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*NB: The Institute on Medicine as a Profession has added the following to this document:*

1. The page numbers in red for ease of navigation
2. The yellow highlighting to indicate the referenced policy language
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FACULTY REGULATIONS MANUAL

Revised: May 2008
1.1 HISTORICAL BACKGROUND

1.1.1 Medical School History:

The Ponce School of Medicine is located in Ponce, the second largest urban center in Puerto Rico, which is located in the southern coast of the island, 100 kilometers from San Juan. The city was founded in 1692 and was named after Juan Ponce de León, the first Governor of Puerto Rico.

The establishment of a medical school was in the Agenda of the Ponce community since the early 1940’s. It became a reality in 1977, when the Catholic University of Puerto Rico established its School of Medicine with a charter class of 26 students. Classes of 28 and 40 students respectively were enrolled in 1978 and 1979. In 1979 the Catholic University of Puerto Rico made plans to phase out and close the medical program. In January 1980 a group of dynamic leaders of the Ponce community established the Ponce School of Medicine Foundation, Inc. under the laws of the Commonwealth of Puerto Rico, to operate Ponce School of Medicine. The new administration successfully handled the change and the Medical School maintained the program’s continuity.

In July 1980, the Council of Higher Education of Puerto Rico (CHE-PR) authorized the Foundation to operate the Ponce School of Medicine. In 1981, the Liaison Committee on Medical Education (LCME) accredited the school to grant the MD degree. Under the new administration, governed by a Board of Trustees, the new free-standing School of Medicine graduated its first class of 23 students in 1981.

Recognizing the need to establish a research program, the School applied for funds under the Minority Biomedical Research Support Program (MBRS) and the Research Center in Minority Institutions (RCMI) Program in 1983. The award of both grants allowed the school to develop the infrastructure necessary for the faculty to develop research activities.

A Graduate Program in Biomedical Sciences (PhD Program) was initiated in 1988, and in 1992 the Council of Higher Education of Puerto Rico (CHE-PR) authorized the PhD Program, allowing PSM to award a Doctor of Philosophy (PhD) degree in Biomedical Sciences.
During the first fifteen years Ponce School of Medicine operated in a building rented from the Catholic University, which had originally been designed as a Catholic Seminar. After 1980 the Institution continued to grow, increasing the number of students per class and expanding its scope to include a solid base of research. The need for better and larger physical facilities for the School became evident. The construction for the new Ponce School of Medicine became the dream to pursue.

A new campus for Ponce School of Medicine adjacent to PUCPR and Damas Hospital was inaugurated in January 1995. The new facilities included a research building, a library, classrooms, a teaching laboratory, and the Gross Anatomy building.

During the academic year 1999-2000 PSM implemented the Clinical Psychology Doctoral Program (PsyD Program), after authorization from the CHE-PR. This program was accredited in 2004 by the American Psychological Association (APA). A total of 21 students completed the program during academic year 2003-04.

In August 2002, PSM started a CHE-PR authorized Master Program in Public Health (MPH) with 30 students. The program is designed to be completed in two consecutive academic years organized in six trimesters. After successfully graduating two groups, the Public Health program (PHP) is seeking accreditation by the Council on Education for Public Health (CEPH). The program submitted its self study, and a site visit is expected during spring of 2008.

Driven by its mission to provide high quality health services, education and training in medicine, biological sciences, clinical psychology, public health, and research PSM inaugurated its first Mental Health Clinics in 1999 and currently has several clinics in the southwest of Puerto Rico. The Ambulatory Center for Medical Research was initiated in 2001 and the Ponce School of Medicine Practice Group, an intramural multispecialty ambulatory health care center was inaugurated in 2001. The School continues with its plans to expand its academic offerings during the next three years to include specialty and doctoral programs in the Public Health Program, and other doctoral programs in the Psychology Program. In July 2007, PSM began organizing its Centro Médico Académico Regional (CMAR). The CMAR or Regional Academic Medical Center (RAMC) of the PSM is a non-profit corporation, established according to Puerto Rico Legislative Law #136 of July 27, 2006, to create academic medical centers of excellence in their assigned regions on the island, in order to optimize health care, promote health services research and protect and develop accredited training programs. Our RAMC is expected to begin operations by the fall of 2008.
1.2 AFFILIATED INSTITUTIONS

The Medical Education Program of Ponce School of Medicine is affiliated with a number of hospitals and health care facilities. The Institution also operates a Multidisciplinary Ambulatory Clinic located in its main campus and four Bio-Psychosocial Health Centers in Mayagüez, Aguadilla, Coamo, and Guayama. The affiliation network provides over 2,000 beds and several ambulatory facilities for clinical teaching and training. The following are the types of affiliated institutions based on AMA classification:

1.2.1 Major:

a. Damas Hospital – Ponce
b. Hospital Episcopal San Lucas - Ponce
c. La Concepción Hospital – San Germán
d. Dr. Tito Mattei Metropolitan Hospital - Yauco
e. Dr. Pila Family Center – Ponce
f. PSM Health Services - Mayaguez

1.2.2 Limited:

a. Dr. Pila Hospital – Ponce
b. San Cristobal Hospital – Ponce
c. Castañer Hospital - Castañer
d. Ponce Playa Diagnostic and Treatment Center – Ponce
e. Veterans Administration Caribbean Healthcare System- Ponce Outpatient Clinic
f. Veterans Administration Caribbean Healthcare System– San Juan
g. Andrés Grillasca Oncology Hospital – Ponce
h. Cristo Redentor Hospital - Guayama
i. First Hospital Panamericano – Ponce
j. La Casa del Veterano – Juana Díaz
k. San Antonio Hospital – Mayaguez

1.2.3 Graduate:

a. Veterans Administration Caribbean Healthcare System– San Juan
b. Hospital Dr. Ramon Emeterio Betances - Mayaguez

PSM also has collaborative agreement with the Interamerican University and Pontifical Catholic University of Puerto Rico.

The following practicum sites are also available for the Clinical Psychology Program:

a. Administración de Instituciones Juveniles (AIJ)
b. Administración de Servicios de Salud Mental y Contra la Adicción (ASSMCA)

c. Albergue Olímpico

d. Cangiano y Asociados

e. Centro Cristiano de Ayuda a la Familia

f. Centro de Ayuda a Víctimas de Violación – Departamento de Salud (CAVV)

g. Centro de Ayuda Psicológica y Servicios Integrales (CAPSI)

h. Centro de Servicios Conductuales del Oeste (CS CO)

i. Centro Madre Dominga, Casa de Belén

j. Centros Sor Isolina Ferré

k. Clínica de Servicios Psicológicos (CSP)

l. Convivencia Pacífica (COPA)

m. Hospicio La Guadalupe

n. Hospital Damas

o. Hospital Municipal de San Juan

p. Instituto de Desarrollo del Individuo, la Familia y la Comunidad (IDIFCO)

q. Instituto de Orientación y Terapia Familiar (INOTEF)

r. Love Lines de PR, Inc.

s. Menores Abusados Sexualmente (MAS)

t. Opciones Psicoeducativas

u. Programa de Re-educación y Orientación a Personas Agresoras (PROPA)

v. Psychoneurometrics

w. Servicios Psicológicos Raigambre

x. ROVICO Clínica para el Cuidado y Tratamiento de la Conducta) - Aguadilla

y. Red Metropolitana de Psicología

The following practicum sites are available for the Public Health Program:

a. Centro Cristo Pobre - Ponce

b. Policía Municipal de Ponce

c. Casa María de Nazareth – Ponce

d. Blanca Malaret High School - Sabana Grande

e. Eugenio Lecompte School - Ponce

f. P. R. Institute of Technology - Ponce

g. Head Start Program - Ponce

h. Head Start Program - Guayama

i. Municipio de Ponce

j. Distrito Escolar de Guayanilla

k. Ramos Antonini School - Ponce

l. Departamento Instrucción Pública - Ponce

m. St. Patrick’s Bilingual School - Guayama

n. Departamento de la Familia - Mayagüez y Santurce
1.3 ACCREDITATION

- Ponce School of Medicine is licensed by the Council on Higher Education of the Commonwealth of Puerto Rico (CHE-PR)\(^1\) since 1980.
- PSM is accredited by the Middle States Commission on Higher Education (MSCHE)\(^2\) since June 2003. The Medical School Program of Ponce School of Medicine is accredited by the Liaison Committee on Medical Education (LCME)\(^3\) since 1981. The Clinical Psychology Program has the accreditation by the American Psychological Association (APA)\(^4\) since 2004. The Psychiatry Residency Program has Full Accreditation by the Accreditation Council for Graduate Medical Education (ACGME)\(^5\) since 2004. The Continuing Medical Education Division is accredited by the Accreditation Council for Continuing Medical Education (ACCME)\(^6\) since July 14, 2006.

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\(^1\) Puerto Rico Council for Higher Education, PO BOX 19900, San Juan, Puerto Rico 00910-1900 Tel. (787) 724-7100, Website: [http://www.ces.gobierno.pr](http://www.ces.gobierno.pr)

\(^2\) Middle States Commission on Higher Education, 3624 Market Street, Philadelphia, PA 19104, Telephone (267) 284-5000, [http://www.msche.org](http://www.msche.org)

\(^3\) The Liaison Committee for Medical Education (LCME) is jointly sponsored by the Association of American Medical Colleges (AAMC) and the Council on Medical Education of the American Medical Association (AMA). American Medical Association, 515 North State Street, Chicago, IL 60610, Phone: 312-464-4933, Fax: 312-464-5830; Association of American Medical Colleges, 2450 N Street, N.W., Washington, DC 20037, Phone: 202-828-0596, Fax: 202-828-1125, [http://www.lcme.org](http://www.lcme.org)


\(^6\) Accreditation Council for Continuing Medical Education, 515 N. State Street, Suite 2150, Chicago, IL 60610, Phone: 312/755-7401, Fax: 312/755-7496, [http://www.accme.org](http://www.accme.org)
1.4 MISSION STATEMENT

1.4.1 Mission:

The mission of Ponce School of Medicine is to provide high quality education, research and health services in medicine, biological sciences, clinical psychology, public health, and other healthcare fields, to the population we serve, through an innovative health sciences curriculum, while preparing students to be ethical practitioners and scientists.

1.4.2 Vision:

The PSM vision is to be recognized as a prestigious academic center and to become a high quality health sciences university.

1.4.3 Goals:

PSM commits to its mission and the accomplishment of its vision by striving to fulfill the following institutional goals:

- To continue its commitment to excellence in educational achievement by recruiting outstanding students and faculty, providing the appropriate resources for the development of high quality academic programs.
- To expand its academic and professional educational offerings to include other health related fields.
- To enhance recognition of the institution’s commitment to excellence in basic and clinical research, scholarship and creative pursuits, supporting existing investigators and recruiting new highly qualified researchers.
- To expand and improve its high quality medical, mental health, diagnostic and therapeutic services.
- To continue an institution that prepares ethical professionals and scientists that contributes to society in general and to Puerto Rico in particular.

1.5 THE BOARD OF TRUSTEES

1.5.1 Articles of Incorporation:

Under the articles of incorporation and its By-Laws, the Ponce Medical School Foundation, Inc., has been established as a non-profit corporation for the purpose of establishing and operating the Ponce School of Medicine. The Board of Trustees of the Ponce Medical School Foundation, Inc. is the governing body of the Ponce School of Medicine.
The Board establishes and periodically revises the mission, visions, and purpose of the Corporation.

1.5.2 Chairperson:

The Chairperson of the Board of Trustees presides all meetings and recommend to the Board the individual to be appointed as President and Dean of the Medical School. The Chairperson will also carry out those administrative functions prescribed by the By-Laws or delegated to him by the Board.

1.5.3 Authority:

All diplomas and degrees granted by the Ponce School of Medicine will be awarded under the authority of the Board of Trustees and will be based on the recommendations made by the faculty to President and Dean. Diplomas and degrees will be signed by the President and Dean and the Chairperson of the Board.

1.6 ADMINISTRATION

1.6.1 The President and Dean:

The President and Dean is the chief executive and academic officer of the Medical School as provided by Article 12 of the By-Laws of the Foundation. The President and Dean is to act in accordance with the policies and duties as prescribed in the By-Laws or as modified by the Board of Trustees. The President and Dean is appointed by the Board. The President and Dean is responsible for administering the affairs of the Ponce School of Medicine and exercising those functions, duties, and privileges normally associated with such a position, such as appointing all academic and administrative personnel and the administration of the budget.

1.6.1.1 Duties, authority and responsibility of the Office of the President and Dean:

a. Chief Executive Officer of the Ponce School of Medicine
b. Chief Academic Officer of the Ponce School of Medicine
c. Provides leadership in developing and implementing the Institution’s strategic plan
d. Directs the Institution toward the attainment of its goals and objectives
e. Has overall responsibility for preparing and administrating the Annual Budget.
f. Recommends tuition adjustments for the different programs
g. Advises the Board in developing long term policies  
h. Represents the Institution before the public  
i. Seeks financial and other support  
j. Enlists, maintains and leads the professional staff  
k. Appoints the Deans, Department Chairs, and Program Directors and notifies the Board of Trustees about such appointments.  
l. Appoints all faculty members and academic employees in all the programs of Ponce School of Medicine  
m. Appoints members to the Dean’s standing committees of the medical school  
n. Approves the curriculum of all institutional programs upon recommendation of the Curriculum Committees  
o. Approves student admissions upon recommendations of the Admissions Committee  
p. Approves of faculty promotions upon recommendations of the Faculty Promotions Committee and the Associate Dean for Faculty and Clinical Affairs  
q. Presides over the Board of Deans, the Administrative Committee and Faculty Meetings  
r. Co-signs with the President of the Board of Trustees Diplomas and Degrees awarded by the Ponce School of Medicine.

1.6.2 Other Administrative Staff Deans:

The Administrative Staff Deans serve at the pleasure of and are responsible to the President and Dean for their functional areas. In general terms, the President and Dean delegates to them the authority to deal with all problems in their areas. These administrative Deans exercise leadership in promoting new ideas and ways of dealing more effectively with the work of the Institution and the achievement of its objectives. As appropriate, they cooperate in evaluating unit progress towards institutional goals. Persons appointed as administrative Deans should have the credentials and experience to also be appointed to an academic rank. If so appointed, they are eligible for promotion.

1.6.2.1 Associate Dean for Academic Affairs:

The Associate Dean for Academic Affairs (ADAA) is directly responsible for coordinating and supervising the academic aspects of all programs of the institution. The ADAA also has the responsibility of overseeing the development, coordination, implementation and evaluation of the curriculum for all academic programs. The ADAA also supervises the Library and other learning resources.
Duties, authority and responsibility of the ADAA:

a. Supervises all academic programs
b. Monitors curriculum development, implementation and evaluation for all programs
c. Recommends the development of new programs and academic units
d. Coordinates institutional and programmatic accreditation
e. Develops assessment plans for programmatic and institutional units
f. Establishes programs for continuing medical education and continuing education for other healthcare fields
g. Implements faculty development programs
h. Ensures the availability of appropriate learning resources to support academic programs and research
i. Supervises all educational support units such as:
   - Audiovisual
   - Educational Technology
   - Standardized Patients
   - The Library
   - others
j. Monitors longitudinal, Interdisciplinary programs and special programs.
k. Evaluates and approves, with the assistance of the Academic Review Committee, petitions for students Leave of Absence following institutional regulations
l. Evaluates and authorizes cross registration among programs
m. Monitors students performance and assists the President and Dean in evaluating and implementing the recommendations of the student promotion committee
n. Prepares academic performance certifications
o. Monitors academic units annual reports
p. Assists in Academic Programs Budget Planning
q. Performs centralized program/courses and departmental evaluations
r. Develops electronic data bases for monitoring programs and institutional outcomes

1.6.2.1.1 Assistant Dean for Education:

The Assistant Dean for Education reports to the Associate Dean for Academic Affairs and is responsible to:

a. Monitor the compliance of all Educational Programs’ Curriculum in the institution with the
standards of the corresponding accrediting agencies
b. Advise Curriculum Committee members about curricular management
c. Advise the Dean for Academic Affairs and curriculum committees on educational issues
d. Lead, in coordination with the President and Dean and the Associate Dean for Academic Affairs the curriculum review and curricular changes of the Programs.
e. Ensure that the Medical School Curriculum is adequately documented in CurrMIT, a curricular database developed by the AAMC
f. Be an ex-officio member of all Curriculum Committees and the Curriculum Policy Committee.
g. Assist the Associate Dean for Academic Affairs in institutional accreditations and accreditation of the Programs.
h. Actively participate in institutional and programmatic accreditation.
i. Monitor the development of new academic programs.
j. Assist the faculty to improve their teaching methods and skills and designing innovative teaching strategies.
k. Instruct the faculty in educational measurement, research and evaluation.
l. Design instruments to evaluate faculty performance in teaching, scholarly activity and service.
m. Assist in the evaluation of educational effectiveness of the programs in coordination with the Assessment Division.
n. Assist the Clinical Practice Examination Committee in the technical development of student performance assessment.
o. Conduct validity and reliability Assessment of new evaluation methodologies.
p. Inform the faculty and administration of advances and development in education.
q. Participate in departmental and institutional committees

1.6.2.2 Associate Dean for Faculty and Clinical Affairs:
The Associate Dean for Faculty and Clinical Affairs (ADFCA) screens petitions for faculty credentials and makes recommendations to the President and Dean on faculty personnel decisions. In these decisions the ADFCA will consider the recommendations of the Committee on Faculty Promotion. The ADFCA also monitor institutional affiliations and consortia.

Duties, authority and responsibility of the ADFCA include;

a. Maintain the faculty database  
b. Recommend salary scales to the President and Dean  
c. Assist in the recruitment, evaluation, and promotion of faculty members  
d. Monitors the faculty grievance policy  
e. Assist in Academic Programs budget planning  
f. Monitors annual reports from academic programs and departments  
g. Develops and performs annual evaluation processes of programmatic and departmental leadership  
h. Coordinates and supports students clinical learning experiences in affiliated institutions  
i. Coordinates and supports the establishment of community service activities and community relationships  
j. Coordinates and supports the development of post graduate education programs  
k. Coordinates the development, implementation and future growth of the Regional Academic Medical Center (RAMC)  
l. Coordinates and implements with ADAA faculty orientation and development programs  
m. Periodically reviews and keeps updated with ADAA the Faculty Manual  
n. Supervises with the Executive Dean for Administration and Finance, all PSM Health Services.

1.6.2.3 Associate Dean for Research:

The Associate Dean of Research (ADR) is responsible for the supervision of research activities and is the administrator of all research grants received by the School (Institutional Officer). In addition the ADR supervises and directs the Biomedical Sciences Program.

Duties, authority and responsibility of the ADR include;

a. Evaluates and authorizes all proposals for research grants  
b. Coordinates research activities within the institution
c. Promotes and coordinates research activities with other institutions
d. Develops initiatives to enhance scientific research at PSM
e. Advises the President and Dean on research issues
f. Coordinates the recruitment and recommends the appointment of new investigators
g. Periodically reviews the Biomedical Sciences Curriculum
h. Monitors Biomedical Sciences students outcomes

1.6.2.4 Executive Dean for Administration and Finance:

The Executive Dean for Administration and Finance (EDAF) is responsible for the provision of high quality administrative service to the institution.

Duties, authority and responsibility of the EDAF include;

a. Prepares and implements institutional budget according to the PSM mission and goals
b. Develops long range planning to achieve the financial goals of the institution.
c. Develops and implements strategies to achieve institutional financial stability.d. Establishes institutional-wide financial controls and administrative measures consistent with the PSM mission and the internal and external compliance standards.e. Fosters the principle of integrity in all administrative functionsf. Refers to the President and Dean all financial and administrative issues that the Executive Dean is unable to resolve due to the limits of his authority.
g. Supervises with the ADFCA all PSM Health Services
h. Recommends recruiting, evaluation and promotions of all non-academic personnel.
i. Is responsible for the maintenance and security of the school property.

1.6.2.5 Associate Dean for Student Affairs:

The Associate Dean for Student Affairs (ADSA) is responsible for the organization and development of student services.

Duties, authority and responsibility of the ADSA include;

a. Oversees the office of financial aid,
b. Oversees the office of admissions
c. Oversees the office of the registrar
d. Oversees the office of alumni affairs
e. Is in charge of
   - The establishment of student’s counseling services
   - The operation of the students center
   - Student housing services
   - Student organizations
   - Social and cultural activities for the students

f. Recommends policies and develops, regulations and procedures related to student grievances.

g. Serves as an appropriate disinterested party in resolving student complaints

1.6.2.5.1 Assistant Dean for Student Affairs:

Collaborates with the ADSA in carrying out specific administrative duties pertaining to the office.

The Assistant Dean for Student Affairs (AsDSA) duties include:

a. Assists in the planning, development, and implementation of the professional guidance and counseling services for all programs.

b. Coordinates students’ participation in the National Resident Matching Program and the Electronic Residency Application Service.

c. Is in charge of the students:
   - Health Insurance
   - Tutoring Program
   - Student Extracurricular Activities
   - Information about summer courses, and research and clinical experiences.

In the absence of an Associate Dean for Student Affairs, the Assistant Dean may assume the duties and responsibilities of the Associate Dean.

1.6.3 Board of Deans:

It is the principal executive and advising body of the Ponce School of Medicine. It is presided by the President and Dean and is composed of all the Associate and Executive Deans. Meets on a weekly basis except during holidays and/or in the absence of the President and Dean. The Board of Deans reviews all issues presented by the President and Dean, makes recommendations for action on those issues and gives follow-up to pending issues. Members may present relevant institutional issues for consideration and recommendations for action. Department chairs,
program directors, and administrative officers may be summoned to participate in the discussion of selected issues as needed.

1.6.4 Committee on Administration:

It is the main administrative body in the PSM. The committee is presided by the President and Dean and is composed by all deans, department chairs, program directors. Other unit directors may be invited to participate at the discretion of the President and Dean. The committee meets the third Thursday each month except during the summer recess. The Committee on Administration serves as a forum for the President and Dean and the Deans to inform all PSM academic and administrative units of the current administrative decisions and pertinent issues under consideration. The committee is charged with receiving and discussing the annual reports of the program directors and department chairs. Committee members may present relevant departmental or programmatic issues for discussion. At the discretion of the President and Dean the committee may be asked for recommendations on the issues under discussion.

1.6.5 Program Directors and Department Chairs:

Academic work at PSM is organized under programmatic and departmental structures. Although the direction of a department is an administrative function, these appointments carry academic rank and therefore have rights with regard to promotion. The Program Directors and Department Chairs serve at the pleasure of the President and Dean and will be accountable for the proper functioning of their academic units.

1.6.5.1 Appointment of Program Directors and Department Chairs:

The following procedures will guide the selection and appointment of program directors and department chairs:

All program directors and department chairs are appointed to a definite term (four to six years) by the President and Dean upon advice and recommendation of the Board of Deans, following completion of the search process under the guidance of the Associate Dean of Faculty and Clinical Affairs. The responsibility for initiating the appointment of a new department chair or program director and the charge to any nominating/search body, including criteria and number of persons to be recommended, rests with the President and Dean.

A change in program directors or department chairs should normally be preceded by a review of the direction, quality,
outcomes, and plans of the program or department. Such a review may be initiated by any of the Associate Deans, the President and Dean, or by members of the department or programs.

1.6.5.2 Responsibilities of Program Directors and Department Chairs:

1.6.5.2.1 To the Administration

Responsible to:

a. Execute within the department the policies of the Institution concerning teaching and research, fiscal affairs, and other administrative business, including the preparation of an annual report and the preparation and proper management of a departmental budget.
b. Develop activities that will make the program or department economically self-sufficient through development of clinical services, research projects, contracts and other entrepreneurial projects.
c. Support, expand and improve the scholarly activities of the Program or Department.
d. Secure and retain staff and faculty members of high caliber and recommend those to whom promotions should be awarded.
e. Prepare the curriculum of study for the department or program, which should be in accord with educational policies of the school.
f. Prepare class schedules, appropriately select textbooks, and assign tasks to staff members.
g. Promote the quality of the scholarly and research activities of the program or department.
h. Review and select applications for research projects in the department or program.

1.6.5.2.2 To the Department or Program:

a. Exercise functions of executive officer of the department or program.
b. Foster the welfare of the academic unit entire staff and encourage and facilitate their work and professional development.
c. Report the needs and champion the legitimate causes of the department.
d. Make recommendations in respect to promotions, faculty salaries and salary increases.

e. Hold departmental meetings at least twice per academic year.

f. Be available to meet with faculty members to discuss pertinent matters such as academic load, class schedules, presentations, salaries and leaves.

1.6.5.3 Reappointment of Program Directors and Department Chairs:

All Program Directors and Department Chairs will undergo periodic internal evaluations. Before the end of the term of appointment program directors and department chairs will be reevaluated by the Board of Deans prior to reappointment by the President and Dean.

1.7 THE ACADEMIC SENATE

1.7.1 Authority:

The Senate is the principal representative body of the Faculty. It is empowered to determine and approve standards of quality and performance for the academic function of the School, specifically in the following matters:

a. establish minimum standards with respect to student admissions, passing levels and honors

b. approve major changes, additions and deletions in courses and degree programs

c. establish measures to be used as the basis for evaluation of faculty effectiveness

d. approve standards for the establishment of the PSM calendar

1.7.2 Advisory function:

The Senate shall also advise the President and Dean on matters of broad educational and research policy, including:

a. general planning

b. special affiliations and programs

c. regulations affecting faculty and students such as those concerning academic freedom and equal opportunities

d. granting of academic honors following the PSM policies and procedures
This advisory function is normally fulfilled at the request of the President and Dean. However, the Senate may also undertake to provide advice on its own initiative or in response to requests from members of the academic community of the School.

1.7.3 President and Dean’s Evaluation:

The senate shall develop and approve a form to evaluate the President and Dean on a yearly basis. The results will be submitted to the President and Dean and to the President of the Board of Trustees.

1.7.4 Composition:

The Academic Senate will be composed of twenty-one (21) members, as follows:

<table>
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<th>Members</th>
<th>Terms</th>
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<tbody>
<tr>
<td><strong>Faculty Members:</strong></td>
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<tr>
<td>Medical Education and Biomedical Sciences Doctoral Programs:</td>
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<tr>
<td>• Two (2) faculty members from the basic sciences</td>
<td>4</td>
</tr>
<tr>
<td>• Two (2) faculty members from the clinical sciences</td>
<td>4</td>
</tr>
<tr>
<td>Other programs*:</td>
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<tr>
<td>• Two (2) faculty members per program</td>
<td>4</td>
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<tr>
<td>The President of the Faculty Forum</td>
<td>1</td>
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<tr>
<td><strong>Students:</strong></td>
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<tr>
<td>• One student representative from each program</td>
<td>4</td>
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<tr>
<td>• The President of the Student Council</td>
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<tr>
<td><strong>Deans:</strong></td>
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</tbody>
</table>
Seven (7) “Ex officio” members:

- President and Dean
- Associate Dean for Academic Affairs
- Associate Dean for Research
- Associate Dean for Faculty and Clinical Affairs
- Assistant Dean for Students Affairs
- Assistant Dean for Admissions
- Assistant Dean for Education

<table>
<thead>
<tr>
<th>Members</th>
<th>Terms</th>
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<tr>
<td>7</td>
<td>Ex-officio</td>
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</tbody>
</table>

Total 21

*For 2007, Clinical Psychology Program (CPP) and Public Health Program (PHP)

1.7.5 Meetings:

The Senate will hold regular meetings during the months of September, November, February and April. It will also meet in extraordinary sessions whenever deemed appropriately by its president or by written request of 66% of the elected senators. Quorum will be established by simple majority (50% + 1).

1.8 THE FACULTY FORUM

This body will provide advisory input to the Associate Dean for Faculty and Clinical Affairs, Board of Deans and the President and Dean of the School.

1.8.1 Duties:

It will develop recommendations concerning academically relevant issues, and address agenda items provided by faculty members, students or the administration.

1.8.2 Composition:

The Faculty Forum will be composed of two representatives from each program or department. These will be selected by its members during the first departmental meeting of the academic year, for a term of one year.

1.8.3 Meetings:
The frequency of meetings will depend on the number of agenda items and the urgency of the issues. There will be at least one meeting each semester. Faculty members will be invited to all meetings of the Faculty Forum, but only elected members have a right to vote. Quorum will be those present.

1.8.4 Officers:

The President of the Faculty Forum will be elected from the voting membership of the Forum. In addition, an Executive Secretary will be selected by the Forum members. Each will serve for two years and may be reelected up to three consecutive terms.

1.9 DEAN’S STANDING COMMITTEES

Dean’s standing committees must be appointed to carry out the normal functioning of the School at the beginning of the Academic Year. All new members of these committees are appointed annually by the President and Dean. These permanent committees report to the President and Dean.

1.9.1 Faculty Promotions Committee:

This committee will consist of six faculty members appointed by the President and Dean. Faculty members must abstain during the consideration of any recommendation of their own promotion.

The maximum term of office for members of this committee will be three years with no more than two new members appointed each year. The deliberations of this committee are confidential.

All recommendations from this committee will be submitted to the President and Dean for approval, through the Associate Dean for Faculty and Clinical Affairs.

The Committee will meet during the months of September, November, February, and April. It will also meet in extraordinary sessions whenever deemed appropriate by the President and Dean. Quorum is established by simple majority (50% + 1).

1.9.2 Grievance Committee:

This committee will consist of three faculty members appointed by the President and Dean, so that one member will complete his service every year. A new member shall be named at the beginning of each academic year. This committee meets as needed and may hear appeals alleging
infringement of academic freedom or of academic due process, appeals from adverse decisions regarding reappointment, dismissal, promotion or appeals related to discrimination. All recommendations, with complete hearing documents will be forwarded to the President and Dean for final action. Appealing to the Board of Trustees is not excluded as part of the appeals process. The chairman of the committee will be designated by the President and Dean. The committee will meet as needed and quorum requires all members to be present.

1.9.3 Student Admissions Committees:

Each program will have a Program’s Admissions Committee. Members will normally be appointed for one year term. However, as experience is vitally important to this committee, membership may be renewed annually for an indefinite period of time. The Director of Admissions and the Admissions Officer will be ex-officio non-voting members of the committees. The members will select the chair of the committee each academic year.

Composition of each Admission Committee will be as follows:

1.9.3.1 Medicine Program Admission Committee:

Membership will consist of eleven (11) voting members, which include the following:

a. Five (5) faculty members with M.D. degree;
b. Four (4) faculty members representing the following units:
   • Deanship of academic affairs
   • Deanship of student affairs
   • Basic science faculty
   • Member of the Clinical Psychology Program (CPP) faculty
c. Two (2) student representatives from the clinical years

Terms of office for faculty members will be from one to three years for the initial appointment. Afterwards, all appointments will be for three (3) years up to a maximum of three (3) consecutive three-year terms.

1.9.3.2 Biomedical Sciences Doctoral Program Admissions Committee:

The Biomedical Sciences Admissions committee consists of seven voting members including one student representative appointed by the President and Dean. The Associate Dean for Research and Graduate Studies presides over the Committee.
Each term of office is for two years. However, as experience is vitally important to this Committee, membership may be renewed indefinitely. The President and Dean will appoint unexpected vacancies.

1.9.3.3 Clinical Psychology Program Admissions Committee:

The Clinical Psychology Program Admissions Committee consists of seven voting members including one student representative. A faculty member appointed by the President and Dean presides over the Committee.

Each term of office is for two years. However, as experience is vitally important to this Committee, membership may be renewed indefinitely. The President and Dean will appoint unexpected vacancies.

1.9.3.4 Family and Couples Therapy Certificate Admissions Committee

The Admissions Committee for the Family and Couples Therapy Certificate Program consists of five voting members including one student representative appointed by the President and Dean. A faculty member appointed by the President and Dean presides over the Committee.

Each term of office is for two years. However, as experience is vitally important to this Committee, membership may be renewed indefinitely. The President and Dean will appoint unexpected vacancies.

1.9.3.5 Public Health Program Admissions Committee:

The Public Health Admissions Committee consists of five voting members including one student representative appointed by the President and Dean. A faculty member appointed by the President and Dean presides over the Committee.

Each term of office is for two years. However, as experience is vitally important to this Committee, membership may be renewed indefinitely. The President and Dean will appoint unexpected vacancies.

1.9.3.6 Fifth Pathway Program Admissions Committee:

The Fifth Pathway Program Admissions Committee consists of
five voting members appointed by the President and Dean. The Director of Admissions presides over the Committee.

Each term of office is for one year. However, as experience is vitally important to this Committee, membership may be renewed indefinitely. The President and Dean will appoint unexpected vacancies.

Each Admissions Committee will review the academic credentials and humanistic qualities of all applicants. Recommendations for admission, rejection or assignment to an alternate list require a majority vote of all members of the committee. Quorum is established by simple majority (50% + 1). No official recommendations can be adopted at any meeting when less than a quorum of the membership of the committee is present.

The committees will meet as required by the admissions process. An annual report of the work of this committee must be made to the President and Dean through the Board of Deans.

1.9.4 Student Promotions Committee:

The Student Promotions Committee will be composed of twelve (12) members appointed by the President and Dean on a yearly basis. Membership shall represent all PSM programs. The actions and recommendations of this committee will follow the guidelines for student promotions as described in sections V through VIII of the Student Manual. The chair of the committee will be designated by the President and Dean. Its objectives are as follows:

a. To evaluate students with academic difficulties referred by program directors, department chairs, course coordinators or the Academic Dean at the end of each academic period.
b. To recommend to the President and Dean corrective action(s) for the management of students with deficiencies in academic progress or attitudes.
c. To review the records of all senior students and advise the President and Dean as to the student's suitability for graduation.
d. To evaluate and make recommendations regarding students' unprofessional behavior.

The committee will meet according to institutional needs, for all promotional decisions addressing academic performance and professional behaviors and attitudes. Quorum is established by simple majority (50% +1).
1.9.5 Animal Care and Use Committee:

The Institutional Animal Care and Use Committee (IACUC) is supervisory and advisory to all research activities that require the use of animals. Its main purpose is to assure the observance of rules and regulations as specified in the Animal Welfare Act.

Membership is composed of at least five individuals appointed by the President and Dean. Membership must include: a veterinarian, a practicing scientist experienced in animal research, a person whose primary concern is non-scientific, and a lay member of the public. Terms of appointment are for one year. The chairperson is designated by the President and Dean. The committee will meet at least twice a year and quorum requires simple majority (50% +1).

1.9.6 Radioisotopes and Biohazard Committee:

The role of the Radioisotopes and Biohazard Committee is to monitor the potential hazard in research activities involving human pathogenic species and recombinant DNA. It also monitors usage and management of radio chemicals in accordance with federal laws and policies concerning these matters. It provides approval of the proposed biosafety measures of research projects and monitors measures in their performance.

The Committee is composed of five persons appointed by the President and Dean, who also designates its chairperson. Terms of appointment are of one year. The committee will meet as needed and quorum requires all members to be present.

1.9.7 Institutional Integrity Committee

The Institutional Integrity Committee is composed of five members of the academic community appointed by the President and Dean. Membership consists of representatives from diverse areas of the institution including at least one non-academic personnel and one student.

The principal duties of the Institutional Integrity Committee are to ensure that the policies and procedures established in the institution are followed and to promote integrity in all institutional processes. It will do so evaluating complaints about non-compliance, doing periodic surveys, organizing and performing activities to discuss institutional integrity, or any other events deemed useful by the committee.

The committee will meet as needed but at least once each semester. Quorum will consist of a minimum of three members. Periodic reports will be sent to the Board of Deans.
1.9.8 Institutional Human Research Review Board:

The Institutional Human Research Review Board (also known as IRB) will consist of eight members appointed by the President and Dean, who will also designate its chairperson on a yearly basis. Three of its members will be selected from representatives of the community. Members’ terms are of one year duration. The objectives of the committee are as follows:

a. To ensure that research is conducted ethically.
b. To ensure that the rights and welfare of human subjects participating in research are protected.
c. To ensure that all research activities are in accordance with the regulations published by the Department of Health and Human Services, the FDA’s Institutional Review Board (IRB) and Informed Consent regulations effective July 27, 1981.

The methods used to attain these objectives are:

a. Establish continuing review of all research projects dealing with human subjects and carried out by Institutional Faculty at intervals consistent with the degrees of risk but not less than one per year.
b. To develop procedures and standards appropriate to its needs.
c. The Committee may develop sub-committees or task forces.

The committee will meet once a month on a specified date, in order to fully and efficiently evaluate all research proposals. Quorum will require the presence of a minimum of five members, with at least one representative from the community.

1.9.9 Drug Abuse Prevention Program Committee

Ponce School of Medicine (PSM) prohibits the abuse of alcohol within its academic community. The abuse of alcohol is prohibited around the premises and in activities of the institution. PSM recognizes that all citizens, 18 years or older are at liberty of deciding whether to use or not use alcoholic beverages. This liberty of choice is in the context of the XXI Amendment of the Constitution of the United States of America and within the laws of the Commonwealth of Puerto Rico and its resolution that the drinking legal age is 18 years.

Ponce School of Medicine does not sponsor the use of alcoholic beverages, nor does it serve such beverages to its members. The institution wholeheartedly sponsors activities free of alcoholic beverages. However, it recognizes that the moderate use of alcohol is legal and
legitimate according to our common sense, culture and jurisdiction. The Ponce School of Medicine can not be made responsible for any tragedies caused by the use of alcoholic beverages by a qualified by law adult.

Possession or usage of illegal drugs and vandalism are grounds for immediate dismissal at Ponce School of Medicine. Smoking is prohibited on all school grounds at all times.

The danger of alcohol abuse, drugs and or controlled substances in the study place is of great concern to us. Therefore, the following policy is established for our School.
PART II: FACULTY PERSONNEL POLICIES

2.1 THE FACULTY

2.1.1 Composition:

The faculty is composed of all personnel holding academic rank (professor to instructor) and any personnel designated as teaching personnel. The faculty also includes those persons appointed with academic rank who may fulfill administrative duties on a part-time or full-time basis (i.e. Deans, Department Chairs or Program Directors).

2.1.2 Faculty Contracts:

2.1.2.1 Regular Contracts:

All members of the faculty will have a contractual relationship with the Ponce School of Medicine. Faculty contracts will be for a period of two years for the first, second and third contracts. Subsequently contracts may be issued for five years. Faculty contract renewal must be contingent with Faculty evaluation, which should be in accordance with the policies described in this manual. New rules adopted in this manual will not serve to diminish rank, rights and privileges previously recognized to a faculty member.

2.1.2.2 Temporary Contracts:

These contracts are awarded to individuals who will provide a limited scope of service (e.g. research or teaching position) and/or for a limited time period. Individuals awarded these contracts may be given academic rank and considered for regular contracts. This type of contract may be offered for one year to the following individuals:

a. those with tenure at another academic institution
b. individuals providing teaching or research services in the clinical and/or basic science departments on a part-time or volunteer basis

2.1.3 Faculty Member’s Responsibilities:

2.1.3.1 Availability:

Becoming a member of the Faculty of the Ponce School of Medicine implies a willingness to accommodate oneself to the
reasonable scheduling of courses, laboratory, faculty meetings, and committee assignments. Faculty members are expected to be available to meet students who request advice on class material discussions throughout the academic year. Regularly scheduled office hours or appointments or both are essential. Moreover, faculty members are also expected to be easily available to their colleagues. Only compelling personal or professional reasons should prevent faculty members from holding all classes at the scheduled times and places. Faculty members must advise their department program director or chairperson in advance, whenever possible, when they will be unable to meet their classes or carry out other assigned responsibilities. In emergency cases where advanced notice is impossible, the faculty person must notify the program director or chairperson as soon as possible. Every effort should be made to reschedule classes missed because of a teacher’s absence. The faculty member must make arrangements for a substitute at the scheduled time or to reschedule the class in coordination with the director or chair. Formally scheduled final examinations are to be given only during the time periods officially announced.

2.1.3.2 Academic Year:

The academic year normally starts at the time of registration and ends with graduation exercises.

The academic year for all programs will be at least 40 weeks (200 working days) long. However, some programs may be scheduled for a maximum of 44 weeks (220 working days).

Full-time faculty members must be available during the academic year unless specifically granted an approved sabbatical or research leave.

2.1.3.3 Teaching/Research Responsibility:

Teaching responsibilities for regular faculty members will be assigned by the department chairpersons or program director. Faculty members are expected to carry out funded research in some form as part of their professional development. Such funded research is not limited to the clinical or basic science laboratory but may include areas of education such as curriculum design, teaching techniques, and evaluation.
Faculty members must also be willing to undertake a reasonable number of non-teaching (committee) assignments, attend meetings, and contribute their ideas and experiences. These are necessary contributions to the decision-making processes for institutional growth and development. Faculty participation is an important part of the institutional process, as its contributions foster innovation and strengthens collective ownership and commitment.

2.1.3.4 Academic Workload:

For the purpose of this manual, the academic workload of Ponce School of Medicine regular faculty members consists of the total number of hours devoted to the PSM activities of teaching and/or administration. The teaching duties include all educational and student evaluation strategies currently accepted by Ponce School of Medicine, and include:

a. classroom teaching
b. preparation for teaching (2-4 hours per session)
c. small group sessions (case presentations, seminars, standardized patients sessions, problem-based learning sessions and laboratory sessions)
d. preparation and review of test questions
e. student advising and student evaluation
f. objective structured clinical examinations (OSCE’s) and clinical practice examinations (CPX)
g. supervision and proctorship or students in clinical, research or community settings
h. dissertation or mentoring

Administrative duties include all institutional duties and assignments. It also includes grant proposal development.

2.1.4 Outside Employment and/or Business:

The School encourages its faculty members to engage in research, consulting and clinical health services that will promote their professional growth and development and strengthen the image of the Institution. To insure academic effectiveness, however, the Institution has a legitimate right to know about such work and the outside activities in which its faculty members engage.

All ranked full time faculty members will advise in writing their department chairperson or program director at the time of their first contract and at the beginning of each academic year of all paid work they will engage outside
the institution. All contracts with outside individuals, groups, associations, institutions or other juridical entities must be submitted to the President and Dean and will be evaluated by the School’s legal counsel. This information will continue to be provided to the School as long as the faculty member maintains a contractual arrangement with the PSM. The Institution retains the right to require the faculty members to submit additional information about outside activities and to make any necessary investigation to ascertain that such activities do not compromise the quality of the faculty members’ academic duties and their availability nor places the Ponce School of Medicine at a legal risk. A faculty member engaged in outside activities as explained in this section may not spend time on such activities without the express written authorization of the Associate Dean for Academic Affairs, the Associate Dean for Faculty and Clinical Affairs and the President and Dean. A full-time member of the faculty will not spend more than one-third 1/3 of the academic year (average 13 weeks) in outside employment. Full-time employment at another institution is strictly prohibited.

Department chairpersons and the Associate Dean for Academic Affairs are responsible to ascertain that the outside activities of faculty members they supervise do not affect their academic effectiveness and to keep the President and Dean apprised of any potential conflict of interest or irregularity.

2.1.5 Administrative Duties:

Full-time faculty may be assigned administrative duties by the President and Dean, with the faculty member’s consent. Such an agreement should also indicate in writing, the amount of time the faculty member is expected to dedicate to the position, the availability in campus, the vacation time, and the additional compensation to be received if applicable. Since such administrative appointment may reduce the faculty member’s research and teaching time, the faculty member’s chairperson should be informed prior to a formal appointment.

2.1.6 Income Protection Program:

The PSM has developed an Income Protection Program to guarantee a portion of the income derived from grants for those investigators that qualify. This program of income protection guarantee may apply only under the following conditions:

1. The total annual pay of faculty member when losing a grant is less than $100,000
2. The loss of a grant is not due to negligence or lack of diligence of the faculty member in complying with the requirements of the grant.
3. There must be evidence of continuous effort by the faculty member to seek and qualify for research grants.

As established in this manual new faculty members will receive faculty contracts for period of two years for the first, second and third contracts. Subsequently contracts may be issued for five years. In the case of investigators:

1. The first two-year contract will include the guaranteed pay and a subsidy which is limited to that period of two years.
2. The second two-year contracts will include:
   a. the guaranteed pay, and
   b. the income from the grants that the investigator has obtained without guarantee of income protection
3. The third two-year contract will include:
   a. the guaranteed pay, and
   b. the income from grants that the investigator has obtained, and
   c. an income protection of 33% for grants that are not renewed until additional grants are obtained
4. The five-year contract will include:
   a. the guaranteed pay,
   b. the income received from grants that the investigator has obtained,
   c. a guarantee of income protection of 50% for grants that are not renewed until additional grants are obtained

2.2 POLICIES ON RECRUITMENT AND APPOINTMENT

The recruitment and appointment of faculty members of the Ponce School of Medicine are based on the individual qualifications and capabilities of the candidates without regard to race, creed, color, national or ethnic origin, age, gender, political ideology or physical challenges.

2.2.1 Recruitment:

The Ponce School of Medicine seeks as candidates for its faculty, individuals who are committed to the intellectual, cultural and moral development of their students, and who may be relied on to work with other faculty members in an open-minded environment. Once selected for a faculty position, they will be expected to support the medical, graduate and research programs of the School, to work constructively toward their improvement, and to conduct with propriety at all times.

The following criteria will guide the selection of candidates for a faculty appointment:
a. The quality of the candidate’s academic background, degrees earned and professional accomplishments since graduation.
b. The candidate’s mastery of the subject matter and the ability to integrate and communicate effectively the subject matter with related fields of study.
c. The candidate’s capabilities for scientific/educational investigation
d. The candidate’s success in prior teaching experiences.
e. The candidate’s record of publication, grantsmanship or other special endeavors.

2.2.2 Search Process:

It is the responsibility of the department chairperson to initiate the faculty search by appointing a search committee that will include members of the department in addition to representatives from the office of the Associate Dean for Academic Affairs, and the office of the Associate Dean for Research. However, the initiation of a search requires previous approval by the President and Dean.

2.2.3 Role of Faculty in Search and Selection:

It is the responsibility of the faculty members in the department where the position is available to cooperate actively in the search process for candidates. In addition they will participate in the selection process of the department chairperson, with final recommendation through the appropriate Dean to the President and Dean. The entire review process and its outcomes are confidential.

2.2.4 Recommendation for Faculty Appointment:

The primary responsibility for recommending a candidate for faculty appointment lies with the department chairperson. No commitment may be made to the prospective appointee until written approval has been given by the President and Dean.

The department chairperson will submit the recommended candidate dossier together with those of other candidates judged most qualified to fill the position to the Associate Dean of Faculty and Clinical Affairs, who will present the candidates at the Board of Deans, who in turn will make recommendations to the President and Dean.

Please refer to the following Faculty Recruitment/Appointment Flow Charts:
2.3 ACADEMIC CONTRACTS

The faculty of the Ponce School of Medicine is composed of Full-time Faculty, Part-time Faculty, Volunteer Faculty and Visiting Faculty.

2.3.1 Full-time Faculty:

A full time faculty member works 40 hrs a week for 52 weeks (4 week vacation). The Department Chair or Program Director is responsible to establish the distribution of working hours for each faculty member at their initial appointments and at the beginning of each academic year.

The full-time faculty includes members who carry a full time academic workload and those who are available on a full time basis to participate in teaching, research, patient care and/or administration, whether supported by the medical school directly or by affiliated organizations. A faculty member’s entire compensation may be received from one or a combination of the following sources:

a. the Ponce School of Medicine
b. an affiliated teaching hospital, clinical facility or consortium
c. a research grant funded by federal, state or private sources
d. an institutional or departmental faculty practice plan
e. another institution of higher learning
f. scientific or medical societies/associations
g. training and any other grants

2.3.2 Part-time Faculty:

The part-time faculty includes faculty members who receive a salary based on a contractual agreement to participate in a limited number of hours per week in activities of teaching, research, patient care and/or administration.

2.3.3 Volunteer Faculty:

The volunteer faculty includes faculty members who do not receive a salary from the School, but may receive honoraria or other compensation for ad hoc lectures or occasional duties associated with teaching, research and/or patient care.

2.3.4 Visiting Faculty:

The visiting faculty includes invited teachers/investigators/clinicians who hold academic rank at other institutions of higher learning.
2.3.5 Professional Services:

Faculty members who receive compensation based on a contractual agreement to provide professional services for a very limited period of time.

2.4 DEFINITION OF FACULTY RANKS

2.4.1 Professor:

The title of Professor will be granted in recognition of distinctive achievement and is reserved for the most distinguished members of our faculty. This faculty member has a doctoral degree and, in the case of clinical faculty, certification by the appropriate specialty board, and has demonstrated outstanding teaching and research or clinical abilities. To achieve this rank the person must show evidence of continued publications of important, innovative, and original studies in peer reviewed publications, and the capacity to obtain outside funds for research and/or educational activities. The candidate must be identified as a key and/or outstanding individual in training, teaching, advising of undergraduate medical and/or graduate students, residents, fellows and colleagues. The Professor is recognized for excellence in service to patients, students and/or the community, including membership in appropriate national and international professional societies.

2.4.2 Associate Professor:

The title of Associate Professor shall be held by an individual with qualifications that indicate potential for appointment as a Professor. Such qualifications include a doctoral degree or the equivalent for non MD specialists, evidence of additional recognized training on the specialty, certification by the appropriate specialty board, and extensive and varied experience in the field. The person must have evidence of service as an Assistant Professor at Ponce School of Medicine or other equivalent institution and a consistent record of excellence, including the ability to create new knowledge or manners of thought as evidenced by continued publication of original scientific, clinical and/or educational studies in peer-reviewed journals. Recognition as an outstanding teacher, scientist or clinician, and service in major teaching responsibilities, as well as membership in appropriate national professional societies constitute heavily weighted achievements.
2.4.3 Assistant Professor:

The title of Assistant Professor shall generally be held by an individual who holds a doctoral degree (M.D., Ph.D. or equivalent) with successful completion of a postgraduate training program, appropriate board certification or eligibility in a clinical discipline or the equivalent for non-M.D. specialists. The person must have a major commitment to teaching and research or clinical service, with a demonstrated capacity for teaching as evidenced by recognition by program director, associated faculty, peers, and students. The candidate must have a potential for substantial academic contributions by publication of clinical, basic science or educational studies in peer-reviewed journals.

The clinician must demonstrate evidence of commitment to excellent patient care with evidence of a high level of clinical skill and expertise.

2.4.4 Instructor:

The title of Instructor shall be held by an individual with a post-baccalaureate, master or doctoral degree. This title is intended to indicate the initial step in an academic career. Practicing physicians who initiate their teaching career as community-based teachers qualify for this rank, as do advanced graduate students and qualified residents in training. Commitment to excellence in teaching and patient care is a requirement.

2.4.5 Visiting Professor:

The title of Visiting Professor shall be held by individuals with a doctoral degree who are not members of the PSM academic faculty, but who are appointed to the faculty as a visiting faculty for a short time period or have some official association with the School which merits this distinction. The designator will be visiting professor, followed by the rank and name of institution of origin (example visiting professors, associate professor, University of X)

2.4.6 Professor Emeritus:

A member of the faculty who has worked at least 15 years at the Ponce School of Medicine may be eligible for Emeritus Status at the time of retirement. For the selection of Professor Emeritus the President/Dean must submit the nominee for evaluation by the Faculty Promotions Committee, based on its policies and guidelines.
2.4.7 Procedure for Appointment Renewal:

The nomination for appointment of faculty is the responsibility of the Department Chair. Appointment renewal requires regular and structured review of faculty member’s achievement, and progress towards promotion.

Departmental chairs may recommend non-reappointment for voluntary or contracted (professional services) faculty who have not contributed to the department for a period of five years, and who are not considered essential to the education, research and service missions of the department and the institution.

2.5 EVALUATION AND PROMOTION OF FACULTY

2.5.1 Evaluation of Faculty:

All faculty members must be evaluated by their program or department annually. The evaluation will be done following guidelines developed by the office of the Associate Dean for Faculty and Clinical Affairs. The regular annual evaluation will be used for promotion considerations and for recommending contract renewal and/or merit pay increases. A copy of the evaluation report and the department’s recommendations must be filed with the faculty member’s department and the Associate Dean for Faculty and Clinical Affairs. The evaluation must be signed by the faculty member and the department chairperson and submitted to the Faculty Affairs Office for final approval.

2.5.2 Faculty Promotions:

All nominations for faculty promotion will originate with the Department Chairperson or Section Chief (if applicable). Each department must follow specific instructions as to the method of evaluation and specific criteria to be used within the department for promotion and retention. These methods and criteria must adhere to the general Ponce School of Medicine guidelines as set forth in this section.

Recommendations for promotion shall be initiated by the Department Chairperson. The recommendation will be submitted to the Associate Dean for Faculty and Clinical Affairs. The Dean will then refer the recommendations for promotion to the Committee on Faculty Promotions for their evaluation and recommendation. The committees will then act at the next scheduled meeting and forward its recommendation to the President and Dean for his approval. However, any faculty member
whose promotion has not progressed at the Department level may in writing, request a special evaluation by the Faculty Promotion Committee. All recommendations by the Promotion Committee will be submitted to the President and Dean for final approval.

The following Faculty Promotions Flow Chart further explains the above process:

2.5.3 Time in Rank before Eligibility for Advancement:

Minimum time to be completed in rank before consideration for promotion:

- Instructor to Assistant Professor:
  
  3 years (evaluation and recommendation after 2\(^{nd}\) year) or fulfillment of the requirements of the next level

- Assistant to Associate Professor:
  
  4 years (evaluation and recommendation after 3\(^{rd}\) year)

- Associate to Professor:
  
  5 years (evaluation and recommendation after 4\(^{th}\) year)

Time in rank at another medical school or accredited institution of higher learning may be considered in this time table with the approval of the
Program Director or Department Chairperson and the Committee on Faculty Promotion. However, faculty must fulfill all criteria for promotion and appointment for the higher rank to be recommended.

2.5.4 Criteria for Promotion:

Departmental recommendations for promotion must include supporting documents demonstrating that the candidate has fulfilled the required criteria for promotion. Three tracks have been identified to characterize the academic endeavors and professional developments of the Ponce School of Medicine faculty. These are the Clinician-Teacher, the Investigator-Teacher and the Investigator Tracks, each containing specific criteria set forth to guide the general expectations of the faculty and to frame their appointment and promotion procedures. The criteria for each of these tracks is offered below. Departments may develop more detailed and specific criteria within the major categories described.

2.5.4.1 Clinician -Teacher Track:

Evidence of excellence in clinical care:

a. Local and/or national recognition by peers and patients as an excellent clinician and/or consultant and increasing achievements in competence and accomplishments in clinical service.
b. Active and ongoing achievements in clinical research as indicated by the development and/or conduct of clinical trials; continued publication of original studies, clinical reports, or reviews in peer-reviewed journals.
c. Development and maintenance of clinical skills that are locally or regionally notable, that measurably improve patient outcomes or the efficiency of care.
d. A leadership role in local or regional clinical affairs by participation in administrative positions, committees, programs or governing bodies.
e. Membership in national and/or international professional organizations and leadership positions with significant impact on health care.
f. Community service involvement as documented by peers, program director and/or recognition and awards by community organizations.

Evidence of excellence in teaching:

a. Recognition of continued excellence in clinical training, teaching, and advising of health undergraduate and
graduate students, residents, clinical fellows and colleagues through formal awards, local and regional invited lectures, participation in symposia, professional society programs, and CME courses.

b. Active participation in department teaching, revision of teaching materials and development of innovative materials and methods.

c. Recognition for involvement in student evaluation, mentoring and advising.

d. Leadership and active participation in department and institutional administrative meetings and committees.

e. Innovation and development of new knowledge by research in health education and publication in peer-reviewed journals or presentations in academic societies and organizations.

2.5.4.2 Investigator-Teacher Track:

Evidence of excellence in investigation:

a. Recognition by peers as an active investigator with continuation of productive, independent and original investigation as evidenced by sustained external funding of competitive peer-reviewed research projects.

b. Continued publication and presentation of important, innovative and original studies in peer-reviewed journals and scientific societies.

c. Authorship or editorship of textbooks, chapters, monographs or journals.

d. Membership in editorial boards, study sections, and/or advisory groups.

e. Elected leadership and membership in major scientific societies.

f. National and/or international recognition by named lectureships and awards or participation in regional/national symposia, courses, and programs.

Evidence of excellence in teaching:

a. Recognition of continued excellence in clinical training, teaching, and advising of health undergraduate and graduate students, residents, clinical fellows and colleagues through formal awards, local and regional invited lectures, participation in symposia, professional society programs, and CME courses.
b. Active participation in department teaching, revision of teaching materials and development of innovative materials and methods.

c. Recognition for involvement in student evaluation, mentoring and advising.

d. Leadership and active participation in department and institutional administrative meetings and committees.

e. Innovation and development of new knowledge by research in health education and publication in peer reviewed journals or presentations in academic societies and organizations.

2.5.4.3 Investigator Track:

Evidence of excellence in investigation:

a. Recognition by peers as an active investigator with continuation of productive, independent and original investigation as evidenced by sustained external funding of competitive peer reviewed research projects.

b. Continued publication and presentation of important, innovative and original studies in peer reviewed journals and scientific societies.

c. Authorship or editorship of textbooks, chapters, monographs or journals.

d. Membership in editorial boards, study sections, and/or advisory groups.

e. Elected leadership and membership in major scientific societies.
   
f. National and/or international recognition by named lectureships and awards or participation in regional/national symposia, courses, and programs.

Ponce School of Medicine has designed and implemented an active faculty development program with the mission of improving skills in teaching and evaluation of student achievement, and introducing innovative, more effective, student-centered learning strategies.

Evidence of professional growth and development should be submitted to the Department Chairperson to be included in the faculty member’s file. This information will be available for review by the Faculty Promotions Committee.

2.5.5 Action Plan:

The action plan covers the following objectives:

a. Enhance large group presentation skills of the faculty
2.5.6 Newly Appointed Faculty:

Newly appointed faculty members are interviewed by the Academic Dean and department chair with the specific purpose of identifying special needs in the areas of teaching and/or research skills development. Outcomes of this meeting will determine recommendations for participation in teaching skills and evaluation faculty development workshops. These activities are designed and offered by the office of Medical Education.

Newly appointed course/clerkship directors are required to attend their corresponding academic societies “new course/clerkship directors” workshop.

2.5.7 Monitoring Faculty Member’s Performance:

Monitoring of performance and effectiveness in teaching is carried out through periodic evaluation by supervisors, peers and students. Results of student evaluations are discussed in curriculum committee meetings with the purpose of identifying areas in need of improvement and planning specific faculty development activities.

2.5.8 Long Term Program:

Long term program for maintenance of teaching skills and introduction of innovations in education includes the following:

a. Attendance to national and regional meetings, will be facilitated. Information gathered at these meetings will be shared with the whole faculty at faculty meetings. Travel reports will be required from all participants for documentation of the experiences and dissemination of the information to other faculty.

b. Academic membership fees to corresponding academic societies for department chairs and key faculty.

c. Selection of faculty members to attend other meetings of national and regional academic societies based on curricular needs.

d. Sponsoring workshops presenting innovations in medical education, education technology and other topics identified as faculty development needs.
2.6 PATENTS, INVENTIONS AND ROYALTIES DERIVED FROM FACULTY RESEARCH

All inventions, discoveries or patentable ideas developed by faculty members during the course of their employment, must be notified to the administration. The administration shall determine the disposition of the invention, the title to and rights under any patent application or patent that may result according to the Patent Policy of the PSM approved by the Board of Trustees. In making such a determination, the administration will take into account:

a. Whether federal monies were involved in the development of the invention or discoveries. Early identification of intellectual property will determine who holds the patent and royalty rights. The Ponce School of Medicine will hold 50% of the ownership and the inventor/discoverer the other 50%.

b. Whether PSM funds were involved in the development of the invention and to what extent. The percent distribution shown in “a” above may be increased in favor of the School depending on the effect of its funds in the development of the invention.

2.6.1 Royalties Accruing from Inventions/Products:

In the case of products such as educational or testing materials, pharmaceuticals and others, where a profit accrues, the profit will be divided and distributed as follows: one third to the developer of the material and one third to the institution, the remaining third will go to the department with which the individual is most identified with, for support of training, education, and research.

2.6.2 Royalties Accruing from Publications:

The writing of papers, books and computer software are a normal part of the scholarly development of a faculty member. Royalties which accrue from such activities are normally payable solely to the author, except for production costs incurred by the PSM. All educational material prepared for courses within the school’s curriculum are the property of the Institution and may not be published or distributed to outside institutions without the written consent of the PSM.

2.7 POLICY ON FACULTY LEAVES

The President and Dean may grant faculty members extraordinary leave of the kinds indicated below, in accordance with the conditions specified in each case. No more than one leave may be granted to cover the same period of time, and
the date of the most recent leave may be a factor to be considered in granting a subsequent leave.

2.7.1 Sabbatical Leave:

2.7.1.1 Purpose:

Sabbatical leave will be offered only in the interest of the Ponce School of Medicine and as a means of offering faculty members an opportunity for enhancement and further development. The sabbatical leave shall be granted to the academic personnel for professional activities such as: research, collaboration with other institutions in research or academic endeavors, writing of books, monographs, visit to universities or centers for the purpose of developing a research proposal, further increase in knowledge such as post-doctorals, NIH visits to research laboratories, faculty exchange programs or as a visiting professor, time to revise, update, improve educational materials. The concession of a sabbatical leave is a privilege which is granted when the Institution is financially able to do so and when it is in PSM's best interests.

2.7.1.2 Policy:

Applications for sabbatical leave for faculty members will be considered if the request meets the eligibility standards, and involves minimal extra expenses to the PSM, and does not excessively burden remaining members of the department(s) involved.

2.7.1.3 Eligibility:

The applicant must be a full-time member who has served the medical school no less than six uninterrupted years. An individual that uses a full year sabbatical leave must wait an additional six years following completion of the sabbatical before they can apply for another sabbatical leave.

2.7.1.4 Application Process:

Requests for sabbatical leave must be submitted no less than six months prior to the start of the proposed leave. A justification for the request and the benefits that will accrue to the PSM will be part of the application.
The application will be processed through the Program Director or Department Chairperson to the Dean of Academic Affairs and Dean for Faculty and Clinical Affairs, and if approved, will be forwarded to the President and Dean. The Chairperson will certify that the duties of the faculty member can be handled by others in the department without additional faculty appointments being made.

Directors or chairpersons wanting to apply for sabbatical leave must channel their request through the Associate Dean for Academic Affairs.

Three full-time faculty members appointed by the President and Dean will form a Review Committee that will make their recommendations to the President and Dean who will make the final decision.

2.7.1.5 Conditions:

The faculty member must agree in writing to return to PSM upon termination of the sabbatical period and serve at PSM at least one academic year following completion of the sabbatical. If the individual fails to meet this requirement the faculty member will be obligated to reimburse the school for all expenses incurred by the School during the sabbatical leave.

2.7.1.6 Time and Compensation:

The total duration of the sabbatical leave will be no longer than one year. Usually sabbatical leaves will be supported by a full salary for no longer than six months or half salary for one year. However, a full salary may be received for one year if the individual receives ½ salary for the period from PSM, and up to ½ salary from the granting agency, sponsoring institution, or industry. An individual that enjoys a sabbatical leave for less than one year need not wait an additional six years to reapply for a sabbatical leave equal to the balance of the one year period.

2.7.1.7 Final Reports of Sabbatical Leave Accomplishments:

It would be expected that sabbatical leave activities will result in a publication of a scholarly piece of work. A summary of sabbatical activities will be presented to the President and Dean, the Dean of Academic Affairs, the Dean for Faculty and Clinical Affairs, the Director or Chairperson, and the Review
Committee in the form of a written document. This written document should include an accounting of academic matters accomplished in the context of their present and future benefits to PSM.

2.7.2 Study Leave:

A study leave with financial aid, as determined by the President and Dean may be granted to faculty members who plan to continue formal studies, including research at the post-graduate level. The authorization for such leave will be based upon the benefits that may accrue to PSM and the financial situation of the Institution. Faculty members who have served the School full-time for three or more years may apply for a study leave for a period of one semester or more, through the Dean for Academic Affairs for approval by the President and Dean.

2.8 PROFESSIONAL ETHICS

As members of the learned profession, the faculty of PSM is expected to conduct itself in accordance with the established moral and ethical standards of the institution and the profession. Faculty members enjoy a highly respected position in their communities, which in turn imposes upon them special responsibilities which include: accuracy in their expressions, exercise of due restraint, respect for the opinions of others, and clear indication of when they are not spokespersons for PSM. PSM is committed to the solution of problems and controversies through rational discussion and expects the same commitment from its faculty members.

PSM espouses the “Statement on Professional Ethics” of the American Association of University Professors insofar as it is consistent with the stated norms and regulations of the Institution. This statement is reproduced below.

2.8.1 Responsibilities:

Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them.

Their primary responsibility to his subject is to seek and to state the truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although they may follow subsidiary, interest must never seriously tamper or compromise their freedom of inquiry.
2.8.2 Obligations to Students:

As a teacher, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly standards of their discipline. They demonstrate respect for the students as individuals and adhere to their proper role as intellectual guides and counselors. They make every reasonable effort to foster honest academic conduct and to assure that their evaluation of students reflect their true merit. They respect the confidential nature of the relationship between professors and students. Professors avoid any exploitation of students for their private advantage and protect their academic freedom.

2.8.3 Obligations to Colleagues:

As colleagues, professors have obligations that derive from common membership in the community of scholars. In the exchanges of criticism and ideas, they shows due respect for the opinions of others. They acknowledges their academic debts and strives to be objective in their professional judgment of colleagues. They accept his share of responsibilities in the governance of his institution.

2.8.4 Obligations to the Institution:

As a member of PSM professors seek above all to be effective teachers and scholars. Although they observes the stated regulations of the Institution, provided they do not contravene academic freedom, they maintain their right to criticize and seek revision. When considering the interruption or termination of their services, they recognize the effect of the decision upon the program of the Institution and gives due notice of their intentions.

2.8.5 Obligations to the Community:

As a member of this community, the professors have the rights and obligations of any citizen. They measure the urgency of these obligations in the light if his responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as a private person they avoid creating the impression that they speak or act for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, the professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.
2.8.6 Academic Freedom:

Ponce School of Medicine is guided by the ideal that all members of its faculty are entitled to academic freedom as set forth in the 1940 "Statement of Principles on Academic Freedom and Tenure" jointly formulated by the American Association of University Professors and the Association of American Colleges. The following excerpts from that statement define what is meant by academic freedom.

2.8.6.1 Common Good:

Institutions of higher education are conducted for the common good and not to further the interests of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

2.8.6.2 Academic Freedom:

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries duties correlative with rights.

2.8.6.3 Freedom in Research:

Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon a previous financial agreement with the authorities of the institution.

Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

2.8.6.4 Freedom in the Classroom:

Teachers are entitled to freedom in the classroom in discussing subjects, but should be careful not to introduce into their teaching controversial matters which have no relation to the subjects.
2.8.6.5 Appropriate Restraint:

The college or university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As persons of learning and as educational officers, they should remember that the public may judge their profession and institution by their utterances. Hence, they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not institutional spokespersons.

The previous privileges may not be construed as permission for a professor to use the classroom to proselytize or to coerce the personal beliefs of students.

2.9 GRIEVANCE PROCEDURE

All faculty members are entitled to academic freedom and to academic due process.

If in the course of performing professional duties or in the process of being considered or evaluated for recommendations regarding reappointment, type of contract, promotion, or other personnel decisions, a faculty member has reason to believe there has been unjust discrimination, violation of due process or of academic freedom, the faculty member has the right to appeal through the appropriate grievance procedures.

2.9.1 Grievances about Academic Freedom and Academic Due Process:

Any faculty member within the academic community who believes that either academic freedom or academic due process has been violated should first seek prompt redress through regular academic administrative channels. If this fails to produce a satisfactory result, the faculty member may submit a written complaint to the chairperson of the Grievance Committee no later than 30 calendar days after becoming aware of the alleged violation. The complainant is responsible for stating the grounds upon which the allegations are based and the complainant shall bear the burden of proof. With this proviso, the procedure to be followed is essentially that provided in section 2.11.6 “Dismissal”.

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2.9.2 Refusal to Hear a Case:

The committee may refuse to hear a case which it finds irrelevant, irresponsible or frivolous upon examination of the allegations and evidence provided.

2.9.3 Review:

The committee shall communicate its decision in writing to the parties involved and to the appropriate dean, department chair or program director. If the committee finds that academic freedom or due process has in fact been violated any professional or personnel decision affected by the violation must be initiated anew.

2.9.4 Grievances about Discrimination, Informal Settlement:

Cases of alleged discrimination because of race, ethnic or national origin, sect, creed, religion, color, gender, age or handicap should be first referred in writing to the Human Resources Officer who shall investigate the alleged discriminatory act and attempt to effect an informal settlement between the parties involved.

In the absence of such settlement, the complainant may submit the grievance to the chairperson of the Grievance Committee for its consideration in the same way that grievances involving academic freedom and academic due process are considered. In such cases the committee shall enlist the aid of the Vice-President for Administration in its decisions about the case. In the event of a formal hearing the procedures outlined in Section 2.11.6 “Dismissal” shall be followed.

2.9.5 Decisions of No-Basis:

If the committee decides the allegations are irrelevant, irresponsible or frivolous, it shall remand the matter, in writing, to the President and Dean.

2.10 POLICIES AND PROCEDURES RELATING TO SEVERANCE

Sometimes it may be necessary PSM member to terminate it professional relationship with Faculty. In order to protect the interests of both parties, the various types of severance (non-reappointment, resignation, retirement, termination or dismissal) are defined and the policies and procedures outlined. All notices of severance (except non-renewal of a temporary appointment) are subject to these policies and procedures and must be made in writing by the President and Dean or by the faculty member who wishes to resign or retire.
2.10.1 Non-reappointment:

The term "non-reappointment" means that PSM has decided not to renew an appointment at the conclusion of its term. A major responsibility of PSM is to recruit and retain the best qualified faculty its means allow; therefore, wide latitude consistent with academic freedom and due process, is accorded to the President and Dean and the department chairs in making the decisions necessary to meet this responsibility.

The initial decision not to reappoint a faculty member rests with the chairperson of the department in which the faculty member serves. Such recommendations for non-reappointment must be approved by the Dean for Academic Affairs and Dean for Faculty and Clinical Affairs, who submits a recommendation to the President and Dean for a final decision.

Notice of non-reappointment of a member of the faculty must be given in writing on or before March 31 of the academic year when services will terminate. It is recommended that whenever possible the faculty should be made aware of the non-reappointment one year in advance.

Since a notice of non-reappointment is not a dismissal for cause, it is not necessary for PSM to set forth the reasons for non-reappointment. However, they may include, but are not necessarily limited to the following: cancellation of, or change in a program, declining enrollments, financial exigencies, over-staffing, lack of excellence in teaching, inadequate service to PSM and incongruence between interests of the faculty member and the educational goals of PSM.

2.10.2 Resignation:

Resignation is a severance action by means of which a faculty member severs the relationship with PSM.

A faculty member may resign effective with the end of an academic year provided given notice in writing at the earliest possible opportunity. PSM will also make every effort to accommodate faculty members who want to resign effective at the end of the first semester, but early notification in writing of such intention is necessary and the good of the students who might be affected by such a resignation is the main consideration of the Institution.

For resignation at the end of an academic year, written notice should be given not later than April 15th, or 30 days after receiving notification of the terms of re-appointment for the coming year, whichever date comes later. The faculty member may request an extension to resign at a later date in case of hardship, in a situation where the faculty member would otherwise
be denied substantial professional advancement or other opportunity, or in case of prolonged mental or physical illness. (A prolonged period is one that is expected to continue beyond an academic or calendar year). If a resignation is for prolonged mental or physical illness, PSM in consultation with the individual faculty member or the faculty member representative may consider whether a leave of absence would be appropriate and beneficial for both parties concerned.

2.10.3 Termination:

Termination is the action whereby PSM ends services of faculty members before the expiration of their current contract, without prejudice as to their performance.

2.10.3.1 Reasons for Termination:

a. Prolonged Mental or Physical Illness:

Prolonged mental or physical illness may be defined as illness that prevents a faculty member from satisfactorily carrying out the duties as full-time faculty member, and that lasts, or is expected to last beyond the duration of the academic year in which it is diagnosed or begins to seriously affect the fulfillment of the faculty member’s duties. Termination of services for such medical reasons will be based upon clear and convincing medical evidence. The President and Dean may require a faculty member to undergo a physical or mental examination by a qualified physician selected and compensated by PSM if, in his judgment, sufficient evidence is submitted by a department chairperson. The decision to terminate the services of faculty members for such reasons will be made only after the faculty member or the faculty member representative has been informed in writing of the basis for the proposed action.

b. Financial Exigency:

Financial exigency is an imminent financial crisis that threatens PSM as a whole. The President and Dean and Board of Trustees must officially declare in writing that a financial exigency exists before faculty members services may be terminated under this form of severance.

c. Changes in the Educational Program:
Termination of the services of a faculty member may occur as a result of the formal discontinuation of a program or department of instruction for other than financial reasons.

2.10.3.2 General Procedures:

Due notice of termination of services for financial exigency or for changes in the educational program shall be given as early as possible, but not later than six months in advance of its effective date.

When financial exigency or changes in the educational program necessitate the termination of services of faculty members every effort will be made to assist such faculty members to readapt within the institutions within the limits of their qualifications, to continue their work elsewhere, or to reduce the injury to the faculty member in every appropriate way possible, such as providing for early retirement or changing the status of the faculty member from full-time to part-time if the faculty member is agreeable to such arrangements. If a faculty member’s services are terminated for financial exigency, the released faculty member’s place will not be filled by a replacement within a period of two years, unless the released faculty member has been offered reappointment at the rank held at the time of termination and has been given at least one month to accept or decline the reappointment.

2.10.4 Suspension:

Suspension is an action by which PSM relieves a faculty member of all duties, with or without pay, until a final decision about the status of the faculty member in the institution is made.

2.10.5 Dismissal:

Dismissal is a severance action by which PSM, for adequate cause, ends its professional relationship with a faculty member before the expiration of that member’s current contract.

2.10.5.1 Reasons and Process of Dismissal:

Adequate cause for dismissal must be directly and substantially related to the fitness of a faculty member to continue in professional capacity as a teacher, researcher or both. Dismissal proceedings may be instituted for the following reasons:
a. professional incompetence
b. continued neglect of academic duties and/or faculty regulation in spite of written warnings
c. grave personal misconduct
d. deliberate and grave violation of the civil rights of fellow faculty members, administrators, or students
e. conviction of a felony or conviction of any misdemeanor involving moral turpitude

When reason arises to question the fitness of a faculty member whose term of appointment has not expired, or when the conduct of such a faculty may warrant the imposition of a severe sanction, the department chairperson will, ordinarily, discuss the matter with the faculty member in personal conference, at which time the matter may be resolved by mutual consent.

If a mutually acceptable result is not forthcoming, the matter will be referred to the President and Dean. If the President and Dean decides there is still reason to question the faculty member’s fitness or professional behavior, he shall appoint an Ad Hoc Inquiry Committee to investigate and advise him. If the committee finds adequate cause for dismissal, the President and Dean may ask it to formulate a written statement of reasons for dismissal, framed with adequate particularity. In case the committee is not convinced that adequate cause exists, the Inquiry Committee may then recommend some sanction less than dismissal, if appropriate. The final decision on the recommendations will be made by the President and Dean.

Faculty members who are dismissed for adequate cause will receive no compensation after dismissal.

When the President and Dean reacts to the report of the Ad Hoc Inquiry Committee, he may or may not suspend the faculty member from teaching, committee, sponsored research and/or advisement duties, or from other duties involving association with students and/or faculty members. The faculty member’s salary will continue until the date of dismissal.

In cases where immediate harm, either to the faculty member himself, or to other faculty members or to students is threatened by the faculty member continued performance or behavior, the President and Dean may suspend the faculty
member at any time prior to or during the dismissal process with or without pay.

Every effort should be made to carry out the dismissal process in the minimum amount of time congruent with the needs of parties involved.

2.10.5.2 Appeal of the Dismissal:

A written statement of reasons for dismissal will be provided to the faculty person by the President and Dean. After receiving the decision from the President and Dean the faculty member has the right to appeal the decision in writing to the Grievance Committee within seven (7) working days.

All hearings will be held in private, unless the faculty member involved requests otherwise. Such a request must be made at least 10 days before the scheduled date of the hearing and will be referred to the Chairperson of the Grievance Committee. The decision of this Chair in regard to privacy of hearings will be final.

The chairperson of the Committee on Grievances will determine a suitable date for hearings. This date will not be more than 30 days after the chairperson receives the statement of charges. Postponement may be granted only for urgent and bonafide reasons and no more than one time and for a period of no more than a week at the request of either party.

The faculty member involved may be represented at the hearing by legal counsel. The department as plaintiff will be represented by legal counsel which will be provided by PSM.

The chairperson of the Grievance Committee will act as moderator for the hearing. The committee shall enlist appropriate legal advice during the course of its deliberations. Stenographic records of the hearing will be kept and made available to the plaintiff, to the defendant, and to the committee.

The committee will make known its decision as soon as possible after the conclusion of the hearing, but in no case later than 15 working days after its end. The decision will be given to the President and Dean.

The only possible decisions are dismissal or retention. In the case of retention, recommendation for lesser sanctions may be made at the discretion of the committee.
2.11 GENERAL CONDUCT REGULATIONS

2.11.1 Policy regarding use of alcohol, tobacco and other drugs:
(For example, smoking, alcoholic beverages, vandalism, drugs)

Ponce School of Medicine (PSM) prohibits the abuse of alcohol within its academic community. The abuse of alcohol is prohibited around the premises and in activities of the institution. PSM recognizes that all citizens, 18 years or older are at liberty of deciding whether to use or not use alcoholic beverages. This liberty of choice is in the context of the XXI Amendment of the Constitution of the United States of America and within the laws of the Commonwealth of Puerto Rico and its resolution that the drinking legal age is 18 years.

Ponce School of Medicine does not sponsor the use of alcoholic beverages. The institution wholeheartedly sponsors activities free of alcoholic beverages. However, it recognizes that the moderate use of alcohol is legal and legitimate according to our common sense, culture and jurisdiction. The Ponce School of Medicine cannot be made responsible for any tragedies caused by the use of alcoholic beverages by a qualified by law adult.

Possession or usage of illegal drugs and vandalism are grounds for immediate dismissal at Ponce School of Medicine. Smoking is prohibited on all school grounds at all times.

The danger of alcohol abuse, drugs and or controlled substances in the study place is of great concern to us. Therefore, the following policy is established for our School.

In order that all activities where alcoholic beverages are served are celebrated within the applicable laws, the following rules have been instituted:

a. All activities associated to PSM where alcoholic beverages will be served should procure a special permit at least one week in advance. This permit will be given by the President and Dean or by someone previously named by him. A form will be filled out with information about the event and the name of the person(s) that will be in charge of the safety of the event. This form will ask for other details, such as the date, time and purpose of the event. The form will be kept at the office of the President and Dean and the organizers of the event will be allowed to make a copy of it. The responsibilities of the person in charge of the event will be noted in the form and must be signed by
such person in order to obtain the permit. The permit will not be denied for trivial reasons. The agreement to the permit should not be interpreted as a stimulus to the use of alcoholic beverages, nor as complacency of the School with the use of alcohol.
b. The previous rule also applies to activities outside the campus premises when such are sponsored by the Institution (PSM). Persons employed by PSM are subjected to the dispositions of behavior as stated in the personnel or student manuals, even when the activity is held outside of campus premises.
c. Federal funds will not be used for the purchase of alcoholic beverages.
d. The serving of alcoholic beverages will not be announced in campaigns that promote the event.
e. Activities should also serve plenty of non-alcoholic beverages and food.
f. The person in charge of the activity is responsible of informing the President and Dean of any violations to the present laws.
g. Academic community members will not be allowed to be under the influence of alcohol while performing their duties.
h. The use of alcohol will not be promoted such as on drinking competitions or advertising of alcoholic beverages.
i. Security officers of PSM will intervene in any activity held in the premises where the laws of the commonwealth or the rules of the PSM are being violated.
j. The use of alcoholic beverages by underage individuals is strictly prohibited.

This policy must be made known to the public through special activities prepared especially to this effect by the PSM. A copy of this policy must be available for inspection.

Faculty members found to be abusing alcohol, using illegal drugs or controlled substances within the School grounds, participating or attempting to participate in School activities while under the influence of alcohol, drugs or any controlled substance will be subject to the following:

a. The offender will be referred to the office of the President and Dean by the immediate supervisor.
b. In case of drug or alcohol addiction, counseling and rehabilitative services will be offered; including referral to the necessary private psychiatric services or to the Department for Drug Addiction (DSCA), at the faculty’s own expense. If within 6 months, a certificate of complete rehabilitation is not presented, the faculty will be recommended for dismissal to an Ad Hoc Disciplinary Committee.
c. In case of drug possession and/or traffic:
   • On first offense for any drug related activity such as possession and/or traffic, the individual will be referred for action to the
appropriate due enforcement agencies. Dismissal may be considered after due process and hearing.

- In the event of a second infraction, the faculty will be dismissed from PSM after due process and hearing.

d. These actions do not preclude action by law enforcement authorities for violation of state or federal laws.

In the event of conviction by court of law for any violation or related incident, whether the infraction is committed within or outside the School grounds, the PSM faculty may be dismissed from the School. It is the duty of the faculty involved to notify the President and Dean of PSM of such conviction in writing, failure to do so will be additional grounds for immediate dismissal.

2.11.2 Community Service:

As professionals, PSM faculty members are uniquely qualified to make useful contributions to the community. Faculty members are encouraged to support and contribute to community activities. Their involvement not only benefits society, but also adds to the prestige of the faculty member and of the PSM.

2.11.3 Political Activity:

As citizens, faculty members are free to engage in political activities, insofar as these activities do not affect their service to the Institution, in accordance with the following regulations:

Any faculty member who during an election year, is president of a political party or who is a certified candidate for any elective post with the exception of Representative in a Municipal Assembly, must take a leave of absence without pay for the first semester of the academic year in which the elections are held. If elected, a faculty member with regular contract will continue on leave without pay during the second semester and until the end of the term of office to which elected. If the faculty member has a temporary appointment, the decision to serve for the term to which the faculty member was elected may be interpreted as a resignation. If a faculty member with regular contract status is elected to a second term it will be interpreted as resignation of his/her position with the university.

In regard to other political activities such as managing a campaign or directing group action on behalf of a political candidate or issue, the faculty member is expected to work out an agreement with the faculty member department chairperson or program director for release time or leave without pay.
In all cases, applications for leave or release time without pay should be made in advance and in writing, to allow for suitable arrangements to be made to distribute his work load among other faculty members.

2.11.4 Timekeeping:

Faculty members are expected to keep attendance records in order to comply with contractual arrangements with the Institution. These records are to be originated at Departmental level and after revision by Department Chair will be kept at the Human Resource Office.

2.11.5 Reimbursement of Expenses:

Faculty members may request reimbursement for expenses incurred for food, transportation and lodging while in authorized PSM activities. Authorization is to be granted prior to incurring in these expenses.

2.11.6 Payment of Personal Calls:

Faculty members will be billed for personal long distance phone calls on a monthly basis.

2.13 BENEFITS

2.13.1 Personnel Benefits:

a. Social Security
b. Workman Compensation
c. Unemployment Insurance
d. Regular Vacation Leave 21 days
e. Sick Leave (12 days per year)
f. Military Leave (without pay as Military Service Federal Law)
g. Maternity Leave (2 months)
h. Paternity Leave (2 days)
i. Christmas Bonus (employee must have worked six (6) months or 700 hours; bonus will be as specified by current law in P.R.)
j. Holidays (as per listed and informed to all employees) on a yearly basis
k. Family and Medical Leave (12 weeks without pay)

2.13.2 Voluntary Fringe Benefits:

a. Health Insurance – the School offers their full-time employees the benefits of a medical insurance
b. Life Insurance – the insurance will cover each full-time employee up to one and a half annual salary
c. Disability Insurance – the School offers their employees a disability insurance of 60% combined with Social Security or any other income for 24 months

d. Funeral Leave – two (2) days (mother and father, brother and sister, husband and wife, children)

e. 401 K Plan – eligible after one year of service, non contributory
PART III: ACADEMIC ORGANIZATION POLICIES AND PROCEDURES

3.1 ACADEMIC CALENDAR

The Ponce School of Medicine operates on a semester system for the Medicine, Biomedical Sciences and the Clinical Psychology Programs. The Public Health Program is organized in trimesters.

The length of the academic year is forty (40) weeks for the 1st and 2nd year of medical school, for the doctoral programs in Biomedical Sciences and Clinical Psychology, and for the Public Health Program.

The academic year for the clinical medical sciences will be 40 weeks long for the 3rd year and 44 weeks for the 4th year.

The academic calendar is published in the bulletin of the School. This provides the information on registration dates, final examinations, commencement exercises, etc. Faculty and students are advised to familiarize themselves with these calendars. Changes to these schedules are published in notices from the appropriate Dean’s Office.

3.2 COURSE SCHEDULES

Scheduling of courses is determined by the Curriculum Policy Committee. These schedules are published prior to the beginning of each semester or trimester. Each department will then provide students with a complete program of departmental activities within the allowed hours. Departments are also encouraged to provide students with behavioral objectives and lecture outlines.

3.3 ATTENDANCE

Faculty must assure that students attend all scheduled lectures, and laboratory exercises. Mastering of the material presented at these activities is the responsibility of the student. Faculty are not required to repeat lecture/laboratory topics that were presented at scheduled times and dates.

Attendance is also mandatory at clinical activities involving patients, patient models, and similar types of activities that are considered part of the student professional responsibility. The student may request excused absence from the department chairman involved. Excuses must be substantiated. Unexcused absences may reduce the final grade for that term, according to the established departmental and institutional guidelines.
Incomplete work due to illness or other serious circumstances during the course (including test make-up) will be handled according to departmental policies which must be provided to the students in writing at the beginning of each term.

### 3.4 EXAMINATION ETHICS

Faculty must document dishonest behavior by a dated written summary of such an incident which should be notified to the corresponding chairperson and Dean. Whenever possible, a second witness should verify the attempt at dishonest behavior.

Dishonest behavior will be reason enough for the student’s total and irrevocable dismissal from the school.

Any student who cheats in tests quizzes or any other educational evaluation activity or who attempts to be evaluated on anything but his own effort, capabilities, and knowledge will be given a zero in that particular test or work, and will not have the opportunity of a make-up. Students that assist dishonest students in any fashion may be subject to similar penalties.

### 3.5 GRADES

All departments must establish evaluation criteria for the successful completion of the courses under their supervision. These criteria should be specific enough to indicate the number of exams, quizzes, laboratory exercises, practical tests, case presentations, seminars and any other evaluation tools used, including their relative weight.

Faculty members must report the final course grade to the Program Director or Department Chair within 72 hours (3 working days) after the last day of the course. In courses that require a subject examination from the National Board of Medical Examiners (SHELF), the final grade must be submitted within 48 hours (2 working days) after receipt of the SHELF grade. The Program Director or Department Chair must send to the Registrar the grades within 48 (2 working days) hours after receipt of the grade from the Professor.

The PSM Grading System is published in the PSM Catalog and School Policies.

### 3.6 PROMOTIONS

The PSM has a Student Promotion Committee that meets at the end of each academic period to evaluate students with academic and attitudinal difficulties. Each program has a Satisfactory Academic Progress policy that is considered by
the committee when evaluating students. These policies are published in the Students Manual, School Policies document and in the PSM Catalog.

3.7 STUDENT EVALUATIONS OF FACULTY AND DEPARTMENTS

All departments are required to provide students with the opportunity to evaluate each course and each teacher involved in course presentation. The standardized PSM evaluation forms are to be used.

3.8 STANDARDS OF CONDUCT IN THE TEACHER AND LEARNER RELATIONSHIP

Ponce School of Medicine adapts and incorporates the AAMC model of Standards of Conduct in the Teacher- Learner Relationship, and encourages faculty and students to familiarize themselves and pledge adherence to this policy statement:

Preparation for a career in the health care professions demands the acquisition of a large fund of knowledge and a host of special skills. It also demands the strengthening of those virtues that are expected in the health provider/patient relationship and that sustain the health profession as a moral enterprise. This policy statement serves both as a pledge and as a reminder to teachers and learners that their conduct in fulfilling their mutual obligations is the medium through which the profession inculcates its ethical values.

3.8.1 Guiding Principles:

3.8.1.1 Duty:

Ponce School of Medicine faculty has a duty, not only to convey the knowledge and skills required for delivering the profession’s contemporary standard of care, but also to inculcate the values and attitudes required for preserving the profession’s social contract across generations.

3.8.1.2 Integrity:

The learning environments conducive to conveying professional values must be suffused with integrity. Students learn enduring lessons of professionalism by observing and emulating role models who epitomize authentic professional values and attitudes.
3.8.1.3 Respect:

Respect for every individual is fundamental to the ethics of the health professional. Essential for nurturing that ethics is the mutual respect for every individual by students, novice members of the profession, as well as by their teachers, as experienced and esteemed professionals. Given the inherently hierarchical nature of the teacher/learner relationship, teachers have a special obligation to ensure that students, interns and residents are always treated respectfully.

3.8.2 Commitments of Faculty:

- We pledge our utmost effort to ensure that all components of the educational program for students, interns and residents are of high quality.
- As mentors for our students, interns and resident colleagues, we maintain high professional standards in all of our interactions with patients, colleagues, and staff.
- We respect all students, interns and residents as individuals, without regard to gender, race, national origin, religion, or sexual orientation; we will not tolerate anyone who manifests disrespect or who expresses biased attitudes towards any student, intern or resident.
- We pledge that students, interns and residents will have sufficient time to fulfill personal and family obligations, to enjoy recreational activities, and to obtain adequate rest. We monitor and, when necessary, reduce the time required to fulfill educational objectives, including time required for “call” on clinical rotations, to ensure student’s, intern’s and resident’s well being.
- In nurturing both the intellectual and the personal development of students, interns and residents, we celebrate expressions of professional attitudes and behaviors, as well as achievement of academic excellence.
- We do not tolerate any abuse or exploitation of students, interns or residents.
- We encourage any student, intern or resident who experiences mistreatment or who witnesses unprofessional behavior to report the facts immediately to appropriate faculty or staff; we treat all such reports as confidential and do not tolerate reprisals or retaliations of any kind.
Commitments of Students, Interns, and Residents:

- We pledge our utmost effort to acquire the knowledge, skills, attitudes, and behaviors required to fulfill all educational objectives established by the faculty.
- We cherish the professional virtues of honesty, compassion, integrity, loyalty and dependability
- We pledge to respect all faculty members and all students, interns and residents as individuals, without regard to gender, race, national origin, religion, or sexual orientation.
- As health professionals in training, we embrace the highest standards of the profession and pledge to conduct ourselves accordingly in all of our interactions with patients, faculty colleagues, and staff.
- As well as fulfilling our own obligations as professionals, we pledge to assist our fellow students, interns and residents in meeting their professional obligations.
PART IV: ORGANIZATIONAL CHARTS

Ponce School of Medicine
Administrative Organizational

Board of Trustees

President and Dean

Centro Médico Académico Regional del Suroeste

Executive Dean for Administration & Finance

Associate Dean for Academic Affairs

Associate Dean for Faculty & Clinical Affairs

Assistant Dean for Student Affairs

Medical School Program

Biomedical Sciences Program

Clinical Psychology Program

Public Health Program

Associate Dean for Research

Revised: August 2008
Ponce School of Medicine
Dean for Faculty and Clinical Affairs
Organizational Chart

Associate Dean for Faculty and Clinical Affairs

Clinical Affairs
- Clinical Consortia and Affiliations
- CMAR Education & Development
- PSM Health Services*
  - PSM HS Medical Director

Faculty Affairs
- Medical School Program
- Clinical Psychology Program
- Public Health Program
- Biomedical Sciences Program

* Clinical Supervision

Revised: August 2008
Ponce School of Medicine
Dean for Academic Affairs
Organizational Chart

Associate Dean For Academic Affairs

- Assistant Deanship for Education
- Medical School Program
- Biomedical Sciences Program
- Clinical Psychology Program
- Public Health Program
- Other Programs
- Assessment & Institutional Research Unit
- Educational Support Units

- Curriculum Committees
- Accreditation Institutional & Programatic
- Continuing Education
- Faculty Development
- 5th Pathway Program
- Inter-disciplinary Programs
- Standardized Patient
- Audiovisual
- Educational Technology
- Library

Revised: August 2008
Ponce School of Medicine
Executive Dean For
Administration & Finance
Organizational Chart

Executive Dean For Administration & Finance

Budget Director & Internal Legal Advisor
MIS Director
Facilities & General Services
Finance Director
Purchasing Department
PSM Health Services *
CAIMED Clinical Trials *

Federal Budget
Human Resources
Compliance Officer

*Administrative Functions
Revised: August 2008
PART V: PONCE SCHOOL OF MEDICINE MAP

A. Academic and Research Area
B. Ambulatory Building
C. Administration
D. Student Services and Standardized Patients Building
E. Maintenance and Storage Area- Facilities for Future Development
F. Psychology Building
G. Behavioral Health Center
H. Clinical Research and Animal Research Facilities: (CAIMED)