

**APPENDIX
EL PASO SCHOOL OF MEDICINE
SELF-STUDY DOCUMENT
FOR
PRELIMINARY ACCREDITATION**

SECTION I: INSTITUTIONAL SETTING

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Regents' Rules Concerning Adjunct Faculty Appointments

These four non-tenure track appointments are for full-time faculty members engaged primarily in research with incidental teaching and/or patient care responsibilities.

f. Adjunct appointments

- (1) adjunct instructor;
- (2) adjunct assistant professor;
- (3) adjunct associate professor; or
- (4) adjunct professor.

The term "adjunct" may be used in conjunction with any appropriate non-tenure track title to indicate that the appointee is regularly engaged as an employee of another institution or agency. The "adjunct" series may also be used for TTUHSC employees who may be engaged in part-time or full-time teaching and/or patient care activities in a duly authorized TTUHSC program and whose compensation is not derived from TTUHSC state-appropriated faculty budgets.

g. Visiting appointments

- (1) visiting associate professor, or
- (2) visiting professor.

These two non-tenure track appointments are reserved for distinguished individuals who meet the criteria for appointment in senior academic ranks. Visiting appointments may be part- or full-time, but not continuing unless approved by the appropriate administrative authority.

h. Clinical subseries

- (1) instructor of clinical (title of discipline);
- (2) assistant professor of clinical (title of discipline);

**Membership Roster
Planning Committee and Subcommittees
Texas Tech Health Sciences Center
El Paso School of Medicine**

M. Roy Wilson, MD, MS*	President, TTUHSC
Roderick Nairn, PhD*	Executive Vice President for Academic Affairs
Elmo Cavin	Executive Vice President for Fiscal Affairs
Michael Phillips	Chief Information Officer
Richard V. Homan, MD*	Dean, School of Medicine
José Manuel de la Rosa, MD	Regional Dean, El Paso campus
Lynn Bickley, MD	Associate Dean for Curriculum
Terry McMahan, MD	Associate Dean for Student Affairs
Steven Berk, MD	Regional Dean, Amarillo campus
Donald Loveman, MD	Regional Dean, Odessa campus
Larry Elkins	Assistant Dean/Assistant Vice President for Fiscal Affairs, El Paso
Manuel Schydlower, MD	Assistant Dean for Medical Education, El Paso
Hoi Ho, MD	Assistant Dean for Faculty Affairs, El Paso
Darryl M. Williams, MD, MPH	Executive Director, Curriculum Planning, El Paso
Fannie Brown, PhD	Senior Director, Medical Education, El Paso
Harry "Pete" Davis, MD	Chair, Educational Policy Committee
Theresa Knott, MS*	Associate Director, Libraries, El Paso
Billy Elder, MD*	President, House Staff Association, El Paso
Abdoul Hayee*	President, Medical Student Association, El Paso

*No longer affiliated with the institution

Institutional Setting Subcommittee

M. Roy Wilson, MD, MS	<i>ex officio</i>
Roderick Nairn, PhD	Chair
Elmo Cavin	
Richard V. Homan, MD	
José Manuel de la Rosa, MD	
Steven Berk, MD	
Donald Loveman, MD	

Educational Program Subcommittee

M. Roy Wilson, MD, MS	<i>ex officio</i>
José Manuel de la Rosa, MD	Chair
Roderick Nairn, PhD	
Darryl M. Williams, MD, MPH	
Manuel Schydlower, MD	
Lynn Bickley, MD	

Medical Student Subcommittee

M. Roy Wilson, MD, MS	<i>ex officio</i>
Manuel Schydlower, MD	Chair
Roderick Nairn, PhD	
José Manuel de la Rosa, MD	
Darryl M. Williams, MD, MPH	
Harry "Pete" Davis, MD	
Terry McMahon, MD	
Abdoul Hayee	

Faculty Subcommittee

M. Roy Wilson, MD, MS	<i>ex officio</i>
Hoi Ho, MD	Chair
Darryl M. Williams, MD, MPH	
Fannie Brown, PhD	

Educational Resources Committee

M. Roy Wilson, MD, MS	<i>ex officio</i>
Elmo Cavin	Chair
Larry Elkins	
Mike Phillips	
Theresa Knott, MS	

Regional Campus Subcommittee

M. Roy Wilson, MD, MS	<i>ex officio</i>
Richard V. Homan, MD	Chair
Donald Loveman, MD	
Steven Berk, MD	
Roderick Nairn, PhD	

**FACULTY BYLAWS
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
EL PASO SCHOOL OF MEDICINE**

**Article I
THE FACULTY**

A. Membership

1. The School of Medicine Faculty shall consist of the Dean, other designated administrative officers, and all tenured and non-tenured Professors, Associate Professors, Assistant Professors, Instructors, Lecturers, and Faculty Associates. These titles may be qualified by such designations as Clinical, Research, Visiting, Adjunct, and/or Emeritus. Voluntary and part-time faculty must have the above titles as well
2. Members of the School of Medicine Faculty who are eligible to vote (the Voting Faculty) shall include all faculty members with half-time or greater appointments (i.e. 50% to 99% FTE HSC OP 70.05).
3. Questions of eligibility for voting shall be settled by the Presiding Officer of the School of Medicine Faculty.

B. Responsibilities

Subject to the policies and procedures of the Texas Tech University Health Sciences Center and the Texas Tech University Board of Regents, and subject to their approval, the School of Medicine Faculty, through the Faculty Council (described in Article IV) shall define and implement the mission and goals of the School of Medicine and shall have the responsibility for review of and final actions for the following:

1. Creation, reorganization, and dissolution of departments and other administrative units of the School of Medicine
2. Development, organization, and modification of the curriculum
3. Establishment of requirements for student admission, promotion, and honors
4. Approval of candidates for the academic degrees granted by the School of Medicine

5. Promulgation of policies and procedures for faculty appointment, tenure, promotion, sabbatical leave, and dismissal
6. Consideration of other matters referred to it by the Dean, the Academic Council, Faculty Council, Committees of the School of Medicine, and/or individual faculty members

C. Meetings

1. The School of Medicine Voting Faculty shall meet quarterly, or as often as necessary, at a time and place determined and announced by the Dean or other presiding officer.
2. The Dean of the School of Medicine shall be the presiding officer. In the Dean's absence, or when the presiding officer requests, or when the presiding officer wishes to speak from the floor, the vice-presiding officer shall preside.
3. The Vice-Presiding Officer shall be the President of the Faculty Council.
4. Minutes of all meetings shall be recorded and distributed to the faculty in a timely fashion.
5. Meetings shall be conducted in accordance with Roberts' Rules of Order, except as modified by majority vote of the Faculty.
6. Thirty percent (30%) of the voting membership shall comprise a quorum for business.
7. An agenda for each meeting shall be prepared and distributed to the faculty no less than five (5) working days before the scheduled meeting.
8. Special meetings of the faculty may be convened by the presiding officer at his/her discretion or by the written petition of five percent (5%) of the voting members of the faculty

Article II
DEPARTMENTS, DIVISIONS, CENTERS, AND INSTITUTES

A. Organization

1. The Faculty of the School of Medicine shall be organized into Departments. Subject to the policies and procedures of the Texas Tech University Health Sciences Center and the Texas Tech Board of Regents, Departments shall be established or dissolved upon the recommendation of the Dean and the Faculty Council and following a majority vote of the Voting Faculty present and voting. No vote shall occur until three weeks after the proposal and notification of a called meeting of the Faculty have been distributed by the Dean to the Faculty.
2. Centers and Institutes may be established in order to fulfill a unique academic, research, or service mission of the School of Medicine. These academic units must be established in accordance with HSC OP 01.02 and with the approval of the Dean, President of the Health Sciences Center, and Chancellor. Establishment of such units must be ratified by the Board of Regents.
3. Divisions within a Department may be established by the Chairperson of that Department, following consultation with the faculty members within that Department, and with the concurrence of the Dean. The administrative officer for such a departmental division will be designated as the Chief of the named Division.

B. Administration

1. Departments, Centers, and Institutes shall serve as the Academic Units of the School of Medicine. These Academic Units shall maintain separate budgets, make nominations or other recommendations on faculty appointments directly to the Committee on Faculty Appointments and Promotions, and receive direct allocations of laboratory and office space and equipment.
2. The Chair of each Department, Director of each Center, and Head of each Institute shall be the chief administrative officer of those respective Academic Units. These administrative officers shall be appointed in accordance with the procedure set forth in Article VIII. Each of these chief administrative officers shall have the following responsibilities:
 - a. To recommend appointments and promotions within his/her Academic Unit

- b. To appoint Resident Physician Trainees, Fellows, Postdoctoral Associates, and Research Associates within his/her Academic Unit, subject to the approval of the Dean
 - c. To administer a program of instruction in accordance with the curriculum and plan approved by the Faculty Council.
 - d. To stimulate and support research studies
 - e. To discharge delegated responsibilities
 - f. To further the mission and objectives of the School of Medicine by engaging in and encouraging professional activities in support of the educational mission of the School of Medicine
 - g. To develop and manage the annual budget of the Academic Unit
 - h. To assign or re-assign space allocated to the Academic Unit
 - j. To serve on institutional committees (standing and *ad hoc*) as determined by the Dean
 - k. To communicate to members of his/her Academic Unit rules and regulations regarding the administration of the unit and to implement policies and procedures of the School of Medicine and the Health Sciences Center
 - l. To perform such other administrative duties as shall from time to time be required
3. Each chief administrative officer shall hold meetings of the Academic Unit at least monthly. At these meetings, the chief administrative officer shall seek the advice and counsel of the faculty of the Academic Unit in regard to the affairs of the Academic Unit, the School of Medicine, and the Health Sciences Center. Minutes of these meetings shall be kept and published in a timely fashion for distribution to the Faculty of the Academic Unit and will be available upon request to other interested parties.
4. The appointments of Chair of a Department, Director of a Center, and Head of an Institute, or other administrative assignment within the School of Medicine do not confer tenure, and continuation is at

the pleasure of the Dean, the President of the Health Sciences Center, and the Board of Regents.

5. Heads of Academic Units shall be appointed for term not to exceed 5 years, subject to annual review, with the option of one additional 5-year appointment at the discretion of the Dean.

Before the commencement of the last two years of the final term of appointment for the head of the academic unit, the Dean will meet with the faculty of the academic unit to discuss whether the Dean may permit an additional term of appointment of five years. There must be a strong rationale for the departure from policy and must be supported by a majority of the department's voting faculty. If the Dean concurs, s/he may grant an additional term of appointment.

C. Review

Ad hoc committees appointed by and reporting to the Dean shall conduct a review of all Departments, Centers and Institutes at appropriate intervals and at least every five years. Reports generated shall be made available to all Department, Center and/or Institute members.

1. When the leader of an academic unit steps down, a departmental review will be initiated in order to provide candidates and the new leader with appropriate information about the state of the academic unit.
2. If an academic unit is having academic or financial problems, a review may be initiated at the discretion of the Dean.
3. *Ad hoc* committees will provide recommendations for improving the academic units, and the heads of the academic units will report on the progress made in achieving those recommendations in their annual reports to the Dean.

Article III EXTERNAL ACADEMIC APPOINTMENTS

Faculty members of the School of Medicine may hold an academic appointment at another educational institution. These appointments will be consistent with the Bylaws of that institution, and the appointed faculty members will assume privileges and responsibilities as described in those Bylaws.

Article IV FACULTY COUNCIL

A. Membership

Members of the Faculty Council shall consist of:

1. One representative elected by majority vote from each Department. The representative may name an alternate who may vote in the representative's place.
2. Those eligible for election are members of the Voting Faculty who have completed two years service at TTUHSC-EP.
3. Terms for the Faculty Council representatives shall be for a period of two (2) years and will be staggered.
4. Neither chief administrative officers of academic units nor administrative officers appointed by the Dean are eligible to serve in the Faculty Council.
5. The Vice Dean of Academic Affairs and the Assoc Dean for Faculty Affairs shall have non-voting positions in the Faculty Council
6. A representative of the physicians in the community shall be an ex officio (non-voting) member.

B. Conduct of business

1. The Faculty Council shall elect officers: President, Vice-President, and Secretary/ Treasurer.
2. The President of the Faculty Council shall be the presiding officer of meetings of the Faculty Council. The Vice-president shall preside in the absence of the President.
3. Minutes shall be kept of all meetings of the Faculty Council.
4. A quorum shall consist of one-half (1/2) of the Faculty Council's voting members.

5. The Faculty Council shall meet at least quarterly or more frequently, whenever called by the Council President or a majority of the voting members of the Council.
6. Meetings are mandatory for elected Council members. Members of the Voting Faculty may attend.

C. Responsibilities

The Faculty Council, on behalf of the Faculty shall have the responsibility for review of and actions for the following:

1. Development, organization, and modification of the curriculum with advice and consent of appropriate Assoc. Dean
2. Establishment of requirements for student admission, promotion, and honors with advice and consent of appropriate Assoc. Dean
3. Approval of candidates for the academic degrees granted by the School of Medicine
4. Consideration of other matters referred to it by the Dean, the Academic Council, Faculty Council, Committees of the School of Medicine, and/or individual faculty members
5. Appointment of standing and *ad hoc* committees to address Council responsibilities.
6. Feedback to the Dean about the performance of administrative officers appointed by the Dean.

Article V

DEAN'S COUNCIL

A. Membership

1. The voting members of the Dean's Council shall consist of:
 - a. The Dean
 - b. Administrative Officers appointed by the Dean
 - c. Chair of each established Department

- d. Director of each independent Center
 - e. Head of each independent Institute
 - f. President of Faculty Council
2. At the discretion of the Dean, other individuals may be invited to attend meetings or portions thereof when the agenda would make such attendance appropriate. Such persons shall not have voting power.

B. Conduct of business

1. The Dean shall be the presiding officer of meetings of the Dean's Council. A member designated by the Dean shall preside in the absence of the Dean.
2. Minutes shall be kept of all meetings of the Dean's Council and a meeting summary shall be available for faculty information.
3. A quorum shall consist of one-half (1/2) of the Dean's Council voting members.
4. The Dean's Council shall meet at least monthly or more frequently whenever called by the Dean or a majority of the voting members of the Dean's Council.

C. Responsibilities

The Dean's Council shall:

1. Participate by discussion, studies, advice, and counsel in the formulation of policies of the School of Medicine.
2. Appoint members who will coordinate with appropriate committees appointed by Academic Council.
3. Consider other matters referred to it by the Dean, the Academic Council, Faculty Council, Committees of the School of Medicine, and/or individual faculty member
4. Form *ad hoc* committees to address Dean's Council responsibilities.

Article VI THE ACADEMIC COUNCIL

A. Membership

The ten (10) members of the Academic Council shall be:

1. The Dean
2. Four members of the Dean's Council
3. The President of the Faculty Council
4. Four additional faculty members elected by the Faculty Council. The five faculty representatives should reflect the ratio of clinical to basic science faculty and include at least one basic science faculty member.
5. Those eligible for election are faculty who have completed two years of service at TTUHSC-EP.
6. Terms for the Academic Council representatives shall be for a period of two (2) years and will be staggered.

B. Conduct of business

1. The Dean shall be the presiding officer of meetings of the Academic Council. The President of the Faculty Council shall preside in the absence of the Dean.
2. Minutes shall be kept of all meetings of the Academic Council.
3. A quorum shall consist of one-half (1/2) of the Academic Council's voting members.
4. The Academic Council shall meet at least monthly, or more frequently, whenever called by the Dean or a majority of the voting members of the Academic Council.

C. Responsibilities

The Academic Council, on behalf of the voting Faculty, Faculty Council, and Dean's Council shall have the responsibility for:

1. Ratifying the Dean's appointments to Standing Committees for the Medical School.
2. Formation of *ad hoc* committees to fulfill the responsibilities of the Academic Council..

3. Review of committee activities and communication of their activities to faculty and administrators.
4. Promulgation of policies and procedures for faculty appointment, tenure, promotion, sabbatical leave, and dismissal

Article VII THE DEAN

A. Selection and appointment

The Dean of the El Paso School of Medicine should be recognized as a leader in medical education and possess excellent academic credentials and interpersonal skills. The Dean is appointed by the Texas Tech University Board of Regents with the advice of the President of the Texas Tech University Health Sciences Center.

B. Responsibilities

The Dean, as the chief executive officer of the School of Medicine, shall assume and discharge the following responsibilities:

1. Report directly to the President of the Health Sciences Center
2. Enforce all rules and regulations of the School of Medicine
3. Maintain effective communication among the Board of Regents, the Health Sciences Center, and faculty, staff, trainees, and students of the School of Medicine
4. Recommend to the Board of Regents all appointments to the faculty and promotions within the faculty in accordance with these Faculty Bylaws
5. Prepare the annual budget of the School of Medicine and to be responsible for the financial affairs of the School of Medicine
6. Allocate all available space owned or controlled by the School of Medicine for the use of the Academic Units and administrative offices of the School of Medicine
7. Serve as the official spokesperson concerning the affairs of the School of Medicine

8. Appoint Heads or acting-Heads of Academic Units including Department Chairs and Center Directors, in accordance with the bylaws of the School of Medicine.
9. Appoint members of Standing Committees for the Medical School subject to ratification by the Academic Council.
10. Create, reorganize, and dissolve departments and other administrative units of the School of Medicine with advice and consent of Faculty Council
11. Perform such other duties as shall be delegated to the Dean by the Health Sciences Center or by the Texas Tech Board of Regents

In discharging these responsibilities, the Dean will seek advice and counsel from members of the faculty or from such advisory committees as are established. In the absence of the Dean, the Associate Dean for Clinical Affairs shall serve in his or her stead. In the absence of the Dean and the Associate Dean for Clinical Affairs, the Assistant Dean for Academic Affairs shall serve in their stead.

C. Administrative Officers

The Dean may appoint Administrative Officers to assist in the operation of the Office of the Dean. These individuals should have defined responsibilities for a specific administrative element and hold the title of Associate or Assistant Dean for that administrative element. In some instances the Dean may appoint an individual to discharge a specific administrative responsibility. Such individuals will be designated by an appropriate administrative title. Individuals appointed to these administrative positions shall serve at the pleasure of the Dean and without tenure for their administrative position.

Article VIII APPOINTMENTS

A. Faculty

1. Categories

- a. Academic ranks for faculty appointments shall be those recognized in the Texas Tech Regents' Rules, 04.02.3, 04.03.4, and 04.03.5 and in the Health Sciences Center OP 60.01. The use of the following academic ranks shall be in accordance with those rules and policies:
 - i. Instructor

- ii. Assistant Professor
 - iii. Associate Professor
 - iv. Professor
- b. Individuals who are employees of the School of Medicine and who provide academic support may be appointed to the rank of Faculty Associate. These individuals may be members of the Voting Faculty if they fulfill all other criteria for that recognition.

2. Recruitment and appointment

- a. Faculty members will be recruited by the appropriate administrative officer with the concurrence of that officer's immediate supervisor. It is the responsibility of the recruiting administrative officer to provide the necessary financial assurances and obtain the required approvals.
- b. Recruitment of faculty members will be consistent with the policies of the Health Sciences Center concerning recruitment procedures as described in HSC OP 60.09 and departmental policies.
- c. The credentials and the proposed academic rank of a potential faculty member must be approved by the Committee on Faculty Appointments, Promotion, and Comprehensive Performance Evaluation before a formal offer can be tendered.
- d. Formal offer of appointment shall follow procedures defined by the Texas Tech Board of Regents and the Health Sciences Center.

3. Voting privileges

- a. Members of the Voting Faculty shall be entitled to vote in all matters, except those concerning promotion and tenure, presented for consideration within that member's designated Academic Unit or by the Faculty, respectively.
- b. In matters of tenure and promotion, only members of the Voting Faculty may vote with the exceptions as noted above. Within each Academic Unit, only tenured Voting Faculty members are permitted to vote on recommendations for

tenure. Within each Academic Unit, Voting Faculty members are permitted to vote only on recommendations for promotion of those members of lesser academic rank within the Academic Unit.

4. Responsibilities

The individual Faculty member has obligations that encompass the various components of an academician. These include the following responsibilities:

- a. Maintaining competency in his/her field of specialization
- b. Promoting the acquisition and dissemination of new knowledge through teaching, research, clinical care, and service
- c. Maintaining professional conduct in all of the elements of academic life
- d. Maintaining respect for students and students' rights in the learning experience
- e. Respecting the rights and privileges of all persons encountered in research and patient care
- f. Serving on TTUHSC-EPSOM standing or ad-hoc committees

5. Promotion

- a. Promotion from the rank of Instructor to Assistant Professor may be made upon the recommendation of the chief administrative officer of the Academic Unit (Department Chair, Center Director, Institute Head) and in accordance with published requirements for such promotion.
- b. All other promotions must be recommended by the chief administrative officer of the Academic Unit according to guidelines published by the Academic Unit and in consultation with faculty members of the Academic Unit who are senior to the faculty candidate. Academic units with too few senior faculty may utilize senior faculty of appropriate rank from outside the academic unit to discuss the merits of

promotion application and make recommendations. This recommendation is then forwarded to the Committee on Faculty Appointments, Promotion, and Comprehensive Performance Evaluation for their deliberation and recommendation.

- c. The Committee on Faculty Appointments, Promotion, and Comprehensive Performance Evaluation forwards its recommendation to the Dean and the Academic Council for their review and recommendation. In turn, that recommendation is transmitted to the President of the Health Sciences Center for concurrence and transmittal to the Board of Regents for their final action.
- d. Candidates for tenure and promotion shall be encouraged by the chief of their academic unit to utilize the pre-promotion review process to help identify limitations that might affect their actual tenure and/or promotion.

6. Tenure

- a. Tenure is awarded by the Board of Regents in recognition of excellent performance in various aspects of academic pursuit.
- b. The Faculty of the School of Medicine shall follow the Texas Tech Regents' Rule, Section 04.03 and the Health Sciences Center OP 60.01 with respect to tenure.
- c. The process of award of tenure is initiated at the level of the Academic Unit. On an annual basis, the chief administrative officer of the Academic Unit (Department Chair, Center Director, Institute Head) shall consider those faculty members who are eligible for consideration for tenure, and recommend the awarding of tenure based upon written guidelines of the unit and in consultation with and assent of the majority of all tenured Faculty members of that Academic Unit. Academic units with too few tenured faculty may utilize tenured faculty from outside the academic unit to discuss the merits of tenure application and make recommendations.
- d. This recommendation shall be transmitted to the Committee on Faculty Appointments, Promotion, and Comprehensive Performance Evaluation for their review and recommendation.

- e. The recommendation of the Committee on Faculty Appointments, Promotion, and Comprehensive Performance Evaluation shall then be forwarded to the Dean and the Academic Council for their consideration and recommendation.
- f. The recommendation of the Dean and Academic Council will then be conveyed to the President of the Health Sciences Center for his/her consideration, recommendation, and transmittal to the Board of Regents for their action.

7. Comprehensive performance review of tenured faculty

The Faculty of the School of Medicine shall follow the Texas Tech Regents' Rules Section 04.04 and the Health Sciences Center OP 60.03 with respect to comprehensive performance review of tenured faculty.

8. Sabbatical leave and leave without pay

The Faculty of the School of Medicine shall follow the Health Sciences Center OP 60.02 with respect to faculty development leave of absence. Faculty development leave (sabbatical) is granted by the Board of Regents for study, research, writing, field observations, or other suitable purposes under conditions allowable by the State of Texas. Application for leave of absence should be submitted to the Committee on Faculty Development Leave for recommendation to the Dean and subsequent ratification by the President of the Health Sciences Center and the Board of Regents.

9. Retirement and appointment to *emeritus* status

- a. Retirement from the Faculty of the School of Medicine is subject to the regulations of the Health Sciences Center, described in HSC OP70.02
- b. Appointment as an *emeritus* faculty member is generally reserved for those individuals with senior academic rank who have been a member of the Faculty for more than ten (10) years. The School of Medicine shall follow the procedures and policies described in the Regents' Rules Section 04.01.2 and in HSC OP 10.12

10. Designation as a Murray Distinguished Professor

The Grover E. Murray Professorship has been established by the Texas Tech Board of Regents as the highest honor that is granted to professors in recognition of the attainment of national and/or international distinction for outstanding research or other creative scholarly achievements. Nomination and selection of awardees shall follow procedures described in Regents' Rules 04.01.1 and Health Sciences Center OP 10.06.

11. Appeals of academic administrative actions

The School of Medicine endorses the concept of Due Process. When there are matters of disagreement between a Faculty member and his/her administrative supervisor, or if a Faculty member disputes an administrative action, every effort should be made to resolve the matter through discussion. In the event that such remedy fails, the School of Medicine shall have a mechanism to resolve these grievances. The process shall be in writing and made available to individual faculty members in the Faculty Handbook. The process shall also follow the guidelines established in the Regents' Rules Section 04.03.10 and the Health Sciences OP 60.10.

B. Administrative Officers

1. Designation

Administrative Officers shall include those individuals and positions described in these Bylaws, Article II.B and Article VII.C. Such Administrative Officers shall be granted a title that is descriptive of their position and administrative seniority.

2. Selection and appointment

- a. Administrative Officers shall be selected by a process that is in compliance with the Board of Regents' Rules and the Health Sciences Center Operating Policies.
- b. Appointment of Administrative Officers shall be made by the Dean of the School of Medicine with counsel from the Academic Council and concurrence of the President of the Health Sciences Center, the Chancellor, and the Board of Regents.
- c. Appointment as an Administrative Officer is at the pleasure of the Dean and does not imply or confer tenure of such an administrative position.

3. Responsibilities

As members of the Voting Faculty, Administrative Officers will have the responsibilities of faculty members described in Article I.B of the Faculty Bylaws. In addition, these Administrative Officers will have additional responsibilities, appropriate to their office, as described in Articles II.B, VII.B, and VII.C of the Faculty Bylaws. In all instances, these responsibilities must be in compliance with the Board of Regents' Rules and the Health Sciences Center Operating Policies.

Article IX STANDING COMMITTEES

A. Appointment

Appointments to standing committees and the designation of committee chairs are made by the Dean with the advice and consent of the Academic Council unless otherwise stated in Article IX.B or by federal statute or in the operating policies of the Texas Tech University Health Sciences Center and the Texas Tech Board of Regents.

B. Procedures

Committees shall conduct their business according to written rules of procedure developed by the committee and approved by the Faculty Council and the Dean with concurrence of the President of the Health Sciences Center, the Chancellor and the Board of Regents.

C. Standing Committees

Members of standing committees shall be drawn from the Voting Faculty of the School of Medicine and will be appointed by the Academic Council. The Academic Council will also designate the chairs of each committee and additional members as needed. Committees will maintain open communication with the appropriate Asst or Assoc Dean.

1. Committee on Medical School Admissions

Members shall be appointed for three-year terms and may be reappointed for successive terms. The Committee shall have full authority to select members of the medical school entering class and to fill vacancies that may occur in any of the medical school classes. The Committee also shall have the responsibility to review the requirements for admission and, if necessary, to recommend revisions to the faculty.

2. Committee on Curriculum and Educational Policy

Membership shall consist of 16 voting members, 12 faculty and 4 students. The Curriculum Committee is chaired by the Associate Dean for Medical Education. One Master from each of the four Colleges (two basic scientists and two clinicians) is appointed for a two-year term on a rotating basis. Four members from the basic sciences and four members from the clinical sciences are appointed for four year terms on a rotating basis. Candidates for these appointed positions must demonstrate an ongoing interest in medical education as exemplified by presentations or publications on topics in medical education and/or recognized exemplary teaching skills. Candidates may apply or be nominated for appointment. Appointment is made by the Dean of the SOM with the advice and consent of the Academic Council. One student representative from each of the colleges is elected by the full membership of the respective college on an annual basis. The Committee shall have the responsibility to review on a continual basis the undergraduate medical curriculum to assure its adherence to the written educational policies, goals, and objectives of the School of Medicine. Based upon this review, the Committee may make recommendations to the Faculty for changes in educational policy or in the organization or content of the curriculum. In order to accomplish the mission of the Committee, the Chair may appoint subcommittees that may include members who are not members of the Committee. It shall be the responsibility of the Committee to coordinate the activities and reports of these subcommittees.

3. Committee on Student Grading and Promotion

Committee members will be drawn in equal numbers from all Academic Units (Departments, Centers, Institutes) with teaching responsibilities in the undergraduate medical curriculum. The Committee shall have the responsibility to receive reports of grades and other performance evaluations of students, to evaluate those reports, to recommend promotions of those students whose performance is deemed satisfactory, and to recommend remediation or dismissal of those students whose performance is deemed unsatisfactory. In order to accomplish the mission of the Committee, the Chair may appoint subcommittees as needed, and it shall be the responsibility of the Committee to coordinate the activities and reports of these subcommittees.

4. Committee on Graduate Medical Education

Members will include residency program directors, faculty members of departments with graduate medical training programs, and resident physicians. The Committee will oversee all ACGME-accredited programs and has the authority and responsibility for the oversight of all programs. The committee is in charge of developing policies that improve the quality of education and the work environment for the residents. The Committee will abide by the specific institutional requirements of the Accreditation Council for Graduate Medical Education (ACGME).

5. Committee on Student Affairs

Committee members shall be appointed by the Associate/Asst Dean for Student Affairs and shall be comprised of faculty and student membership. The Assoc Dean for Student Affairs shall serve as the chair of the committee. The committee shall be responsible for reviewing and recommending policies and programs regarding student affairs to the Dean of the School of Medicine and implementing and evaluating various aspects of the student campus life supportive of the academic enterprise.

6. Committee on Continuing Medical Education

The Committee shall have representatives from each academic unit and from community organizations concerned with the ongoing education of physicians and other health professionals. The Committee shall review and approve various programs for continuing education for health professionals. It shall act as a liaison between the School of Medicine and other organizations throughout the community and state in the planning and implementation of such programs. The Committee shall develop policies to assure ACCME accreditation of the continuing medical education program of the School of Medicine.

7. Committee on Faculty Appointments, Promotion, and Comprehensive Performance Evaluation

Committee members shall have the rank of Professor or Assoc Professor. In addition, committee membership will include two junior faculty members. The Committee shall review those application materials that have been forwarded to it on behalf of faculty candidates who are under consideration for initial faculty appointment, promotion in rank, granting of tenure, or continuation of appointment associated with comprehensive performance evaluation as mandated by state requirement and institutional guidelines. The Committee will recommend action and forward these recommendations to the Dean and for their review,

recommendation, and transmittal for final action to the President of the Health Sciences Center and the Board of Regents.

Chief administrative officers of academic units must recuse themselves from discussions and voting on appointments, tenure, or promotion considerations for their own academic units.

8. Committee on Libraries and Educational Resources

The committee will have five faculty members elected on a rotating 3 year schedule. In addition to faculty, the Committee shall have medical student, graduate student, and resident physician representation. *Ad hoc* members may be appointed at the discretion of the committee. The Chair of the Committee shall be elected by the committee from among the faculty representatives. Because the Montes Gallo Library of the Health Sciences is an HSC entity, *ex officio* members of the committee shall include the Executive Director of TTUHSC Libraries and the Associate Director of the Montes Gallo Library. Also, the Chair will establish a liaison with the Lubbock and Amarillo SOM library chairs, and minutes of committee meetings will be shared with them. The charge of this committee is to advise the Academic Council and/or Faculty Council and the Dean of the Medical School on matters pertaining to the general policies affecting the Library, including such matters as needs (acquisitions and deletions), plans, budget, function and operations. The Committee will review the utilization of library holdings and educational resources. It will provide advice concerning such matters as acquisitions, operations, and emerging educational technologies.

9. Committee for Human Research Review (Institutional Review Board)

In addition to faculty, the Committee shall have members of the community as specified to fulfill the requirements of the United States Department of Health and Human Services (USDHHS) for the conduct of research involving human subjects. The Committee shall review and approve or disapprove all research performed on or involving human subjects that is conducted by members of the Faculty of the School of Medicine or other researchers in the facilities of the Texas Tech University Health Sciences Center at El Paso School of Medicine or other properly designated facilities. The responsibilities of the Committee include:

- a. Protection of the rights and welfare of the individuals involved
- b. Determination of the appropriateness of methods employed to obtain informed consent

- c. Determination of the risks and potential medical benefits of the investigation

Proceedings of the Committee will be conducted in compliance with regulations of DHHS. Reports to DHHS and its component organizations will be filed in a timely fashion and in compliance with regulations.

9. Committee for Animal Care

In addition to faculty, the Committee shall have members of the community and a veterinarian as specified to fulfill the requirements of the United States Department of Health and Human Services (USDHHS) for the conduct of research involving animals. The Committee shall review and approve or disapprove all research performed on or involving animals that is conducted by members of the Faculty of the School of Medicine or in the facilities of the Texas Tech University Health Sciences Center at El Paso School of Medicine. The responsibilities of the Committee include:

- a. Protection of the welfare and humane treatment of animals used for research
- b. Determination of the appropriateness of methods employed in all animal studies to obtain informed consent
- c. Determination of the potential medical benefits of the investigation

Proceedings of the Committee will be conducted in compliance with regulations of DHHS. Reports to DHHS and its component organizations will be filed in a timely fashion and in compliance with regulations.

10. Committee on Clinical Affairs

The Committee shall consist of members of the School of Medicine Voting Faculty. Half of the members will be appointed by the Faculty Council and half will be elected at large by the Voting Faculty who are active clinicians. All members will serve staggered three-year terms. An individual may be elected to only one additional three-year term. The Associate Dean of Clinical Affairs will be the chair of the committee, and the director of MPIP and the Chief Financial Officer (CFO) will be ex-officio (non-voting) members. This committee will have oversight responsibility for the management and operation of the TTUHSC-EPSON clinics including the direct responsibility for review and approval of the operating budgets of these clinics and for the rules and procedures concerning clinic staff and operations. The committee will also provide guidance and oversight for clinical activities of the faculty in teaching hospitals, as it relates to the

overall institutional mission. These activities include, and are not limited to, patient care, credentialing, performance improvement and risk management. In addition, the committee is to review and approve the annual budget of the practice plan, review the Plan's business operations and budget to assure its fiscal soundness.

D. Committees appointed for special purposes (*ad hoc* committees)

The Dean, Dean's Council, Faculty Council, or Academic Council may create an *ad hoc* committee deemed necessary to assist in the administration of the School of Medicine. Membership, terms of service, and charge for these committees are at the pleasure of the Dean or appointing body.

Committees that may be appointed for special purposes include the Committee for Faculty Grievances and the Committee for Faculty Development Leave. Each of these committees will have written guidelines concerning appointment to the committee, responsibilities of the committee, and duration and terms of service.

**Article X
RATIFICATION**

These bylaws shall be enacted immediately upon ratification by a majority of the Voting Faculty who cast votes and the Dean and with the concurrence of the President of the Health Sciences Center, the Chancellor, and the Board of Regents.

**Article XI
PUBLICATION**

These Bylaws shall be reviewed on an annual basis by an *ad hoc* committee appointed by the Dean. The results of that review shall be an agenda item on the regularly scheduled quarterly Faculty Council meeting that follows the beginning of the academic year. A copy of the current bylaws shall be placed in the Faculty Handbook and shall be maintained on the web site of the School of Medicine.

**Article XII
AMENDMENT**

These Bylaws may be amended by the following processes:

1. Proposal by the Dean of the School of Medicine

2. Proposal by the Faculty Council
3. Proposal by petition of five (5) percent of the Voting Faculty

In the event that an amendment is proposed, the Dean shall appoint an *ad hoc* Bylaws Review Committee to review the proposal for compliance with rules and policies of the Board of Regents and the Health Sciences Center. The Committee shall report its findings to the Dean who shall present the findings to the Voting Faculty. The proposed amendment shall be mailed/e-mailed to all members of the Voting Faculty for their review prior to the next regular or called meeting of the Faculty Council. The proposed amendment shall be discussed at that meeting. Permissible actions on the amendment include modification, rejection, or consent to move the amendment forward. If the decision is reached to move the amendment forward, it shall be mailed in final form to the Voting Faculty within one (1) week after the Faculty Council meeting in which it was discussed. No less than three (3) weeks later, a meeting of the Faculty Council shall be held to debate the final proposed amendment. Following this meeting, a formal vote by the Faculty Council shall be conducted. Adoption of the proposed amendment shall require an affirmative vote of a majority of the Faculty Council.

Chapter 03 -- Personnel

03.01 **Ethics policy.** It is important that the people of Texas have complete confidence in the integrity of public servants. This need is especially critical in the area of state-supported higher education. The responsibility for educating and training the future leaders of the state and nation carries with it the duty to adhere to the highest ethical standards and principles. The principles and guidelines contained in this policy shall apply to officers and employees of the TTU system regardless of rank or position. Each component institution's operating manuals should be referenced for further information and/or greater specifics not in conflict with the *Regents' Rules*.

03.01.1 **Conduct.** Officers and employees should not:

- a. accept or solicit any gift, favor, or service that might reasonably tend to influence officers or employees in the discharge of official duties or that officers or employees know, or should know, is being offered with the intent to influence the officers' or employees' official conduct;
- b. accept other employment or engage in a business or professional activity that officers or employees might reasonably expect would require or induce them to disclose confidential information acquired by reason of the official position;
- c. accept other appointments or any employment or compensation that could reasonably be expected to impair officers' or employees' independence of judgment in the performance of official duties;
- d. make personal investments that could reasonably be expected to create a substantial conflict between the officers' or employees' private interest and the public interest; or
- e. intentionally or knowingly solicit, accept, or agree to accept any benefit for having exercised their official powers or performed official duties in favor of another.

03.01.2 **Ethical behavior.** TTU system officers and employees shall:

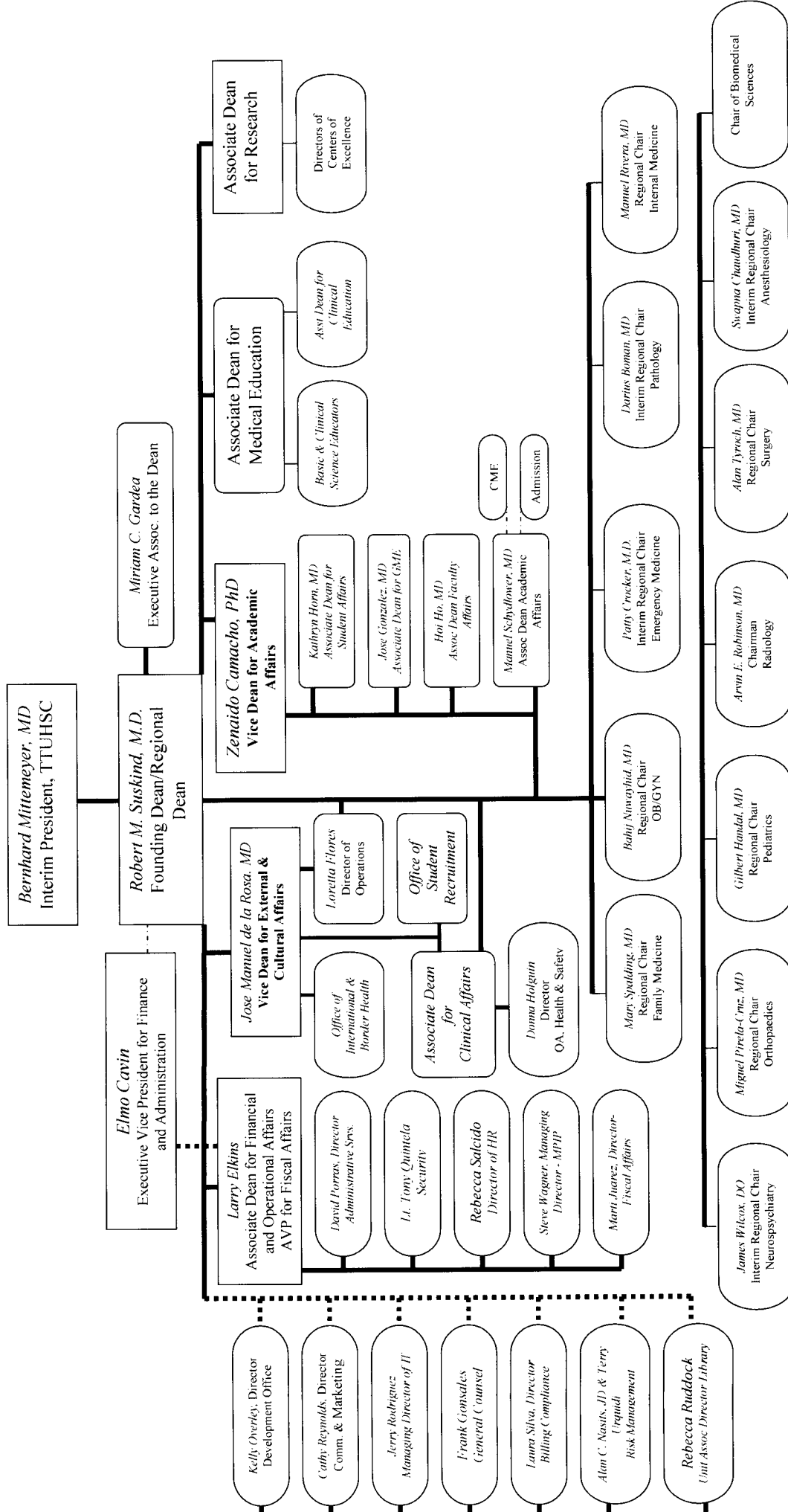
- a. put forth honest effort in the performance of their duties;
- b. not make unauthorized commitments or promises of any kind purporting to bind the TTU system or any of its components;
- c. not use their public offices for private gain;
- d. act impartially and not give preferential treatment to any private or public organization or individual;
- e. protect and conserve public property and shall not use it for anything other than authorized activities;
- f. promptly disclose waste, fraud, abuse, and corruption to appropriate authorities;
- g. adhere to all laws, regulations, and policies that provide equal opportunity for all persons regardless of race, color, religion, sex, national origin, age, or disability; and
- h. endeavor to avoid any actions that would create the appearance that they are violating the law or the ethical standards of the TTU system.

03.01.3 Conflict of interest. It is state policy that state officers and employees may not have direct or indirect interests, including financial and other interests, engage in business transactions or professional activities, or incur any obligation of any nature that is in substantial conflict with the proper discharge of the officers' or employees' duties in the public interest.

03.01.4 Benefits, gifts, and honoraria. A "benefit" is anything reasonably regarded as pecuniary gain or pecuniary advantage, including benefit to any other person in whose welfare a TTU system employee has an interest as under state laws.

- a. Bribery. No TTU system officers or employees may solicit, offer, or accept any benefit in exchange for their decisions, opinions, recommendations, votes, or other exercises of official power or discretion. A benefit that is otherwise allowed by

**TTUHSC El Paso SOM
Office of the Founding Dean
Organizational Chart**



CHAIR ACTIVITIES

Name _____

Department _____

Calendar Year _____

Limit response to no more than 2 pages, single-spaced, typewritten

Teaching, precepting and curricular development**Continuing education and personal development****Research, publications; presentations, innovations; collaborations****Clinical and patient care activities****Service, administration, community service, special services**

This form should be returned to the Office of Faculty Affairs and Development.

CHAIR GOALS

Name _____

Department _____

Calendar Year _____

Please limit response to no more than 1 page, single-spaced, typewritten

Teaching, precepting and curricular development**Continuing education and personal development****Research, publications, presentations, innovations, collaborations****Service, administration, community service, special services**

This form should be returned to the Office of Faculty Affairs and Development.

**TTUHSC-El Paso School of Medicine
DEPARTMENT CHAIR EVALUATION**

Department: _____

Instructions:

This form is designed to provide the faculty with a means to assess the professional performance and leadership characteristics of the department chairperson. It requires that you indicate the extent to which you agree with the statements used to characterize the department chairperson based on your perceptions of management performance. Please mark a choice for every statement. The **No Basis for Judgment** choice should be selected in those instances for which you feel you do not have sufficient awareness to make a selection or have a specific opinion. In addition a comment section is provided to allow you to make suggestions as to how the department chairperson could be more effective in each identified performance area. Optional questions of a demographic nature are also listed for research purposes only.

DEPARTMENTAL LEADERSHIP and ORGANIZATION					
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Basis for Judgment
Has developed and communicated an effective long-range plan for departmental development (teaching, research, service) that reflects the vision of the SOM					
Provides opportunities for department members to be involved in the decision-making process and to have appropriate input					
Plans and organizes current department operations efficiently and effectively					
Delegates responsibilities in the department as appropriate					
Is willing to engage in positive risk-taking and encourages innovation/collaboration by faculty					
Actively recruits and retains a faculty that excels in educational, research and clinical endeavors					
Provides an environment that encourages scholarly activity					
Conducts departmental meetings efficiently and effectively					
Is willing to explain and accept responsibility for administrative decisions					
Evidences consistency in making decisions which are timely, logical and well-founded					
Acts as an effective liaison between the department and the administration					
Helps individual faculty set and achieve professional goals					
Provides opportunities for the development of new leadership					
Supports and assists programs for faculty development					

Additional Comments related to Departmental Leadership and Organization:

INTERPERSONAL AND COMMUNICATION SKILLS	Strongly Agree	Agree	Disagree	Strongly Disagree	No Basis for Judgment
Is open to new ideas and policy changes					
Values diverse perspectives					
Listens attentively to others and tries to understand the meaning of their communications					
Builds trust and collegiality in the department					
Treats faculty members impartially					
Accepts constructive criticism					
Is approachable and available for consultation or discussion					
Responds to faculty suggestions/concerns in a timely manner					
Deals with stressful situations in a professional manner					
Provides for the systematic appraisal of the performance of each member of the faculty					
Uses the appraisal of performance to provide direction for improvement					
Expresses personal appreciation to faculty for their professional accomplishments					
Uses written communication (including email) which is clear, accurate and complete					
Uses oral communication which is clear, accurate and complete					

Additional Comments related to Interpersonal and Communication Skills:

FINANCIAL MANAGEMENT					
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Basis for Judgment
Seeks faculty input on setting priorities for resource distribution in the department					
Manages the income and expenditures of the department in a prudent, fair and effective manner					
Makes department's financial books available for review by the faculty					
Actively fosters the development of new resource options					
Generates a sense of confidence in the faculty that financial issues are well managed					

Additional Comments related to Financial Management:

ACADEMIC AND RESEARCH ADMINISTRATION	Strongly Agree	Agree	Disagree	Strongly Disagree	No Basis for Judgment
Assists faculty in the development and enhancement of the department's curriculum					
Respects and values the teaching efforts of faculty					
Supports active teaching evaluation and development					
Is personally involved in teaching					
Assists faculty in setting a research agenda for the department					
Mentors or delegates mentoring of faculty in the development of research programs as appropriate to the department's research agenda					
Encourages and facilitates the involvement of medical students and residents in the department's research program					
Actively seeks external funding for departmental research					
Is personally involved in research					

Additional Comments related to Academic and Research Administration:

INSTITUTIONAL AWARENESS					
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Basis for Judgment
Assures that the department's goals and objectives are aligned with the vision and mission of the School of Medicine					
Engages in regular reassessment of the department's goals and objectives					
Encourages interdepartmental cooperation and collaboration					
Promotes the involvement of faculty in school-wide committee work					

Additional Comments related to Institutional Awareness:

COMMENT SECTION:

1. What suggestion(s) do you have for the department chair to assist him/her to be more effective?
2. What suggestion(s) do you have for enhancing the department?
3. What commendations of the department chair would you make?

OPTIONAL DEMOGRAPHIC QUESTIONS:

1. How would you characterize the level of your knowledge concerning the specific duties, responsibilities and constraints of the department chair position?
 - a. Highly knowledgeable
 - b. Moderately knowledgeable
 - c. Minimally knowledgeable

2. How frequently do you have direct contact with the department chair?
 - a. Almost every day
 - b. About once a week
 - c. About once a month
 - d. About once a semester
 - e. About once a year

3. What is your current employment status with the HSC?
 - a. Full-time faculty member
 - b. Part-time faculty member
 - c. Volunteer faculty member
 - d. Adjunct faculty member
 - e. Other

4. What is your faculty rank?
 - a. Professor
 - b. Associate Professor
 - c. Assistant Professor
 - d. Instructor
 - e. Other

5. What is your tenure-status?
 - a. Tenured
 - b. Tenure track, not yet tenured
 - c. Non-tenure Track

INFORMATION FOR DEPARTMENTAL REVIEW

EDUCATION

Undergraduate Medical Education

- List the average scores over the last three years on the specialty-specific shelf exam of medical students completing your course, clinical clerkship and/or elective. Indicate whether or not you use a comparison group (e.g. other Texas Tech campuses, national norms, etc.). Include comparable data from your comparison group(s).
- List the average scores over the last three years on specialty-related Objective Structured Clinical Examinations (OSCE's) of medical students completing your course, clinical clerkship and/or elective. Indicate whether or not you use a comparison group (e.g. other Texas Tech campuses, national norms, etc.). Include comparable data from your comparison group(s).
- List the number of students who have chosen elective rotations in your department during the last three years.
- List the number of graduating medical students who have chosen residency training in your specialty during the last three years.
- List the number of graduating Texas Tech medical students who have chosen your El Paso residency program during the past three years.
- Provide summaries of student evaluations of your course(s) during the past three years. Include specific student comments, both positive and negative.

Residency Training

- Briefly describe the mission of the residency training program(s), location, and its importance in the overall mission of the department.
- How many residents are currently enrolled in each year of your residency training program? What determinants do you use to size the residency program?
- Do you use the NRMP for filling your residency positions? During the last 3 years, what is the fill rate from the NRMP and how many residency positions have you filled outside the match? During the last three years in the NRMP, how far down the rank list has the program gone to fill?
- List the professional activities of your residents after graduation. Include information for the past three years about relocation site,

type of practice, academic affiliation, or additional fellowship training.

- What percentage of your graduating residents has taken the certification examination for your specialty during the past three years? What is the pass rate for first-time examinees? List the overall pass rate and the average percentile score on the certification examination.
- Provide a copy of the last internal review of your residency program.
- Provide a copy of your last RRC accreditation letter including specific comments and citations of the program. Briefly describe steps taken to correct the citations.
- For the last 3 years, how many graduating residents have stayed in El Paso? In Texas?
- What percentage of your current residents are US graduates?
- How are the residency positions funded?
- How many residency program directors have been appointed in the last 3 years?
- Provide a summary of the evaluations the residents provide about the residency program. Include comments about strengths and weaknesses.

Faculty Development

- Describe departmental faculty development programs for both junior and senior faculty.
- Describe faculty participation in faculty development programs provided by other institutions. Include the individual faculty name, program name and sponsoring organization, duration, and source of funding.

Faculty Evaluation

- Describe the faculty evaluation process including the areas included in the evaluation, the format of the evaluation instrument, and the process itself. Specifically address the evaluation of teaching, research, patient care, community service, and professionalism. Attach a copy of the evaluation instrument.
- Describe the methods used to provide faculty feedback during the course of evaluation. In particular address the methods used to advise individuals who are not on track for promotion. In those cases, describe how remediation is recommended and monitored.
- Do you use evaluation instruments beside the School of Medicine evaluation forms used for faculty and department chair evaluation? Please comment about the usefulness of the

institutional instruments and identify specific deficiencies that caused you to develop alternative instruments.

Faculty Promotion

- Describe your success with faculty promotions during the past 5 years. How many faculty members have been put forward for consideration for promotion during that time? How many have been denied promotion during that time? What are the most common reasons for denial of promotion?
- Describe the regional chair's role in the pre-promotion review process. Describe the relationship and decision-making activities of the regional chair and the department chair in the pre-promotion and promotion processes.
- Describe the regional chair's responsibilities in advising faculty members at the conclusion of the pre-promotion review process.
- Describe the institutional policies that should be changed to improve the promotions process.
- Describe departmental policies and strategy for supporting faculty recognition and promotion, particularly women and/or under-represented minorities?

Faculty Recruitment

- Describe your departmental faculty recruitment plan including the methods used to develop the plan, faculty involvement in development of the plan, methods used to assess research, educational, and clinical needs of the department, and mechanisms for re-evaluating and dealing with short-term or urgent needs.
- Describe the specific inducements you use to compete effectively with other academic centers.
- Describe the methods used to monitor and correct disparities in resource allocation, recognition, salary, and leadership opportunities for faculty members?

Faculty Retention

- List the most common reasons for faculty attrition in your department during the last three years? Describe measures employed to minimize faculty attrition.
- Describe orientation and welcoming activities used for new faculty members. Also describe how you assess the effectiveness of this program.

- Describe the departmental faculty mentoring program including descriptions of enrollment in the program, participation in the program, and methods used to evaluate the effectiveness of the program.
- Describe the departmental system used to monitor workload and service-related pressure on your faculty.
- Describe departmental programs for assuring quality in patient care and academic accomplishment.

Post-Graduate Medical Education

- Describe all departmental conferences indicating those for which faculty attendance is expected/required. Provide information about faculty attendance.
- List the departmental programs approved for CME credit presented during the past three years.
- Provide information about the number of participants in these programs according to classification (faculty, volunteer faculty, residents, students, clinical staff, outside participants).
- List all CME-approved programs sponsored by your department in off-campus settings. Include program site and information about participants as above.

CLINICAL

- List the clinical site(s), the aggregate FTE of faculty time/site, patient visits/site and aggregate support staff/site.
- List the net clinical income versus expenses of each clinical site.
- Describe the decision process used to determine either the establishment of new clinics or the closure of old clinics
- Describe the quality assessments and quality improvement projects in the clinical practices over the last 2 years.

RESEARCH AND SCHOLARLY ACTIVITY

- Describe the priority of research in the department, the goals and objectives of research and how research is encouraged and rewarded. Specifically, describe the relative importance of research, clinical services, and education in departmental decisions concerning allocation of resources, faculty assignment, release time, and consideration for promotion.
- List research support in terms of staff and space.
- List amounts, terms, purposes, and recipients for any departmental discretionary funds dispersed for research activities.

- List the national presentations, refereed abstracts, and full publications of the faculty for the last three complete fiscal years.
- List current grant funding providing title, Principal Investigator, funding source, duration of funding, and dollar amount.

SERVICE/ADVOCACY

- Describe the faculty/departmental roles in state and national organizations.
- Describe the department's relationships with elected local, regional, state and national officials and the impact on the departmental mission.
- Describe the chair's effectiveness in working in intramural and extramural cooperative programs including relationships with institutional administrators and other department chairs.
- How many of your faculty members participate in University service activities such as committees, students' mentoring, or university sponsored community activities? Provide a list of these activities for the past three years.
- List the members of the department faculty who serve on University committees. Specify the names of the committees and any leadership positions held by department faculty members.
- List the members of the department faculty who serve on any hospital committees. Please specify the names of the committees and any leadership positions held by department faculty members.
- Describe how citizenship in discipline-related organizations is fostered and rewarded. Specify names of those participating in other community organizations.

FINANCE AND OPERATIONS

- List all revenue sources and amounts: clinical, SOM, hospital, state, grants, contracts, other, and total.
- List all expenses for the last fiscal year: faculty/staff salary and benefits, rent, equipment, travel/dues, taxes, Dean's practice plan, other, and total.
- List all discretionary accounts including endowments and quasi endowments. Describe the source of these funds, including accumulation of lapsed salaries. What are your plans for the use of these funds? How do you develop a plan for the use of these funds?
- Compare all of your faculty salaries by rank with the means for the Southern Region in the most recent AAMC publication on salaries. Compare appropriately for full institutional or clinically augmented

incomes. Be certain to include all faculty augmentation but show separately as a subtotal.

- Describe the departmental budget process. Include a description of personnel involved in the process. In particular, describe faculty involvement in the process. How is it developed, reviewed, and finally, approved? How are decisions made to develop new programs or eliminate established programs?
- Provide a copy of the departmental Medical Practice Income Plan (MPIP). Describe how faculty members are involved in the development of the plan. When was the plan last reviewed by the department faculty? List special augmentations and other faculty allocations provided through MPIP during the past three years. Include amounts and dates.
- Who is responsible for Medicare and Medicaid compliance within the department? Describe the process, including methods used to enforce compliance or to take corrective action for noncompliance.
- Describe the management systems used to ensure billing/coding compliance.
- Describe the organization and management of the department's billing, coding, and compliance systems including descriptions of how they are managed and financed. Describe the number and level of training of "coders," "business associates," "patient services specialists," etc. involved in the process, salaries and their source.
- Does your department provide periodic training in billing, coding, and compliance for its physicians and staff? What tools are utilized? How is it financed?
- How are new physicians oriented to the coding and billing rules?
- Are audits done on all your medical records? If not, what percentage of your charts is audited? How is this process financed?
- Do you report changes to billing codes and diagnosis? If so, describe the process and how it is financed.
- Do you have a corrective action plan in place to ensure specific issues are addressed and prevented from recurring? If so, who is responsible for it and how is it financed?
- Is there an Institution-wide Compliance Department? If so what is your Department's financial contribution to it (percentage contribution to their overall budget)

ORGANIZATION

- Outline the chair's experiences that are relevant to leadership of a department, the length of chair's tenure and major accomplishments since becoming the chair.

- Provide a copy of the departmental vision, mission, and strategic plan statements. Outline briefly when these were developed, how they are used, and how often they are re-evaluated.
- List major institutional committees and responsibilities of the chair. (Append an organizational chart of the Health Sciences Center showing the chair's relationship to administrators at various levels.)
- Provide a departmental organizational chart.
- Outline the major administrative roles in the department, including a list of the individuals who fulfill these roles, and release time allotted for performance of each role. (FTE)
- List the administrative support positions and their individual and cumulative FTEs plus the FTE/faculty.
- Describe the use of information technology (IT) within the department. Does the department have IT services separate from those provided by the institution? How are these services funded? How is the decision made to develop these services?
- How do you collect data for operations needs and function of the department? How are these data used and presented?