II.B.2. Standing Faculty-Clinician-Educator
(Source: Standing Resolution of the Trustees, June 4, 1976; revised as Article 10, Statutes of the Trustees, November 2, 2001; for dates of specific resolutions regarding the adoption of this rank by various University schools, see paragraph two below; revised by Resolution of the Trustees, June 20, 2014.)

The category of Clinician-Educator is maintained within the University’s four health schools—the School of Dental Medicine, the Perelman School of Medicine, the School of Nursing and the School of Veterinary Medicine. This track is intended for full-time faculty whose responsibilities include clinical activities, scholarship and teaching.

For each of the health schools, appropriate Trustee action has been taken. In the School of Dental Medicine, the Clinician-Educator category was established in 1981; in the Perelman School of Medicine, in 1976; and in the Schools of Nursing and Veterinary Medicine, in 1983. The Clinician-Educator guidelines for the four health schools were clarified in 2013.

The sections that follow below combine the present rules governing appointment and promotion in the Clinician-Educator category in each of the four schools. Candidates for appointment or promotion in the Clinician-Educator faculty are urged to consult their department chair or Dean for additional school-specific information concerning membership in such faculty.

1. Appointment

All appointments of Clinician-Educators are full-time untenured appointments to the Standing Faculty. Thus procedures governing appointments to the Standing Faculty shall be followed.

In the Schools of Dental Medicine, Medicine, Nursing and Veterinary Medicine a proposal to appoint or promote is initiated by a recommendation from the department. The review and approval process is carried out by the appropriate school committee responsible for faculty actions.

Criteria for Clinician-Educator appointments in the four health schools include clinical activities, scholarship and education. The scope and proportion of these responsibilities for an individual faculty member are defined by each school. Time for scholarship, an expectation of the Clinician-Educator role, is determined by each school. It is understood that every effort is made to assure appropriate time and support for that scholarship. Funding for scholarly time is required at all ranks, ideally from extramural sources. The criteria for appointment, reappointment and promotion will reflect the differential effort dedicated to clinical activities, scholarship and educational programs that will be defined by each school.

In all cases, further review is carried out by the Provost’s Staff Conference with appointment or promotion being made by the Trustees upon recommendation of the President.

2. Title
In all four health schools a clear and correct modifier must be attached to the title as follows: Assistant Professor, Associate Professor or Professor of (clinical specialty) at the (school or appropriate department, hospital, teaching unit or other base facility). This title is to be written in full whenever used in documents, in listings of University personnel and in correspondence.

3. Conditions of Employment

As is the case with other faculty categories, all Clinician-Educators receive a clear statement of their conditions of employment. This includes a definition of expectations with respect to clinical activities, scholarship, support for scholarship, participation in educational programs and administrative duties of the school; use of facilities and access to patients/animals; the responsibilities of the school or other budgetary unit for payment of salary and specified benefits; the right of persons to due process by mechanisms available to all University faculty in the event of grievances or alleged failure to protect the individual rights accorded a faculty member; and the circumstances under which the appointment may be terminated. This statement shall be part of the document governing the appointment. The clinical activities of Clinician-Educators shall be located in facilities under the auspices of, or approved by, the respective school.

4. Salary and Benefits

Clinician-Educator salaries shall conform to school policies. All Clinician-Educators are entitled to the same faculty benefits from the University as other members of the Standing Faculty. Scholarly leaves of absence are not an unconditional benefit. They shall be granted only when conforming to the University’s general policy on leaves and when determined on an individual basis to be in the interest of both the faculty member and the school.

5. Professional Activity

A Clinician-Educator shall be required to devote his/her full professional time to activities on behalf of the clinical, scholarly, and educational missions of the respective school. The faculty member shall be subject to the University’s policy on conflict of interest (see section II.E.10). The one-in-seven-day rule shall apply except that Clinician-Educators shall not be permitted to devote any time to employment in extramural clinical activities. All clinical income of Clinician-Educators must be returned to and managed by the school.

6. Rights and Privileges

Except for the untenured and non-tenure probationary nature of the appointment, and the stipulation that they do not vote on matters of tenure, Clinician-Educators share in all the rights and privileges of the Standing Faculty of the University. Should grievances arise that are not resolved administratively, appointees may seek adjudication available to the Standing Faculty through the established mechanisms of the school and the University.

7. Limitations on Size of the Clinician-Educator Faculty
The size of each school’s Clinician-Educator track shall be congruent with each school’s clinical, scholarly and teaching missions. Each school will set a cap for its Clinician-Educator track as a percentage of the Standing Faculty that aligns with its missions. The caps will be reviewed every five years effective July 1, 2014. The review process will begin in the schools, and it will require input from the Provost’s Office and approval of the University Faculty Senate if changes are sought. It is expected that each school will not exceed its cap and that the Provost’s Office will enforce the caps. Schools are required to maintain a record of percentages of Clinician-Educator and tenure track faculty, which will be reported regularly to the Vice Provost for Faculty Affairs’ Office. In each school there are restrictions on the size of the Clinician-Educator faculty as follows:

_School of Dental Medicine:_ The percentage of Clinician-Educators in the faculty may not exceed 50 percent of the number of Standing Faculty in the school.

_Perelman School of Medicine:_ The percentage of Clinician-Educators in the faculty may not exceed 70 percent of the number of Standing Faculty in the school.

_School of Nursing:_ The percentage of Clinician-Educators in the faculty may not exceed 40 percent of the number of Standing Faculty in the school.

_School of Veterinary Medicine:_ The percentage of Clinician-Educators in the faculty may not exceed 50 percent of the number of Standing Faculty in the school.

8. **Timing of Appointments and Shifts of Faculty Category**

*Health Schools.* In the health schools, there are three Standing Faculty categories at the rank of Assistant Professor: a seven-year tenure probationary category, a ten-year tenure probationary category and a ten-year Clinician-Educator category which is probationary but does not involve the awarding of tenure. Currently, all Assistant Professors in the Schools of Dental Medicine, Medicine and Veterinary Medicine have initial three-year appointments, while in the School of Nursing the initial appointment is either for three or four years. In all four health schools, new Assistant Professors enter one of the three categories at the time of their initial appointment.

**Seven-year probationary category**

Assistant Professors in the seven-year probationary category must make a decision before the end of the third year of the initial appointment to remain in the category to which they were initially appointed or to transfer to one of the other two categories if such a position is available. No shift from the seven-year category shall be allowed after the third year.

Those electing the seven-year tenure-probationary category shall be reviewed for promotion to the rank of Associate Professor with tenure not later than the sixth year. Under extenuating circumstances, the review can occur in the terminal year. The decision can only result in either promotion to the rank of Associate Professor with tenure or termination of appointment and separation from the University subject to the terms of the then existing appointment.
Assistant Professors in either the ten-year tenure probationary or Clinician-Educator categories shall be reviewed for promotion to the rank of Associate Professor during the ninth year (or earlier, if appropriate). In each case, the decision can only result in either promotion to the rank of Associate Professor or termination of the appointment and separation from the University subject to the terms of the then existing appointment. A grant of tenure must accompany promotion in the ten-year tenure probationary category; tenure cannot be attained in the Clinician-Educator category.

Assistant Professors in the ten-year probationary categories can change categories no later than five years after their initial appointment. Actions required to approve timely category changes must be completed by the end of the Assistant Professor’s second three-year reappointment. The time accrued in the initial category will apply to the probationary period in the new category. National searches are not required if an appropriate search was performed at the time of the initial faculty appointment. Specifically, the following shifts may occur providing an appropriate position exists to transfer into and the candidate’s dossier has been reviewed and approved by the school’s committee responsible for faculty actions:

- ten-year tenure probationary category to the Clinician-Educator category.
- ten-year tenure probationary category to the Academic Clinician category.
- ten-year Clinician-Educator probationary category to the ten-year tenure probationary category.
- ten-year Clinician-Educator probationary category to the Academic Clinician category.

Having achieved the rank of Associate Professor, transfer between tenure status and Clinician-Educator status may be made rarely and only if, upon review by the faculty committee responsible for quality and qualifications of faculty and by the Provost’s Staff Conference, the individual is found to have met all criteria appropriate to the receiving category at the proposed rank. Transfer from the Clinician-Educator category to the tenure category at the rank of Associate or Full Professor requires a full national search.

9. Termination

Termination of employment of persons who have chosen and entered the Clinician-Educator Faculty shall be made only because of (1) failure to secure promotion to Associate Professor by the end of the probationary period, which shall not exceed ten years (see item 8, above); (2) retirement; (3) failure to provide appropriate practice income commensurate with responsibilities assigned by the appropriate department, director or section chief; or (4) for “just cause” as customarily determined within the University. The term “practice income” means income derived from professional practice or related professional activities of Clinician-Educators that is collected and disbursed within the University. The five schools have amplified point (3) in several respects as follows:
In the health schools, Clinician-Educators must generate a level of practice income appropriate to the level of patient-related activity; in the case of the School of Social Policy and Practice, clinician-educators are expected to pay a stipulated portion of their salary through grants, contracts, or equivalent sources, such as income from clinical practice.

In the four health schools, levels of patient-related activity are assigned to Clinician-Educators by department or section chairs after consideration of the individual’s academic activities, administrative activities, and other obligations. The practice income generated must be sufficient to cover an appropriate portion of the academic base salary, benefits, and overhead. In cases where patient care is the predominant activity of clinician-educators, the appropriate portion may be the entire amount. In other cases, the appropriate portion may be less than the entire amount because of the type of patient being seen, the time and effort necessary to develop clientele, or other academic duties assigned within the department or section. Clinician-Educators shall be informed annually in writing of their clinical responsibilities and the amount of practice income they will be expected to generate each year.

In order to establish that a clinician-educator has not generated the appropriate level of practice income, a period of observation of a year’s duration is required. Written notice of the initiation of a twelve-month period of observation and of potential termination at the end of that twelve-month period must be provided by the department or section chair to the clinician-educator. In the Schools of Dental Medicine, Medicine and Veterinary Medicine, the department chair also notifies the dean of the initiation of such a period; in the School of Nursing, the Dean and the program director participate with the section chair in notifying the clinician-educator and the notice is provided by April 1 based on the activities of the preceding twelve months.

This notice must include a statement of the amount of practice income that the clinician-educator shall be obligated to generate during the subsequent year of observation. If, at the end of the year of observation, the department or section chair finds that this income has not been generated, the chair (in the School of Nursing, the chair in collaboration with the Dean) must give written notice to the clinician-educator if termination of the appointment is planned. This notice shall include the reasons for termination, a description of the appropriate appeal process, and a statement that termination shall occur at the end of the next twelve-month period.

A one-year extension of the observation period is possible. Extension for a second twelve-month period may be given by the department or section chair not later than three months prior to the termination of the first twelve-month period of observation if, in the judgment of the chair, there has been sufficient improvement in the amount of practice income generated. If an extension for a second twelve months of observation is given, by the end of the sixth month of the second twelve-month period of observation the department or section chair, with the concurrence of the dean, must notify the clinician-educator in writing either of termination at the end of the second twelve months of observation or of cancellation of the notice of termination.

In the Schools of Dental Medicine, Medicine, and Veterinary Medicine, if a clinician-educator believes that a determination by the department chair that he/she has not generated the appropriate level of practice income is incorrect, that the amount of income required to be generated is excessive, or that he/she has been or may be prevented from earning the appropriate
level of income by discriminatory patient-care assignments, he/she or she may, at any time after the commencement of the observation period, but not later than one month after the termination notice, file a written appeal with the dean and the chair of the appropriate faculty committee. In the School of Dental Medicine, this is the Committee of Professors; in the Perelman School of Medicine, the Steering Committee of the Medical Faculty Senate; and in Veterinary Medicine, the Committee on Academic Freedom and Responsibility. Within one month of receipt of such written appeal, this committee shall appoint from its membership an ad hoc committee of five, which shall elect its own chair. The ad hoc committee shall investigate and report in writing to the clinician-educator, the chair of the department and the chair of the appropriate faculty committee within one month of its appointment whether termination is or would be in accordance with the standards and procedures set forth above. Either the department chair or clinician-educator can request review of the ad hoc committee's conclusion by the appropriate faculty committee, which shall conduct such a review within one month. The decision of the ad hoc committee or the appropriate faculty committee (where this committee has reviewed the ad hoc committee's decision) shall be transmitted in writing to the dean.

In the School of Nursing, the following appeal mechanism shall apply: should the clinician-educator either contest the level of practice income set by the section chair and the dean or assert that she or he has generated the appropriate level of practice income, the clinician-educator may, not later then one month after the last day of the period of observation and possible termination notice, file a written appeal with the Dean and the Chair of the School Personnel Committee. Within one month of receipt of such written appeal, the Personnel Committee shall appoint from its membership an ad hoc committee of three that shall elect its own chair. The ad hoc committee shall investigate and report in writing to the clinician-educator, the section chairperson, the program director, the chair of the personnel committee and the Dean within one month of its appointment whether termination is or would be in accordance with the standards and procedures set forth in the initial letter of appointment and in this document.