an appropriate role in some other area of the academic mission, may be terminated by the cessation of the program in which they have served. While the faculty may participate in an advisory role concerning the reduction or elimination of a given activity within the academic categories defined in [Section 1.5 B, Types of Programs](#), ultimate responsibility for action resides in the President or the Board of Trustees.

The second circumstance concerns the termination or reduction of academic programs brought about by financial stringency. If there is an authentic financial circumstance confronting the institution, decisions concerning programs to be terminated or reduced, with a consequent release of members of the faculty, must be made in a reasonable way with appropriate faculty participation. This circumstance carries with it no suggestion that the released members of the faculty have either fallen short in their duties or have been guilty of misconduct.

MCW and its affiliated institutions will make every effort to ensure the availability of budgeted funds. MCW cannot guarantee, however, the availability of funds dependent upon the budgets of affiliated institutions or from grants or clinical revenue or other sponsored sources.

Tenure is available only in the Academic Unit of the primary appointment.

### 2.3 C Tenure Application Process

Procedure for Awarding Tenure: Application for, and granting of, tenure is uncoupled from promotion in rank. Whereas promotion is recommended on a school-level, tenure is a separate, institutional-level decision. Tenure is based solely on the faculty member's ability to meet the described criteria. When a candidate is applying for tenure and promotion at the same time, the same materials may be used throughout the process for both awards; the materials submitted must address all aspects of both promotion and tenure criteria.

MCW recognizes the following elements in faculty members who receive the award of tenure:

- Exemplification of MCW's values and missions.
- Commitment and value to MCW.
- Potential future value of contributions to MCW.
- Standing in their field of occupation.
- Scholarly and programmatic achievements.

An application for tenure will be initiated by the faculty member or Recommending Authority. A Departmental Review Committee will review the tenure application using institutional criteria. The committee will provide feedback on the criteria to the faculty member and make a recommendation to the Recommending Authority regarding suitability of the applicant for tenure. The Recommending Authority will have the final decision to submit the faculty member as a candidate for tenure to the University Rank and Tenure Committee.

In case of disagreement between the faculty and Recommending Authority as to whether the faculty member should be put up for tenure, the current appeal process in the faculty handbook ([Section 2.4 Appeal Process for Consideration for Promotion and/or Tenure](#)) will be used.

The Recommending Authority is responsible for submitting a request for the award of tenure by submitting the required documentation to the Office of Faculty Affairs by the stated deadline:

- A letter of support detailing how the candidate meets or exceeds the criteria for tenure, and how the candidate exhibits and exemplifies the values of MCW.
- Curriculum vitae and bibliography in MCW format located on the Office of Faculty Affairs website.
- Professional Portfolio detailing scholarly achievement and academic impact.
- Names of references for letters of support. These references may come from the faculty’s suggestion, chair suggestion, or a combination. All tenure applications must have at least the following reference letters:
  - Internal: 3-5 internal letters from MCW faculty at the rank of full professor (tenured or non-tenured).
  - External: 3-5 external references from faculty at the rank of full professor (tenured or non-tenured).
- Additional letters from current or past mentees or students that can expand on the applicant’s qualifications for tenure are encouraged and welcome.

For newly hired candidates who have tenure at their previous institution, and seeking tenure within their first year of hire at MCW, all processes will be similar with these exceptions:

- The portfolio may consist of the candidate’s statements of teaching, scholarship, or other statements or information submitted during the hiring process. The candidate may also provide additional information as needed.
- References will include 3-5 references from the candidate’s previous institution only.
- The letter from the hiring authority to the University Rank and Tenure committee requesting tenure will detail how the newly hired faculty meets MCW tenure criteria and exemplifies MCW values.

Letters of recommendation will be solicited by the University Rank and Tenure Committee. The Recommending Authority will be apprised of the receipt of letters; however, all letters will be treated as confidential advice to the committees.

After completing the review of the candidate dossier, the University Rank and Tenure committee will advise the Recommending Authority and Dean of the School of their recommendation (timetable outlined in [Section 2.2 E Promotion](#)).

For tenured faculty members who have achieved the rank of full professor, and who are being appointed to MCW from another appropriately accredited institution, reference letters are not required.

Criteria for Tenure: Note: examples and evidence in the table below are non-exclusive and non-exhaustive.

| Criteria   | Examples  | Evidence   |
|--|---|--|
| Candidate’s actions, work, and interactions with others demonstrate a <b>consistent and sustained commitment to the success of the institution</b> , in line with organizational values, through <b>leadership, citizenship and service</b> to MCW (or prior institution), and the candidate’s profession. | <ol style="list-style-type: none"> <li>1. Sustained and outstanding institutional service to MCW, its units, affiliates, partners, and/or community, preferably including leadership in this area. This could be with various service efforts throughout the candidate’s career, or a singular, major service role.</li> <li>2. Consistently and effectively engages in service within appropriate professional organizations.</li> <li>3. Formally or informally leads transformative efforts positively, affecting the institution and profession.</li> </ol> | <ol style="list-style-type: none"> <li>1. Letters of support from supervisors, peers, and mentees/reports.</li> <li>2. Outcomes of impactful service roles and efforts in portfolio</li> <li>3. Outcomes of service and leadership roles:                             <ol style="list-style-type: none"> <li>a. Consistent involvement in MCW wide committees/projects.</li> <li>b. Committee Service.</li> <li>c. Leadership of areas that have grown/developed.</li> </ol> </li> <li>4. Outcomes of service and leadership in professional organizations.</li> </ol> |

|  |  |  |
|--|--|--|
| <p>Candidate's scholarly, programmatic, professional, and institutional achievements <b>provide substantial value</b> to MCW and its missions. Work is impactful to those MCW serves (students, patients, community) with <b>outcomes that positively affect the ability of MCW</b> to fulfill its missions.</p> | <p>Any or all of the following as appropriate:</p> <ol style="list-style-type: none"> <li>1. High quality and significant quantity of teaching/education efforts that have been successful and valuable to learners.</li> <li>2. Sustained and successful research program including publications, presentations and other forms of scientific dissemination.</li> <li>3. Sustained and impactful community engagement activities.</li> <li>4. Development and/or leadership of impactful clinical programs.</li> <li>5. Other sustained and significant achievements/outcomes in the candidate's field(s).</li> </ol> | <p>Research</p> <ol style="list-style-type: none"> <li>1. Funding/grants obtained.</li> <li>2. Bibliography.</li> <li>3. Record of presentations.</li> <li>4. Development of research program.</li> </ol> <p>Education</p> <ol style="list-style-type: none"> <li>5. Teaching portfolio; description of teaching efforts.</li> <li>6. Student Evals /Peer Evals.</li> <li>7. Teaching recognition/awards.</li> <li>8. Programmatic development.</li> <li>9. Mentoring.</li> </ol> <p>Community Engagement</p> <ol style="list-style-type: none"> <li>10. Research, education, and/or practice within the community that has a demonstrated positive impact to community and MCW.</li> </ol> <p>Clinical practice</p> <ol style="list-style-type: none"> <li>11. Leadership/development of clinical programs.</li> <li>12. Quality and quantity of clinical endeavors.</li> <li>13. Metrics of value to MCW and region.</li> </ol> <p>Service</p> <ol style="list-style-type: none"> <li>14. Consistent involvement in MCW wide committees/projects.</li> <li>15. Committee Service.</li> <li>16. Leadership of areas that have grown/developed.</li> </ol> |
| <p>Candidate's record of contributions strongly demonstrates that the candidate's work will <b>continue to be of significant value</b> to MCW in years ahead at a similar or increased level.</p>  | <ol style="list-style-type: none"> <li>1. Projects and activities of value to MCW are sustainable or will lead to future growth in the long term.</li> <li>2. Leadership in work that makes a difference and is aligned with MCW missions.</li> <li>3. Commitment to continuous professional development in areas that contribute to MCW's growth and advancement.</li> <li>4. Seeks ways to add value to MCW.</li> </ol>  | <ol style="list-style-type: none"> <li>1. Continuous extramural funding since first faculty appointment.</li> <li>2. Sustained high level research operation.</li> <li>3. Continuously outstanding student, learner, and or mentee outcomes.</li> <li>4. Significant contributions to multiple MCW institutional committees.</li> <li>5. Positive/increasing trajectory of impactful accomplishments in any area that build on one another and demonstrate substantial likelihood of continuing.</li> <li>6. Record of developing sustainable and/or growing programs.</li> <li>7. References from faculty and leaders attesting to ongoing and future value of candidate's work.</li> </ol>   |

|   |  |  |
|---|--|--|
| <p>Candidates should be recognized as having made <b>substantial progress in achieving eminence</b> in their field.</p> | <p>Peer recognition that the faculty member is accomplished in their field(s) and has added to the field over time. The faculty member regularly contributes their experience and expertise to their profession.</p> | <ol style="list-style-type: none"> <li>1. Letters of reference attesting to faculty member's eminence in field.</li> <li>2. Awards for accomplishments in field.</li> <li>3. Leadership of, or recognition by, national organizations.</li> <li>4. Contributed to a significant endeavor on a national committee.</li> <li>5. Invited presentations.</li> <li>6. Journal editor.</li> <li>7. Participates in impactful national-level projects.</li> </ol> |
|---|--|--|

The University Rank and Tenure Committee reviews the faculty member's submission with respect to MCW's tenure criteria. The Committee makes a recommendation on tenure status which is communicated to the Dean of the School and Provost. The Provost communicates their decision to the Board of Trustees, who has the final decision.

2.3 D Legacy appointments no longer conferred by MCW

Indefinite Appointments: MCW ceased conferring Indefinite Appointments on July 1, 2012. An appointment of Indefinite Duration was awarded to a faculty member holding the rank of Associate Professor and was conferred coincident with promotion to Professor in the Clinician Educator Path. Indefinite Appointment conferred tenure of title. Salary continues to be contingent upon non-corporate sources, primarily clinical income and hospital support.

Extended Appointments: The awarding of extended contracts was discontinued on July 1, 1985, when the Three Path System of faculty appointments was introduced.

2.4 APPEAL PROCESS FOR CONSIDERATION FOR PROMOTION AND/OR TENURE

The following appeal process shall be available to any faculty member who wishes to be considered for promotion by a School Rank Committee and/or tenure by the University Rank and Tenure Committee in the event that their Recommending Authority declines to place their name before the School Rank Committee and/or the University Rank and Tenure Committee for tenure consideration.

The faculty member should request in writing that the Recommending Authority submit their name before the School Rank Committee for promotion and/or the University Rank and Tenure Committee for tenure by no later than September 1 of the academic year. This request must be accompanied by a current CV and supporting documentation. This process would ideally occur as a part of the annual performance review process between the Recommending Authority and the faculty member.

If the above condition has been met, the Recommending Authority must communicate a negative decision in writing to the faculty member by October 1 of the academic year.

The faculty member may appeal the decision(s) of the Recommending Authority by submitting a written request addressed to the University Rank and Tenure Committee by November 1 of the academic year. This request must include a current CV, supporting documentation, and a statement indicating why they should be promoted and/or tenured and why they have not been treated in a fair manner in the denial of request for consideration of promotion and/or tenure.

The University Rank and Tenure Committee shall hear appeals of the consideration of the Recommending Authority for either rank and/or tenure no later than the following February 1.

By January 1 the Recommending Authority must submit a letter to the University Rank and Tenure Committee containing the following information:

- Time in rank and career background of the appealing faculty member;
- A brief review of their contributions in the areas of clinical responsibilities, research, and training;
- Future role of the faculty member in the Department; and
- A summary statement of the intradepartmental review committee, if such exists, and appropriate supporting documentation, such as committee minutes.

By January 1 the appealing faculty member must submit a letter to the University Rank and Tenure Committee containing the following information:

- Current CV and supporting documentation;
- A statement indicating why they should be promoted or tenured; and
- A statement explaining why they have not been treated in a fair manner in the denial of request for consideration for promotion and/or tenure.

The faculty member may request to have legal counsel present. This request must be made in writing to the University Rank and Tenure Committee by January 1. In such cases, the legal counsel for MCW must also be present at the hearing. The faculty member's legal representative may provide counsel to the faculty member but is not permitted to address the University Rank and Tenure Committee or directly question any of those being interviewed at the appeals hearing.

Copies of all information provided by one party to the Committee will also be made available to the other party by the Committee by January 15.

The University Rank and Tenure Committee shall make a decision and communicate this in writing to the Dean of the School no later than February 15. This decision shall be final and may not be appealed.

The Dean of the School will communicate the Committee's decision and supporting rationale in writing to the faculty member and the Recommending Authority by March 1.

If the decision of the University Rank and Tenure Committee is in favor of the appealing faculty member, the Dean of the School shall forward all relevant information concerning the candidate to the School Rank Committee for promotion and/or the University Rank and Tenure Committee regarding tenure. The Committee's decision and supporting rationale shall be available in lieu of the Recommending Authority's recommendation.

## 2.5 MCW RANK AND TENURE COMMITTEES

University Rank and Tenure Committee: The University Rank and Tenure Committee shall be responsible for developing criteria for Appointment and Promotion. Any changes that require amendment of the policies in the Faculty Handbook are subject to the normal amendment process. The committee will also be responsible for the approval and oversight of School Rank Committee appointment/promotion requirements and operating procedures as well as policies concerning rank and tenure of all faculty members; and shall undertake such additional functions as delegated by the Faculty Council or the Deans which are within their respective jurisdictions to delegate. The committee shall be responsible for recommending the award of tenure for individual faculty and provide oversight to each of the school rank committees.

The committee shall consist of eleven faculty members including the Chairs of the Rank Committee for each School, three elected by the faculty and the remainder appointed by the Provost. The majority of members of this committee must be elected by the faculty. Faculty must hold faculty rank of Associate Professor or Professor.

The Chair shall be elected by the committee in the spring of each year. The Chair so elected shall have had one or more years of service on the committee.

Deans of a School, Department Chairs and Institute Directors shall not serve on this committee.

The resources of the Office of Faculty Affairs shall be made available to support the activities of the committee.

School-Specific Rank Committees: The Rank Committee for each School shall be responsible for developing school-specific requirements necessary to meet the criteria for appointment and promotion. Such requirements must be approved by the University Rank and Tenure committee before implementation. The committee is also responsible for applying the policies concerning rank and for recommending promotion of individual faculty in their respective school.

The committee shall consist of at least five and up to eleven faculty members holding primary appointment or secondary appointments in the school. The membership of the committee and manner of appointment or election to the committee shall be included in the charter adopted by the committee and approved by the University Rank and Tenure Committee. Alterations to the membership and mode of appointment of any rank committee is subject to approval by Faculty Council, the ECF and the Board of Trustees.

The Chair shall be elected by the committee in the spring of each year. The Chair so elected shall have had one or more years of service on the committee.

The Dean of a School, Department Chairs and Institute Directors shall not serve on this committee.

The resources of the Office of Faculty Affairs shall be made available to support the activities of the committee.

The University Rank and Tenure Committee and School Rank Committees receive oversight from the Faculty Council and are subject to the conditions outlined in the *Rules for Faculty Council*.

## 2.6 FACULTY RECRUITMENT AFFIRMATIVE ACTION

### 2.6 A Faculty Recruitment Protocol

It is the policy of MCW to provide equal employment opportunity to all, and to prohibit discrimination in all its programs and activities on the basis of sex, race, color, ancestry, age, religion, disability, genetic information, marital status, national origin, sexual orientation, gender identity, gender expression, arrest or conviction record, past or present service in the uniformed services and any other status prohibited by law or regulation. MCW is committed to a program of affirmative action for all protected classes, including women and racial minorities.

See MCW Policy [HR.EE.040](#).

### 2.6 B Equal Employment Opportunity and Affirmative Action

MCW adheres to the letter and intent of federal, state and local employment laws, judicial mandates and presidential executive orders designed to eradicate discrimination in employment and to allow the nation to develop its human resources to the maximum.

See MCW Policy [HR.EE.010](#).

### 2.6 C Nepotism (Employment of Relatives)

MCW does not prohibit application for any employment by, or hiring of relatives, provided that a supervisory/subordinate relationship does not exist directly or indirectly. This anti-nepotism rule is applicable with respect to any terms, conditions, or privileges of employment, including but not limited to appointment, retention, promotion, tenure, and salary.

See MCW Policy [HR.EE.110](#).

## 2.7 TERMINATION OF FULL-TIME FACULTY STATUS

Termination of employment occurs when a faculty member resigns, dies or becomes permanently disabled; or upon nonrenewal of an appointment contract; upon loss of full-time employment at an affiliated institution; for cause termination of a professional/clinical service agreement or upon termination of appointment for adequate cause or financial exigency.

### 2.7 A Resignation

Resignations from the faculty should be submitted in writing to the leader of the Academic Unit and will constitute concurrent resignation from all secondary faculty appointments and committees at MCW. At least ninety (90) days advance notice of the resignation date is expected unless a resignation date has been mutually agreed upon by the faculty member and the leader of the Academic Unit. Resignations shall not be subject to any rights of reconsideration or review at the instance of either party without the concurrence of the other. Unless expressly agreed upon in writing to the contrary, all right to rank, tenure, salary, and benefits shall terminate as of the effective date of the resignation. The resigning faculty member is expected to cooperate in the transition of responsibilities held by the faculty member.

### 2.7 B Non-Renewal of Term Appointments

Non-renewal of Term Appointments to the Full-Time, [Full Professional Effort](#) and Part-Time faculty, and the procedures followed therein, are described in [Section 2.1 E, Term Appointments for Faculty](#).

### 2.7 C Termination of Employment for Financial Exigency

**Definition:** A faculty member may be terminated without prejudice for reasons of financial exigency. Financial exigency arises when:

- Funds supporting the position are decreased or eliminated within the organizational unit in which the appointment is made; or
- Changes occur in the mission of MCW or its affiliates. Examples of such changes include (but are not limited to) the elimination of institutional programs (e.g. Centers, Institutes, academic curricula, interdisciplinary research programs, and administrative units), changes in the service mission of an institutional affiliate, or declining enrollment.

**Policy:** Termination for financial exigency of a faculty member with tenure (an appointment that has first call on MCW resources committed to a program) may occur only after termination of corporate resources supporting faculty within the program with term, extended or indefinite appointments (all of which are dependent on financial resources external to MCW; e.g. grants, contracts, hospitals, clinical practice).

**Procedure:** Termination for financial exigency is made on the basis of recommendation by the Dean of the School to the President. Notice will be provided in writing to the faculty member. The period of notice corresponds to the period of notice for non-renewal of term contracts.

**Appeal by Faculty Member:** The faculty member has thirty (30) days from the day upon which they are notified of termination due to financial exigency within which to file a written appeal with the Provost. The appeal will deal with the validity of the finding of financial exigency according to MCW guidelines and an evaluation of whether the action was arbitrary or capricious.

During the next thirty (30) days, the Provost and the affected faculty member may attempt to resolve the dispute in an informal manner, including settlement, negotiation, or other methods of dispute resolution. If the dispute remains

unresolved thereafter, the Provost shall advise the faculty member, and the faculty member may petition the President for a review of the matter. The petition for review may be presented to the President by the faculty member, and the President shall determine the issue.

The President may, in their discretion, request such documents and written argument as it deems necessary or desirable in order for it to reach its decision in the matter, and it shall summarily decide all matters of procedure, evidence and protocol as it shall deem appropriate for it to render its decision. The determination of the Committee shall be deemed conclusive on all parties.

## 2.7 D Violations of Rules, Policies, and Performance Expectations

Violations of MCW rules, policies and professionalism code, or issues with faculty members performance that rise above their academic unit are managed by the faculty member's leader and in consultation with the Office of Faculty Affairs (OFA). The process is not prescribed but follows the following general guidelines.

A developmental approach to faculty relations is encouraged for early intervention for each unique situation. This process begins with an academic unit leader informing a faculty member of any performance or professionalism concerns and gathering a faculty member's perspective on the situation. When needed, a developmental plan is implemented designed to address any recurring lapses of professionalism, conflict, performance, or other areas of concern.

At times, MCW may implement additional steps that could include additional performance monitoring, training, mentors/coaches, performance review feedback, compensation adjustments and/or other corrective action where necessary. Accountability for meeting expectations is provided to ensure a faculty member understands the seriousness and consequences of lack of improvement.

If concerns with an individual are severe, or continue to persist, MCW will inform the faculty member that the performance or behavior needs to change immediately in the form of a letter, and additional corrective steps may be pursued.

Cause for Dismissal of Faculty Members: Termination of appointment of tenured, indefinite appointment and non-tenured faculty members is the most severe sanction MCW may impose. Appointments may be revoked and terminated, and the faculty member dismissed at any time from the faculty during the term of the faculty member's appointment for cause in conformance with MCW policies and procedures. However, except in acute and extreme cases of gross misconduct, any action to dismiss a faculty member should be preceded by an extensive process of counseling and attempted remediation as described in the preceding paragraph.

Adequate cause shall include any circumstances by which a faculty member:

Intentionally fails or refuses to continue to perform a substantial part of the faculty member's usual and customary assigned duties; or is adjudged by their peers to have engaged in conduct which fails to meet the standards of personal and professional excellence which generally characterizes faculties of health sciences universities, but only if through this conduct their value as a faculty member is, or will probably be, substantially impaired. Some examples of conduct that substantially impair the value or utility of a faculty member are: serious instances of illegal, immoral, dishonorable, or irresponsible or incompetent conduct. The foregoing examples, however, are not to be considered exhaustive by reason of enumeration, and other factors may be taken into consideration if they bear on the value or utility of a faculty member. In no case, however, shall adequate cause be interpreted so as to impair the full and free enjoyment of legitimate personal or academic freedoms of thought, doctrine, discourse, association, advocacy, or action. Failure to renew a term appointment is not considered to be dismissal, and, consequently, this and the following article do not apply to such an occurrence.

Procedures for Dismissal for Cause: All tenured faculty members and those holding indefinite appointments, as well as any non-tenured faculty member holding a term appointment, have the right to request and be granted a hearing before an appropriate panel when Notice of Intent to Dismiss has been received by the faculty member.

In each case, the procedure for dismissal will be determined by an equitable procedure, affording equal protection to the rights of the individual faculty member and the interests of MCW. In all appeal proceedings, MCW is responsible for establishing sufficient cause for dismissal by a preponderance of evidence.

The following procedures shall generally apply:

Notice of Intent: Written Notice of Intent to Dismiss shall be provided in writing to the affected faculty member by the Academic Unit Leader and with approval of the Provost. Notice of Intent to Dismiss will provide a summary of the reason(s) for dismissal including a description of applicable events and circumstances, as appropriate based upon the circumstances, and shall notify the impacted faculty member of the faculty member's rights to:

- a) voluntarily resign the faculty member's faculty appointment; or
- b) request a hearing by a Hearing Panel.

A faculty member's choice to resign the faculty member's faculty appointment at this stage in lieu of proceeding to hearing is a voluntary resignation and is not an admission of cause or an establishment of cause. A faculty member's election of resignation shall be effective ninety (90) days from the date of the Notice of Intent to Dismiss.

Requests for a hearing must be made in writing to the Provost and must be received within fifteen (15) calendar days of the date of the Notice of Intent to Dismiss. Failure to file a timely request for hearing shall operate as a voluntary resignation of the faculty member's appointment and will be documented by the Office of Faculty Affairs.

Salary & Duties: Faculty members choosing to resign shall continue to receive the faculty member's salary and maintenance of benefits (if benefit eligible) during the 90-day notice period. However, continued performance during the resignation notice period shall be at the discretion of the Academic Unit Leader.

A faculty member electing to proceed to hearing may continue in the performance of the faculty member's duties until conclusion of the hearing, provided the faculty member meets all conditions for continued performance including maintenance of professional licensure, certification, credentials and unrestricted medical staff appointment (as applicable) and investigator eligibility in which case benefits and salary may be reduced accordingly. The Provost may place a faculty member on administrative leave pending the outcome of a hearing when, in the Provost's discretion, the best interests of MCW or the faculty member so require.

Hearing Panel: Within five (5) calendar days following the Provost's receipt of a faculty member's request for hearing, the Provost will appoint five (5) members to serve as a Hearing Panel responsible for conducting the dismissal hearing.

The composition of the Hearing Panel shall include:

- Three (3) senior, currently assigned, full-time faculty members holding the same or higher rank as the impacted faculty member; participating faculty members will be selected by the Faculty Council Governance Committee and facilitated by the Office of Faculty Affairs; the impacted faculty member has a right to be present at the lottery and may strike up to two drawn names with the selection completed with three selected faculty members from the relevant class;
- One (1) Academic Unit Leader (from outside the affected faculty member's primary and secondary appointment department(s)); and
- One (1) Associate Provost, who will serve as chairperson of the Appeal Hearing.

The Provost shall notify the impacted faculty member in writing of the composition of the Hearing Panel and shall specify that the hearing take place no more than thirty (30) days from the date of the faculty member's request for hearing. The Provost shall supply the members of the Hearing Panel with copies of the Notice of Intent to Dismiss and the faculty member's request for hearing.

Hearing Procedure: Within thirty (30) days of the faculty member's request for hearing, the Associate Provost assigned by the Provost as chairperson shall convene a hearing on the issue of cause for dismissal of the faculty member. Hearing panel members may participate in person or by using bidirectional visual and auditory communication as directed by the assigned Associate Provost. The hearing shall be a closed, confidential proceeding.

MCW is responsible for establishing cause for dismissal by a preponderance of the evidence presented to the Hearing Panel, meaning the greater weight of convincing evidence. In determining the preponderance of the evidence, the Hearing Panel shall consider the probable truth or accuracy of the evidence and its significance, not simply the amount of evidence. Evidence may be presented to the Hearing Panel in the form of written statements, verbal statements or other sources of documents or any reliable source of information that relates to the issues described in the Notice of Intent. Members of the Hearing Panel may question the faculty member, the Academic Unit Lead or designee and any other person with relevant information about the issues described in the Notice of Intent to Dismiss. Members of the Hearing Panel may request any documents from the Office of Faculty Affairs that it believes would aid in its decision making.

The impacted faculty member shall have the right to appear in person with legal counsel retained by the faculty member at the faculty member's expense, or a personal representative of the faculty member's choice. If the faculty member retains legal counsel to represent them at the hearing, notice shall be provided at least five (5) days prior to the hearing date by the faculty member to MCW's Office of the General Counsel. MCW shall have the right to legal counsel assigned by the Office of the General Counsel in the preparation and presentation of information at the hearing, regardless of the faculty member's choice to obtain the faculty member's own legal counsel.

The selected Associate Provost shall chair the hearing, and make decisions regarding time limits, scope of the issues to be considered and make such decisions as necessary for an orderly, efficient and fair presentation of relevant information to the Hearing Panel. Neither the federal nor state Rules of Evidence apply to a dismissal hearing. All participants are expected to conform to MCW's Code of Conduct and Professionalism Conduct Policy throughout the hearing proceedings.

The Academic Unit Leader of primary appointment, or Academic Unit Leader's designated representative, must attend the hearing and present information to the Hearing Panel to establish cause for dismissal of the faculty member. Such information may be presented in writing or verbally. The impacted faculty member or the faculty member's representative may question the Academic Unit Leader or Academic Unit Leader's representative, and any other individual/witness presented by the Department to the Hearing Panel. The Associate Provost may limit time and/or scope of questioning by either party in order to facilitate an orderly hearing.

A record of the hearing shall be made either by audio recording or by transcription, at the request of the Associate Provost chairing the hearing.

Decision: Within seven (7) calendar days of the conclusion of the hearing, the Hearing Panel shall inform the Provost, in writing, of its majority decision as to whether cause for dismissal has been established. The Provost shall present the decision to the impacted faculty member. Decisions of the Hearing Panel are final and not subject to appeal by either MCW or the impacted faculty member. However, in exceptional circumstances, the Provost may order the Hearing Panel to reconvene in the event that additional, new evidence or information is discovered that was unavailable for consideration by the Hearing Panel.

In the event the Hearing Panel finds that cause for dismissal has been established, the faculty member's faculty appointment will be terminated, effective upon the faculty member's receipt of notification from the Provost of the decision of the Hearing Panel.

Should the Hearing Panel find that cause for dismissal has not been established, the faculty member's term of appointment continues without interruption. MCW will make the faculty member whole for any reduced compensation

occasioned by the for-cause process. The Chair of the Department is responsible for continued management of the faculty member, including implementation of less severe corrective measures.

**Time Limits:** The appeal process is intended be completed within sixty (60) days of the issuance of Notice of Intent to Dismiss. In extenuating circumstances, such as medical incapacity of a necessary party, the Provost may extend the time limits stated in this procedure. Extension(s) of more than thirty (30) days will result in the impacted faculty member being placed on unpaid personal leave of absence during the appeal process. The President shall have the right to intervene with respect to extensions of time, in the President’s judgment, the proceedings are not progressing in a timely manner.

Suggested Timetable for Cause for Dismissal of Faculty Requesting Hearing

| Events   | Days Between Events | Total Elapsed Days |
|--|---------------------|--------------------|
| Written Notice of Intent to Dismiss served on faculty member               |                     | 0                  |
| Faculty member requests hearing of Provost                                 | +15                 | 15                 |
| Provost appoints Hearing Panel and notifies faculty member of hearing date | +5                  | 20                 |
| Hearing panel meets within 30 days   | +30                 | 50                 |
| Hearing Panel submits decision to Provost following hearing                | +7                  | 57                 |

2.8 FACULTY RIGHTS AND RESPONSIBILITIES

2.8 A Conflicts of Interest, Outside Professional Activities, and Consulting

All officers, full-time and full professional effort faculty, administrative officers, staff physicians, and professional/administrative employees of MCW must exercise the utmost good faith and caution to ensure that their outside activities, relationships with other parties and financial interests do not conflict or interfere with their primary duties and obligations to MCW. All employees have an obligation of loyalty to MCW, and full-time faculty and full professional effort faculty have made exclusive professional commitments to all its mission-based programs. Potential conflicts of interest arise when activities are undertaken which interfere (or appear to interfere) with those obligations and commitments. Conversely, involvement of MCW personnel in outside professional activities can often be of significant benefit to the institution and the individual.

See MCW Policies [AD.CC.030](#), [AD.CC.040](#) and [RS.GN.020](#).

2.9 FACULTY FRINGE BENEFITS

Certain categories of faculty of MCW are eligible for certain benefits of employment, dependent on the type of faculty appointment held. The benefits are described more fully in the Benefits Guide located on the [Benefits InfoScope page](#), [MCW’s Human Resources Administrative Policy and Procedures](#), and summary plan descriptions for the various insurance and benefit plans. All benefits are subject to change at any time without prior notice. Questions on Faculty benefit matters should be directed to the Benefits Team.

2.9 A MCW Faculty Seeking a Degree at MCW

General Information

In order to permit career advancement of members of the full-time faculty who are contributing to the missions of MCW, the opportunity for study leading to the M.S., Ph.D., or M.D. degree is available. For further information, see MCW Policy [HR.BN.130](#). The following general principles apply to faculty who wish to enroll as degree candidates:

No individual may be classified simultaneously as a full-time student and as a member of the full-time faculty;

Full-time faculty status is retained if the time devoted to the degree program is approximately equivalent to, 1) the time which would normally be available for other scholarly activities or 2) when registration is for no more than six credit hours of academic work at any time.

It should be noted that in such instances, there is no extension of the current term contract for faculty appointment. Review for reappointment as the end of the term occurs is described in [Section 2.1 E, Term Appointments for Faculty](#).

Faculty must change to part-time status or take a leave from the faculty, 1) when work toward the degree program requires more time than would normally be available for scholarly activities, or 2) when the commitment to the degree program requires registration for more than six credits.

The procedure for application and admission to a degree program of MCW is identical to that required of all other applicants, except that an additional supporting letter is required from the leader of the Academic Unit in which the faculty member holds a primary appointment. The letter must include information about the extent of time which will be available to the faculty member for the degree program and identify an acceptable duration of study. In addition, the letter should describe the manner in which the proposed program of study will enhance the value of the faculty member to the Department.

Tuition will be charged for enrollment in the degree program. When registration is less than full time, tuition is prorated appropriately. MCW faculty who are candidates for the M.S. or Ph.D. degree may apply for Department supported tuition for courses taken at the MCW School of Graduate Studies.

Personal tax liability for tuition reimbursement is the responsibility of the employee. (See IRS Publication 970.)

## 2.10 FACULTY LEAVE POLICIES

Depending on their status, faculty may be entitled to Family and Medical Leave Act (FMLA) leave, jury duty leave, bereavement leave, military duty leave, non-FMLA leaves of absence, vacation, sick leave, or military leave. MCW Human Resources is responsible for the creation and overall administration of policies that shall specify the extent of the entitlement and the manner in which such leaves shall be administered, subject to the approval of the Provost. See MCW Policy [HR.BN.070](#) and [HR.BN.080](#).

## 2.11 FACULTY GRIEVANCE PROCEDURE

MCW adheres to the law in providing an employment environment that does not to discriminate against any employee or applicant for employment because of age, race, creed, color, handicap, marital status, sex, national origin, ancestry, sexual orientation, arrest record, conviction record, membership in the national guard, state defense force or any other reserve component of the military forces of the United States or this state, or any other protected class.

Allegations of discriminatory treatment based on sex will be handled under the corporate policies prohibiting sex discrimination at MCW. A faculty member alleging any other form of discriminatory treatment stated above is encouraged to utilize the following procedure to resolve the matter, except that allegations of discriminatory treatment resulting in a faculty member's termination for adequate cause shall be asserted in an appeal of the termination rather than under this procedure.

### 2.11 A Grievance Procedure

Informal Procedure: In matters dealing with a grievance alleging disparate treatment, it is important to explore informal resolutions on a timely basis. The aggrieved faculty member is encouraged to discuss the grievance with his immediate

supervisor or with the appropriate Associate Provost; and the Provost if the supervisor is a leader of an Academic Unit and the grievance is against the supervisor. Every attempt should be made to resolve the grievance expeditiously through this informal procedure. If the matter is not resolved, the faculty member may elect to use the formal procedure. A formal grievance must be submitted within thirty (30) days from the date of the action giving rise to the grievance or from the date the faculty member first became aware of the issue.

Formal procedure:

Step 1: Meeting with the Recommending Authority. The aggrieved shall prepare a letter clearly stating the nature of the grievance and the remedy requested. The letter should be addressed through the immediate supervisor to the Recommending Authority. If the grievance is against the Recommending Authority, the grievance process will begin at Step 2.

Within ten (10) calendar days of the date of the letter, the Recommending Authority will schedule and conduct a meeting with the aggrieved to discuss the grievance and requested resolution. Within fifteen (15) calendar days of the meeting, the Recommending Authority will prepare and send to the aggrieved faculty member a summary record of the meeting, along with the facts and their recommendation for resolution of the grievance.

Step 2: Meeting with the Dean of a School. If the grievance is in a school without Departments or against the Department Chair or Institute director or if the decision at Step 1 does not resolve the grievance, the faculty member may, within ten (10) calendar days of the date of the Step 1 decision, request in writing a review by the Dean of the School.

The letter should be addressed to the Dean of the School and should include all correspondence from Step 1. The Dean of the School will consult with the Affirmative Action Officer and may, at his discretion, seek counsel from disinterested members of the faculty.

As soon as possible thereafter, the Dean of the School will schedule and conduct a hearing with the aggrieved. Within thirty (30) days of the hearing, the Dean of the School will render a written decision to the faculty member and other involved parties.

Step 3: Review by the Provost. If the grievance is against a Dean of a School or if the faculty member is not satisfied with the decision of the Dean of the School, may appeal directly to the Provost.

This appeal must be made within ten (10) calendar days of the Dean's decision in a letter, with pertinent attachments, directed to the Provost.

The Provost will review the matter as it relates to the process and will render his decision within thirty (30) calendar days. This decision is final.

In the event the Provost is the Dean of the same school as the faculty member then this Step 3 shall be directed to the President.

A written report of the decision will be sent to the involved parties.

2.11 B Special notes relative to the Faculty Grievance Procedure:

- The subject and scope of the grievance may not change at any step in this procedure.
- Time limits can be changed only by mutual consent.
- Failure to file a timely appeal at any step will render that decision final. Neither MCW nor the faculty member shall have the right to bring legal counsel to any meeting involved with this procedure.

## 2.12 CODE OF CONDUCT POLICY

[AD.CC.010](#)

### **3.0 ADOPTION AND AMENDMENTS**

This handbook shall be effective upon approval of the Board of Trustees of MCW and shall remain in effect until amended by the Board upon recommendation of the Faculty Council, the Executive Committee of the Faculty and the Provost.

The process of recommendation and ratification of amendments shall be as follows:

Suggested amendments shall be considered by an Ad Hoc Committee of the Faculty Council created by the Faculty Council for this purpose, or by a Standing and/or Oversight Committee which shall submit its recommendation(s) in writing to the Faculty Council.

Ratification of the recommendation(s) shall require an affirmative vote by two-thirds of the total membership of the Faculty Council, either at a convened Faculty Council meeting or electronically.

The recommended amendment(s) as ratified by the Faculty Council shall be forwarded to the Executive Committee of the Faculty and the Provost.

The Provost shall transmit to the Board of Trustees and advise them on the recommendations made by the Faculty Council and Executive Committee of the Faculty, with the changes becoming effective upon approval by the Board of Trustees.

Notwithstanding the above, additional changes to the handbook that may be required to reflect changes in policies outside the jurisdiction of Faculty Council, update references and to correct factual and typographic errors will be made administratively in consultation with the Faculty Council governance Committee. Notice of the changes will be provided to all Faculty Council members.