



“Our faculty members reflect a rich diversity of backgrounds, expertise, and perspectives. They are the strength of our medical school: ready to share their experience and wisdom, serve as role models, and build new approaches to education that will inspire students to become remarkable physicians.”

Mark A. Schuster, MD, PhD
Founding Dean and CEO

Faculty Handbook

Version 3.0 | **November, 2023**

Kaiser Permanente Bernard J. Tyson School of Medicine
98 S. Los Robles Avenue
Pasadena, CA 91101

The purpose of the Faculty Handbook is to orient faculty to the Kaiser Permanente Bernard J. Tyson School of Medicine organization and policies; answer questions that may arise during educational, clinical, and research activities; and serve as a reference regarding faculty appointment, promotions, and the Faculty Bylaws.

The Faculty Handbook is not a comprehensive statement of all policies and procedures. All official Kaiser Permanente Bernard J. Tyson School of Medicine policies are published in the [Policy Library](#); documents downloaded using this link comply with the licensing and regulatory standards for the Liaison Committee for Medical Education (LCME), Bureau of Private Postsecondary Education (BPPE), and Western Association of Schools and Colleges (WASC) Senior College and University Commission (WSCUC). Please note that Kaiser Permanente Bernard J. Tyson School of Medicine reserves the right to implement changes to school policies or procedures at any time.

The most updated versions of the Faculty Handbook and Faculty Bylaws are available online. We recommend bookmarking these documents to ensure you have the most current version. For further information or assistance, please contact KPSOMFacultyAffairs@kp.org.

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MESSAGE FROM THE DEAN

The Kaiser Permanente Bernard J. Tyson School of Medicine represents more than a decade of aspiration on the part of the Permanente Medical Groups, Kaiser Foundation Hospitals, and Kaiser Foundation Health Plan. The distinct approach to health care that our founding organizations have pioneered provides an exceptional environment in which to educate the healthcare leaders of tomorrow. As a faculty member of the school, you are translating that vision into the practical training of the future doctors. Students bring to the school their passion, intellect, creativity, and commitment to this endeavor; faculty share experience and wisdom, serve as role models for students, and build new educational approaches to inspire future generations.



I seek to support you in this mission and to learn from you as we continue to develop a world-class academic community that embraces inclusivity, well-being, and the total care of the patients and communities we serve.

This handbook provides tools to assist you in your faculty role. The full leadership team of the Kaiser Permanente Bernard J. Tyson School of Medicine is available to support your success as a faculty member. I look forward to welcoming you personally to your faculty position as we build a new paradigm for medical education together.

Sincerely,

A handwritten signature in black ink that reads "Mark Schuster". The signature is written in a cursive, flowing style.

Mark A. Schuster, MD, PhD

Founding Dean and CEO

INTRODUCTION

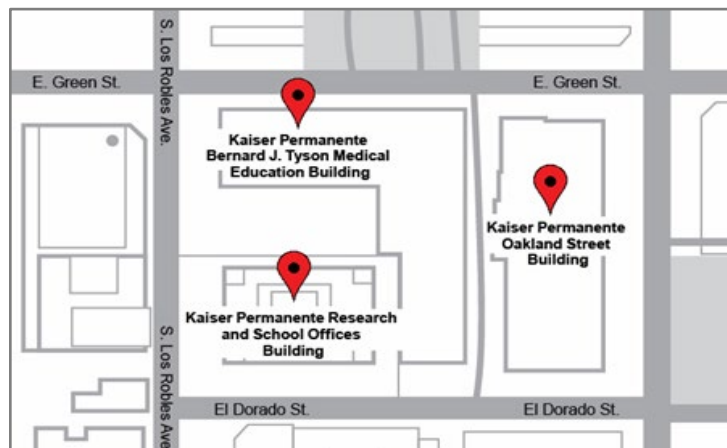
The Kaiser Permanente Bernard J. Tyson School of Medicine is located in Pasadena, California and is collaborating with six Kaiser Permanente clinical sites in the greater Los Angeles area to provide a longitudinal integrated clinical curriculum: Kaiser Permanente Panorama City Medical Center, Kaiser Permanente San Bernardino Medical Center, Kaiser Permanente South Bay Medical Center, Kaiser Permanente Downey Medical Center, Kaiser Permanente West Los Angeles Medical Center, and Kaiser Permanente Los Angeles Medical Center. The school is also collaborating with federally qualified health centers near the six Kaiser Permanente clinical sites to provide a community-focused, service-learning curriculum.

Our faculty hail from all geographic regions served by Kaiser Permanente and from all of the Permanente Medical Groups, the organizations that provide healthcare service to Kaiser Foundation Health Plan members in each respective region: Colorado Permanente Medical Group, Hawaii Permanente Medical Group, Mid-Atlantic Permanente Medical Group (Maryland, Virginia, and Washington, DC), Northwest Permanente (the Pacific Northwest), The Permanente Medical Group (Northern California), The Southeast Permanente Medical Group (Georgia), Southern California Permanente Medical Group, and Washington Permanente Medical Group (parts of Washington state). The school also recruits full-time faculty to its location in Pasadena through national searches.

The Kaiser Permanente Bernard J. Tyson School of Medicine's main building is located at the intersection of South Los Robles Avenue and Green Street in Pasadena. The 80,000 square-foot, four-story structure contains state-of-the-art educational and simulation space as well as student support services and other key medical school administrative services.

The address is:
98 S. Los Robles Avenue
Pasadena, CA 91101

School of Medicine site map



The Kaiser Permanente Bernard J. Tyson School of Medicine was awarded preliminary accreditation by the Liaison Committee on Medical Education (LCME) in February 2019 and provisional accreditation in October 2022. The school is provisionally approved by the California Bureau for Private Postsecondary Education (BPPE) to offer degree programs in accordance with state standards. Kaiser Permanente Bernard J. Tyson School of Medicine has been recognized as a Candidate for Accreditation by WASC Senior College and University Commission (WSCUC), 1001 Marina Village Parkway, Suite 402, Alameda, CA 94501, 510.748.9001, <https://www.wscuc.org>. This status is a preliminary affiliation with the Commission awarded for a maximum period of five years. Candidacy is an indication that the institution is progressing toward Accreditation. Candidacy is not Accreditation and does not ensure eventual Accreditation.

MISSION, VISION, AND VALUES

Our Mission

To provide a world-class medical education that ignites a passion for learning, a desire to serve, and an unwavering commitment to improve the health and well-being of patients and communities.

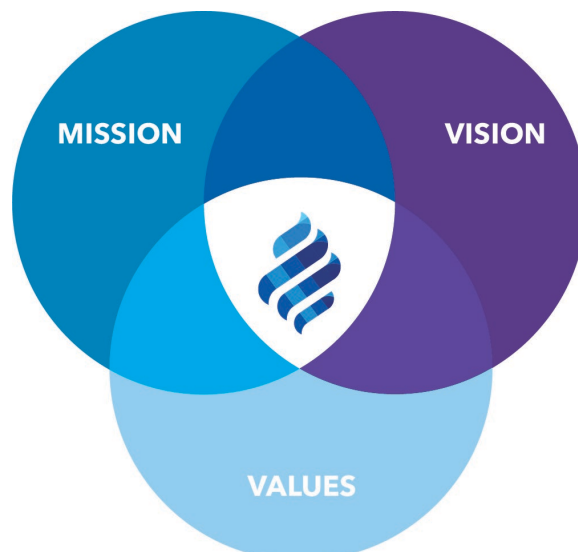
Our Vision

Our graduates will be a diverse community of compassionate healers, lifelong learners, and courageous leaders of change within the profession and in society. They will have the skills, capabilities, and resilience to lead the transformation of healthcare delivery in the nation, and a lifelong commitment to the highest values of the profession.

Our Values

We are committed to:

- Teaching the delivery of person-centered, evidence-informed healthcare in true partnership with patients
- Assuring accountability for the quality, safety, and appropriateness of care, and the ethical stewardship of patients' and families' health and resources
- Achieving health equity for all and the elimination of health disparities wherever they exist
- Promoting inclusiveness and diversity in medical education and the health professions
- Developing courageous leaders who challenge the status quo with inquiry and innovation
- Advocating for change in medical education, the profession, and the healthcare system
- Creating and promulgating new knowledge in service to patients and communities
- Establishing a learning environment that supports the health, well-being, and resilience of our graduates and enables them to serve as exemplars for patients and the profession





SECTION 1. Faculty bylaws

1.1 ORGANIZATION AND OVERSIGHT

1.1.1 KAISER FOUNDATION HEALTH PLAN AND HOSPITALS BOARD OF DIRECTORS

In December 2015, the Kaiser Foundation Health Plan, Inc. and Kaiser Foundation Hospitals (KFHP/H) Board of Directors approved the establishment of the Kaiser Permanente School of Medicine. Kaiser Foundation Hospitals formed a California not-for-profit public benefit corporation, Kaiser Permanente School of Medicine, Inc., which operates the school. Kaiser Foundation Hospitals is its sole corporate member. Kaiser Permanente Bernard J. Tyson School of Medicine, renamed in 2019, is a medical school with institutional autonomy, which leverages the assets of KFHP/H.

1.1.2 THE PERMANENTE MEDICAL GROUPS

Kaiser Permanente Bernard J. Tyson School of Medicine works in collaboration with the Permanente Medical Groups (PMGs) to provide clinical training to its students. Clinicians of the PMGs collaborate in the teaching of medical students throughout the four years of the curriculum at the Pasadena campus, at the clinical sites designated for the longitudinal integrated clerkship, and throughout the Kaiser Permanente integrated practice.

1.1.3 KAISER PERMANENTE BERNARD J. TYSON SCHOOL OF MEDICINE BOARD OF DIRECTORS

Consistent with Western Association of Schools and Colleges (WASC) Senior College and University Commission (WSCUC) standards and policies, the Kaiser Permanente Bernard J. Tyson School of Medicine Board of Directors is composed of 11 external (independent) directors and seven directors internal to KFHP/H, the PMGs, and/or the school. The Dean of the school serves as an ex officio non-voting member of most of the board committees.

The Board of Directors was established in September 2016 and governs the school by establishing policy and exercising fiduciary responsibility for the long-term well-being of the institution.

For a list of current members of the school's Board of Directors, visit the school's website: <https://medschool.kp.org/about/board-of-directors>

1.1.4 DEAN OF THE SCHOOL OF MEDICINE

The Dean is the Chief Academic and Administrative Officer, Chief Executive Officer, and President of Kaiser Permanente Bernard J. Tyson School of Medicine. The Dean is expected to hold a senior-level faculty position.

The Dean will have such authority and duties as prescribed by the school's Board of Directors and by these bylaws. The Dean is responsible for the general supervision, direction, and control of the academic, administrative, and business affairs of the school. The Dean is responsible for the conduct and quality of the medical education program provided by the school, the development and expansion of the school consistent with the school's mission, the adequacy of the faculty to achieve the goals of the medical education program, and the functional integration of all programmatic components. The Dean may appoint additional administrators to assist in discharging these duties, including Senior Associate, Associate, and Assistant Deans.

The Dean is responsible for implementing the policies established by the Board of Directors and has a leading role in developing the strategic plan for the school. The Dean oversees teaching, research, and outreach activities of, and curricular requirements for the school, including seeking and maintaining accreditation by the Liaison Committee on Medical Education (LCME) and WSCUC, and state authorization from the California Bureau for Private Postsecondary Education (BPPE).

Specific duties of the Dean include:

- Designing, implementing, managing, and ensuring the quality of the school's educational program, and facilitating changes in curriculum, when necessary, subject to approval by the Board of Directors
- Engaging with the PMGs to promote, develop, and ensure a sufficient pool of qualified PMG physician faculty to meet the clinical instruction and academic service needs of the school to the fullest extent possible, and to look first to the PMGs to fill clinical faculty positions; if all clinical faculty needs cannot be met from the pool of PMG physicians, the Dean will consult with PMG leadership to recruit other clinical faculty
- Holding faculty accountable to both academic and clinical performance standards (in conjunction with PMG leadership for clinical teaching performance)
- Recommending to the Board of Directors the appointment, reappointment, non-reappointment, and promotion of faculty and other academic staff in a manner consistent with the school's policies
- Ensuring that the school has sufficient and appropriate information to evaluate the qualifications and capacity of PMG physicians to satisfy the responsibilities of faculty
- Overseeing development of the school's budget and business operations
- Establishing working committees (including charters describing respective goals, roles, and guiding principles) as needed to support the oversight and governance of the school
- Interfacing with KFHP/H and PMG leaders to enhance the efficacy of KFHP/H and PMG facilities as the corporation's sites for clinical teaching opportunities, in furtherance of educational excellence
- Being accountable for the success of the school's medical education program and the integration of PMGs and KFHP/H into the development of the school, including leading the resolution of inter-organizational challenges
- Providing regular reports to the Board of Directors regarding the foregoing, and the overall management and operations of the school and its medical education program

1.1.5 DEAN'S LEADERSHIP TEAM

The Dean's leadership team will be composed of the Dean, the Senior Associate Deans, the Associate Deans, the Senior Vice President for Administration and Finance, the Chief of Staff, the department chairs, and other leaders as deemed appropriate by the Dean. The Dean's leadership team is chaired by the Dean or, in the Dean's absence, by the Dean's designee. The role of the leadership team is to provide strategic dialogue and counsel to the Dean and to manage the day-to-day operations of the functional areas under their purview. The Dean meets regularly with the leadership team, and members of that team are embedded in the committee governance structure of the school to facilitate communication to and from the Dean throughout all operational areas. The Dean is responsible for appointing members of the leadership team.

1.1.6 ACADEMIC DEPARTMENTS

Kaiser Permanente Bernard J. Tyson School of Medicine's academic departments of instruction are:

- Department of Biomedical Science
- Department of Clinical Science
- Department of Health Systems Science

Each department is headed by a department chair who is responsible for its faculty, programs, and operation. The department chair recommends faculty appointments, promotions, and other changes of status to the Dean. The chair ensures that faculty members obtain adequate mentorship and receive an annual review. The chair is responsible for communicating information on faculty expectations, development, and changes that impact the delivery of education. The department chair works in collaboration with the Office of Medical Education to develop and deliver the education program approved by the Dean and the Board of Directors.

The department chairs are recruited through a search process conducted by the school administration, overseen by the Dean and in accordance with the policies and procedures outlined in Section 3 of this handbook. Department chairs are subject to an annual performance evaluation by the Dean. Chairs are appointed without term limit and serve at the discretion of the Dean. Periodic internal and external reviews of the department and department chair performance will be organized by the Dean's office.

1.1.7 FACULTY ASSEMBLY

The Faculty Assembly is composed of the voting faculty, which includes all full-time core and clinical faculty in the promotion series (Instructors, Assistant Professors, Associate Professors, and Professors) and part-time core faculty members. Lecturers, senior lecturers, and part-time clinical faculty may attend meetings of the Faculty Assembly but are not eligible to vote. Adjunct and visiting faculty are not members of the Faculty Assembly and do not attend meetings. The Office of Faculty Affairs is charged with seeking input regarding school governance from non-voting faculty on an annual basis and sharing that information with the Dean.

The Faculty Assembly is responsible for electing members to representative positions on the Faculty Advisory Council (FAC) and is a conduit for members of the faculty to participate in the leadership of the school. The FAC represents the faculty at large and is responsible for working with school leadership on matters of faculty governance. The assembly will meet at least annually with the Dean to receive a state of the school address and to receive a report of the FAC.

1.1.8 STANDING COMMITTEES

The following constitute the Standing Committees of the faculty of the Kaiser Permanente Bernard J. Tyson School of Medicine:

- Admissions Committee
- Appointments and Promotions Committee (AP)
- Equity, Inclusion, and Diversity Advisory Committee (EIDA)
- Curriculum and Education Policy Committee (CEP)
- Faculty Advisory Council (FAC)
- Faculty and Student Appeals Committee (FASA)
- Learning Environment and Professionalism Committee (LEAP)
- Student Progress and Promotion Committee (SPP)

See **Appendix** for committee membership, leadership structure, charge, and terms.

Each of these committees consists of members who have been elected, selected, and/or appointed. Those elected hold positions based on the vote of the Faculty Assembly; those selected are drawn from the pool of nominated individuals; those appointed are identified by the appointing authority from among those eligible to serve in specific roles (e.g., staff, students, community members, faculty members, others). The FAC will facilitate the nomination and election process on an annual basis by electronic ballot. A call for nominations will be issued by the FAC. Faculty will have a minimum of two weeks to provide nominations for roles on standing committees and a minimum of two weeks to submit ballots to elect representatives. Faculty will be offered the opportunity to self-nominate or to nominate others. Those eligible to serve will include the voting members of the Faculty Assembly.

1.2 FACULTY ROLES AND RESPONSIBILITIES

1.2.1 ACCREDITING ORGANIZATION REQUIREMENTS

The duties, privileges, and responsibilities of the faculty of Kaiser Permanente Bernard J. Tyson School of Medicine, as stated or implied by these bylaws, will be exercised in accordance with the regulations, policies, and procedures of the school, the Board of Directors, and the provisions of any relevant WSCUC, BPPE, or LCME regulatory requirement. Individuals involved in the assessment and evaluation of students must hold a faculty appointment approved by the Dean and the Board of Directors.

1.2.2 FACULTY EXPECTATIONS

Expectations for faculty contributions, appointments, terms, and performance are outlined in Sections 2 and 4 of this Faculty Handbook and in the Policy Library of the school. Faculty are expected to familiarize themselves with the details of the handbook and the Policy Library and to review any questions or concerns they have related to these guidelines with their department chair or the Office of Faculty Affairs. Faculty are expected to contribute to achieving the mission of the school under the guidance of their department chair and the Dean.

1.2.3 FACULTY APPOINTMENTS

The process for faculty appointments is outlined in Section 4 of this Faculty Handbook. All appointments originate with the department chair, who proposes an appointment to the AP Committee (for those whose titles include professor) and the Dean. Candidates are recommended to the Board of Directors for final conferring of title.

1.3 PROGRAM OF MEDICAL EDUCATION

1.3.1 INTRODUCTION

The vision of the Kaiser Permanente Bernard J. Tyson School of Medicine is that “graduates will be a diverse community of compassionate healers, lifelong learners, and courageous leaders of change within the profession and in society.” The school leverages the values and capabilities of Kaiser Permanente, one of the nation’s largest integrated healthcare systems, to prepare students for future-facing clinical practice and health system leadership.

The educational program for the Doctor of Medicine (MD) degree at the school lays the foundation for advancement across the continuum from undergraduate medical education to graduate residency training. The school has a competency-based approach with a curriculum

that integrates biomedical, clinical, and health systems sciences across all four years of training in a spiral fashion, allowing content to be revisited in increasing complexity.

1.3.2 CURRICULUM

The didactic curriculum across the first two years uses a case-based approach that emphasizes small group, collaborative, interactive learning, integrating the biomedical, clinical, and health systems sciences. All core clerkships (other than emergency medicine) utilize the longitudinal integrated clerkship (LIC) model, starting with family medicine or internal medicine early in Year 1 and adding emergency medicine, obstetrics/gynecology, pediatrics, psychiatry, and surgery in Year 2. Students stay at their respective Kaiser Permanente clinical site for the two years, allowing them to learn clinical skills by following panels of patients over time while maintaining one-on-one relationships with the preceptor for each field. Students apply health systems science (HSS) content in areas such as patient safety and quality improvement. The school encourages exploration in population and community health through the required service-learning curriculum in which students participate in a monthly longitudinal experience during the first two years. The school offers the four-year Reflection, Education, Assessment, Coaching, Health, and well-being (REACH) course, which provides coaching to support personal and professional development, including professional identity formation and resilience skills training. Students have the option to apply to complete dual-degree programs (e.g., MD/PhD) with affiliated academic institutions.

Years 3 and 4 will have a variety of required clinical experiences such as advanced selectives, required non-clinical experiences such as HSS selectives, opportunities for both clinical and non-clinical electives, and REACH, Integrated Sciences, and Residency Immersive courses.

The school's Educational Program Outcomes (EPOs) derive from the AAMC's Physician Competency Reference Set (PCRS) and Core Entrustable Professional Activities (EPAs). Of the eight outcome domains, five come from the PCRS and three additional ones reflect the school's mission, vision, and values (Interprofessional Collaboration and Teamwork, Lifelong Learning, and Population and Community Health). The EPOs and their corresponding milestones are posted on the Learning Management System and Faculty Portal.

1.4 STUDENT GOVERNANCE

The Kaiser Permanente Bernard J. Tyson School of Medicine Student Council has an elected Student Class Board that serves as the student government for the school. The Office of Student Affairs provides certain direct administrative and organizational support to the council and to student organizations and is a liaison between these groups and the school.

1.5 AMENDING FACULTY BYLAWS

All voting members of the faculty may suggest recommendations for amendment of these bylaws and may propose such amendments through the FAC. Any amendment to these bylaws shall require the approval of the Dean after consultation with the Dean's leadership team, legal counsel, and the FAC.



SECTION 2. Academic titles and definitions

2.1 FACULTY DESIGNATIONS

The terms “faculty” and “faculty member” denote individuals who contribute to the Kaiser Permanente Bernard J. Tyson School of Medicine’s educational mission, are recommended for appointment by the Dean, and are approved by the Kaiser Permanente Bernard J. Tyson School of Medicine Board of Directors.

A full-time faculty appointment requires at least 0.8 FTE at the school, Kaiser Foundation Hospitals or Kaiser Foundation Health Plan (KFHP/H), the Permanente Medical Groups (PMGs), or a combination of any of those (see chart below). Full-time faculty may not hold full-time or voting academic appointments at other academic institutions. At the time of appointment, the school may request documentation confirming that a faculty member has resigned any full-time or voting faculty appointments at other institutions. Faculty wishing to retain or initiate academic appointments other than at the school should consult with their department chair and the Office of Faculty Affairs (OFA) regarding outside titles. Part-time faculty are those whose combined FTE (see above) is less than 0.8 or who hold a primary faculty appointment at another academic institution.

Faculty designations and ranks are:

Core faculty (full-time or part-time)

Core faculty are appointed in the promotion series as Professor, Associate Professor, Assistant Professor, or Instructor; in rare circumstances an individual may be extended an academic appointment as Lecturer or Senior Lecturer. Core faculty in the promotion series hold voting appointments regardless of full-time or part-time status. Senior Lecturers and Lecturers hold non-voting appointments. Core faculty may not hold a full-time academic appointment at another academic institution.

Core faculty belong to one of two groups:

- Individuals employed directly by the school, who typically spend four to five days per week engaged in school activities of teaching, research, or service
- Individuals not employed directly by the school who are affiliated with Kaiser Permanente (KP) through a Permanente Medical Group (PMG), Kaiser Foundation Health Plan or Kaiser Foundation Hospitals (KFHP/H) and who spend one day per week or more engaged in school activities of teaching, research, and/or service

Clinical faculty (full-time or part-time)

Clinical faculty are appointed in the promotion series as Clinical Professor, Clinical Associate Professor, Clinical Assistant Professor, or Clinical Instructor; in rare circumstances an individual may be extended an academic appointment as Clinical Lecturer or Clinical Senior Lecturer. Full-time Clinical Instructors and above hold voting appointments. Part-time clinical faculty, Clinical Senior Lecturers, and Clinical Lecturers hold non-voting appointments.

Clinical faculty are individuals employed directly by the school or affiliated with KP through a PMG or KFHP/H who contribute less than one day per week to school activities of teaching, research, and/or service.

Adjunct faculty (full-time or part-time)

Adjunct faculty are appointed as Adjunct Professor, Adjunct Associate Professor, Adjunct Assistant Professor, Adjunct Instructor, or as Adjunct Lecturer or Adjunct Senior Lecturer. Adjunct appointments are non-voting appointments.

Adjunct faculty contribute teaching, research, and/or service to the school for a minimum of 25 hours per year and are typically not employed by the school or a PMG or KFHP/H. Adjunct faculty may hold a full-time or voting faculty appointment at another academic institution. Adjunct appointments are renewed annually and may be renewed for multiple years depending on school needs.

Table 2.1 Faculty Definitions

	CORE FACULTY	CLINICAL FACULTY	ADJUNCT FACULTY	EMERITUS/A FACULTY
Time contributing to KPSOM teaching, service, and/or research*	≥1 day/wk	Typically <1 day/wk	Varies	Varies
KPSOM PT or FT	FT (≥.8 FTE KP/KPSOM) or PT (<.8 FTE KP/KPSOM)	FT (≥.8 FTE KP/KPSOM) or PT (<.8 FTE KP/KPSOM)	FT (≥.8 FTE KP/KPSOM) or PT (<.8 FTE KP/KPSOM)	FT (≥.8 FTE KP/KPSOM) or PT (<.8 FTE KP/KPSOM)
Minimum documented contribution to KPSOM	25 hrs/yr in service/teaching	25 hrs/yr in service/teaching	25 hrs/yr in service/teaching	n/a

Promotion series

Titles	Professor, Associate Professor, Assistant Professor, or Instructor Example: Associate Professor of Biomedical Science	Clinical Professor, Clinical Associate Professor, Clinical Assistant Professor, or Clinical Instructor Example: Clinical Associate Professor of Clinical Science	Adjunct Professor, Adjunct Associate Professor, Adjunct Assistant Professor, or Adjunct Instructor Example: Adjunct Professor of Health Systems Science	Professor Emeritus/a, Clinical Professor Emeritus/a, Associate Professor Emeritus/a, Clinical Associate Professor Emeritus/a Example: Professor Emerita
Degrees expected	Terminal degree in field of expertise (e.g., MD, PhD, DO)	Terminal degree in field of expertise (e.g., MD, PhD, DO)	Terminal degree in field of expertise (e.g., MD, PhD, DO)	Terminal degree in field of expertise (e.g., MD, PhD, DO)
Expectation for scholarship	Strongly encouraged	Encouraged	Encouraged	Not required
Voting eligibility	Yes	Yes (FT) or No (PT)	No	No

Other academic appointments

Titles	Lecturer Senior Lecturer Member of the Faculty (holding)	Clinical Lecturer Clinical Senior Lecturer Member of the Faculty (holding)	Adjunct Lecturer Adjunct Senior Lecturer Member of the Faculty (holding)
Degrees expected (additional criteria may apply)	May have terminal degree, or non-terminal degree in field of expertise (e.g., MS, MPH, MSW, RNA)	May have terminal degree, or non-terminal degree in field of expertise (e.g., MS, MPH, MSW, RNA)	May have terminal degree, or non-terminal degree in field of expertise (e.g., MS, MPH, MSW, RNA)
Expectation for scholarship	Not required	Not required	Not required
Voting eligibility	No	No	No

*may include research in KP environment

Member of the Faculty

A Member of the Faculty holding appointment may be extended to an individual whom the school intends to appoint as faculty based on the candidate meeting criteria for the ultimate intended rank. After a full faculty search (see Section 3, Faculty Recruitment) has been completed and a candidate has been identified, a Member of the Faculty holding appointment may be issued based on a department chair's request, with approval by the Dean, effective as of the individual's start date. The appointment will continue until all approvals have been received for a formal faculty rank for that candidate. These appointments are annual, non-voting and typically non-renewable after one year.

Visiting faculty

Individuals who hold an active faculty appointment at another institution and are contributing to the school as educators may be granted a visiting appointment. Appointments are for one year and may be renewed for up to one additional year. The school will extend a visiting appointment at the same rank the individual holds at their home institution. These appointments are non-voting. A Visiting Lecturer appointment may be extended to individuals contributing to the school in a faculty role who do not hold a current appointment at another academic institution.

Emeritus/a faculty

At the time of retirement from their KPSOM role(s), faculty who have served at the rank of professor, clinical professor, associate professor and/or clinical associate professor for at least 5 years and have reached the age of 60 are eligible to be considered for the titles of professor emeritus/a, clinical professor emeritus/a, associate professor emeritus/a, or clinical associate professor emeritus/a based on their most recent title at the time of retirement from KPSOM. An emeritus/a appointment would confer the privileges afforded to non-voting faculty, including inclusion in all-faculty communications, invitations to faculty meetings, and retention of assets (e.g., KPSOM email account, computer access) appropriate for their faculty role. Emeritus/a faculty may be invited to teach and provide service based on the needs of the school and the department. Faculty with emeritus/a status may hold full-time appointments at other academic institutions. They are not required to contribute 25 hours annually to maintain their title. Appointment to an emeritus/a title is not automatic at the time of retirement and requires nomination by the department chair and approval by the Dean and the Board of Directors. Emeritus/a faculty are subject to the policies of the school, and the title may be terminated according to the procedures outlined in Section 4.14 of this Handbook. If there is no cause for termination, the title continues until the death of the faculty member.

2.2 DEFINITIONS OF FACULTY RANKS

Kaiser Permanente Bernard J. Tyson School of Medicine has established a promotion series of faculty ranks as well as appointment titles which are not in a promotion series. Those whose primary appointments are to leadership or administrative positions and for whom the faculty appointment is secondary receive annual faculty appointments. These individuals are not eligible for term faculty appointments, regardless of rank. Adjunct faculty appointments are annual, regardless of rank.

Table 2.2 Definitions of Faculty Ranks

Promotion Series	RANK	DESCRIPTION	REQUIREMENTS	LEVEL OF REPUTATION	TERM AND VOTING STATUS
	Instructor	Entry-level appointment for individual meeting appointment requirements and designated to serve a particular role in the school.	<ul style="list-style-type: none"> MD, PhD, or comparable degree Must not concurrently hold a postdoctoral appointment 	Among peers and leaders in the communities or medical centers where they have served	<ul style="list-style-type: none"> Annual, renewable Core: voting Full-time clinical: voting Part-time clinical: non-voting
	Assistant Professor	Appointment based on demonstrated educational, service, and scholarly contributions	<ul style="list-style-type: none"> MD, PhD, or comparable degree Must not concurrently hold a postdoctoral appointment Typically, two or more years after completion of training 	Strong local reputation across multiple settings, and, in some cases, a regional reputation	<ul style="list-style-type: none"> Three-year, renewable Core: voting Full-time clinical: voting Part-time clinical: non-voting
	Associate Professor	Appointment based on substantial educational, service, and scholarly contributions	<ul style="list-style-type: none"> MD, PhD, or comparable degree Must not concurrently hold a postdoctoral appointment Typically, four or more years after completion of training 	Strong regional, and, in some cases, national reputation	<ul style="list-style-type: none"> Four-year, renewable Core: voting Full-time clinical: voting Part-time clinical: non-voting
	Professor	Appointment based on significant and sustained educational, service, and scholarly contributions	<ul style="list-style-type: none"> MD, PhD, or comparable degree Must not concurrently hold a postdoctoral appointment Typically, six or more years after completion of training 	Strong national, and, in some cases, international reputation; reputation must extend outside Kaiser Permanente	<ul style="list-style-type: none"> Five-year, renewable Core: voting Full-time clinical: voting Part-time clinical: non-voting

Non-Promotion Series	RANK	DESCRIPTION	REQUIREMENTS	LEVEL OF REPUTATION	TERM AND VOTING STATUS
	Member of the Faculty	Holding appointment	MD, PhD, or comparable degree with evidence of eligibility for the rank proposed	Based on rank proposed for review	Annual, non-voting; typically non-renewable after one year
	Lecturer	Teaching appointment not on the promotion ladder	<ul style="list-style-type: none"> An advanced degree in discipline or area of specialty Must not concurrently hold a postdoctoral appointment 	Strong local reputation across multiple settings, and, in some cases, a regional reputation	Annual, non-voting; renewable
	Senior Lecturer	Teaching appointment not on the promotion ladder	<ul style="list-style-type: none"> An advanced degree in discipline or area of specialty Must not concurrently hold a postdoctoral appointment 	Strong national and, in some cases, international reputation	Annual, non-voting; renewable
	Visiting Faculty	Time-limited teaching appointment not on the promotion ladder	Must not concurrently hold a postdoctoral appointment	Based on rank held at home institution; if no rank, title of Visiting Lecturer will be used	Annual, non-voting; may only be renewed one time for a maximum of two years



SECTION 3. Faculty recruitment

3.1 INTRODUCTION

The department chair initiates the search process by proposing to the Dean in writing the need for new faculty in the department, identifying the proposed role of the new faculty member, and the resources necessary for the recruitment.

If the recruitment proposal is approved by the Dean, the department chair will propose to the Office for Academic and Community Affairs (ACA) membership for an ad hoc search committee consisting of at least three members from the department and at least one faculty member from another department. The department chair may propose a chair for the search committee.

In general, the search committee membership should consist of faculty, with exceptions made for including key staff or individuals outside the school who bring expertise to the process. The Senior Associate Dean for Academic and Community Affairs will review the search committee membership list with the Dean. The list may be modified to enhance the diversity and expertise of the committee and to ensure that faculty are not overextended in their service to the school. Following final approval communicated in writing by the Senior Associate Dean for Academic and Community Affairs to the department chair, the department chair or their designee may invite the committee.

The search committee chair will review the intended search procedures, the position description, all advertisements, and a plan for identifying an appropriate pool of candidates with the Senior Associate Dean for Academic and Community Affairs prior to convening the committee, recognizing that some of the documents, e.g., position description, may be further modified based on search committee recommendations. The search committee chair must identify a dedicated administrative colleague to manage logistics, keep track of action items, and maintain minutes. The chair must ensure that all committee participants have completed required training, including bias mitigation training, prior to serving.

3.2 CANDIDATE IDENTIFICATION

The department chair and the search committee chair will make every effort to identify a diverse, competitive pool of candidates. Approaches include thoroughly reviewing all advertisements to ensure proper language to enhance the likelihood of applications from diverse groups (see <https://gender-decoder.katmatfield.com/>.) At least one print or web-based advertisement must be placed in a venue determined to be likely to attract the largest pool of potential candidates. As a best practice, the school encourages additional dissemination of the position description in non-traditional sites as a means of reaching groups underrepresented in academic medicine. The Office of Faculty Affairs (OFA) can provide suggested approaches for reaching the broadest possible pool of candidates. Personal communications and outreach from the search committee chair, department chair, and members of the search committee can enhance candidate recruitment.

When pertinent national data, (e.g., AAMC faculty roster) regarding the diversity of the pool of potential candidates are available, the search committee chair may consult these data as a means of assessing the success of the outreach plan. The OFA can provide information on how to access these benchmarks.

3.3 CANDIDATE MANAGEMENT

During the early phase of the search, the search committee chair or their designee should provide candidates as much information about the timeline as feasible. Sustaining candidate engagement throughout the process is essential for success during the later recruitment phase. An email thanking a candidate for their interest, alerting them to the intended timeline, and offering contact information with the committee chair for questions can offset the sense of uncertainty many applicants experience during a recruitment process.

3.4 CANDIDATE SELECTION

The search committee chair should discuss with the committee the options for how the candidate pool will be narrowed. Some approaches, which may be constrained by practical challenges such as the number of candidates, may include the following:

- Asking candidates to complete a screening questionnaire that provides position-specific information based on the agreed criteria, allowing the chair or committee to eliminate those who don't have required attributes
- Asking the entire committee to review all candidate applications and rate them on a scale prior to discussing as a group; the overall rating can be used to focus the assessment
- Asking several reviewers to provide independent feedback on subsets of candidates to identify those who must be interviewed, those who should not be interviewed, and those for whom additional discussion is warranted before interviews can be scheduled; a committee meeting can be organized to consider candidates according to these subsets

Other best practices that should be followed include:

- Use the committee's established position criteria to evaluate the candidates.
- Once a subset is selected for interviews, develop a list of common questions to be used by the committee.
- The same amount of time and structure should be used to discuss all candidates whom the committee is actively considering; limiting the conversation to a few attributes can trigger expedience and similarity bias.
- Inform those no longer being considered of their status as soon as appropriate.
- Document all steps of the search process.

3.5 CANDIDATE INTERVIEWS

All interviewed candidates should receive the same information. If the candidate is visiting in person, they will be provided with a schedule, background information about those with whom they will interview, and all logistical information. The committee may opt to have candidates receive some common questions to prepare prior to the interview. It is pivotal to the process that the committee develop a strategy for final ranking that will attend both to the position criteria and equal opportunity for candidates to be considered. Taking an inclusive approach (focusing on positives), rather than an exclusive approach (using negatives to eliminate someone), may assist less traditional candidates in receiving proper attention. It is also important that the department chair's expectations are addressed. For example, the department chair may prefer a

short list of candidates, ranked or unranked, or a single candidate. As with all other steps of the process, the interview process will be documented.

The interview format may include one-on-one interviews, interviews in pairs, or group interviews. For a large pool of candidates, a preliminary online interview might be useful for limiting the pool of those who need to travel. Any group interviews should include a mechanism for accessing each member's independent opinion prior to discussion of each candidate. For example, members may be asked to write their rating prior to discussion so that a more influential member of the committee does not prematurely sway the group's opinion, thereby eliminating minority opinions.

3.6 CANDIDATE RECRUITMENT

Once the committee has reached a consensus on its recommendations, the committee chair will promptly alert the department chair to the recommendations of the committee, which are advisory. The committee may also assist with candidate communication with those not selected, as well as with finalists, if requested by the department chair.

The search committee chair will develop a report of the search process and submit this to the department chair for inclusion in the department chair's final recommendation for appointment (see initial appointment process). As a final step, it is important to thank the search committee for their service.

3.7 FACULTY APPOINTMENT FOR LIMITED-EFFORT ROLES

Most Kaiser Permanente Bernard J. Tyson School of Medicine faculty have defined positions that require significant time or distinctly specified time. Examples include the various deans, chairs, small group facilitators, doctoring leads, etc. Many of these individuals have a designated FTE for which they are committed to the school and, in some cases, compensated. In all these cases, a search process is pursued to recruit for these roles.

A department chair may, at their discretion, propose a faculty appointment for someone who will be assigned value-added work to the school that will equal or exceed 25 hours per year, be less than 0.1 FTE, typically will be appointed on an annual basis, and not require any compensation from the school. The chair will formally make the proposal to the Senior Associate Dean for Academic and Community Affairs, who will ensure that the proposed faculty member otherwise meets the criteria for appointment. The Senior Associate Dean will obtain approval from the Dean and then follow the usual process for appointing faculty (including their rank). No search will be required for these limited-effort roles.

Once approved, the faculty will be expected to contribute at least 25 hours per year to the school and meet all other minimal requirements. If this does not happen, the faculty appointment will be terminated or not renewed as per the policies in the Faculty Handbook. Faculty titles for these limited-effort roles are as per Table 2.2.



SECTION 4. Appointment and promotion



4.1 EVALUATION CRITERIA FOR APPOINTMENT AND PROMOTION

4.1.1 GENERAL REQUIREMENTS FOR FACULTY APPOINTMENTS

Faculty appointments must be proposed by the department chair. For initial appointments, department chairs will base their proposal on the individual's prior contributions to teaching, service, and scholarship.

Time commitments expected for the various types of faculty appointments are described in Section 2. Anyone who holds a faculty appointment must contribute a minimum of 25 hours annually to Kaiser Permanente Bernard J. Tyson School of Medicine (KPSOM) educational or service activities (while some types of faculty appointments require a greater time commitment; see Section 2.1, Core faculty) and must comply with school policies, including the requirements for participation in faculty development programming and completion of annual reviews with one's department chair or their designee.

Those appointed in the promotion series of titles (Instructor, Assistant Professor, Associate Professor, and Professor; with or without the Clinical or Adjunct modifier) must hold a terminal degree in their field.

Individuals holding a faculty appointment may not concurrently participate in a training program (e.g., residency, fellowship) for the major portion of their time.

Full-time faculty may not hold full-time academic appointments at other institutions (see Section 2.1, Faculty Designations).

Although there is no requirement for documented scholarship at the initiation of an Instructor appointment, subsequent engagement with scholarly activities (see below for definitions of scholarship) will be expected for promotion of all faculty. Faculty are not required to advance in rank.

4.1.2 APPOINTMENT AND PROMOTION TO TERM FACULTY POSITIONS

Primary faculty appointments as Assistant Professor, Associate Professor, or Professor (with or without the Clinical modifier) are for terms of three, four, and five years respectively (with any necessary adjustments based on the initial appointment date as outlined in Section 4.3). Adjunct appointments are renewed annually regardless of rank (see Section 2.1.) Those whose primary appointments are to leadership or administrative positions and for whom the faculty appointment is secondary are employed on an 'at will' basis. These individuals are not eligible for term faculty appointments, regardless of rank. Appointment and promotion to term ranks is based on the following requirements:

Activities which align with the Kaiser Permanente Bernard J. Tyson School of Medicine mission, vision, and values: Faculty under consideration for promotion will be asked to submit a narrative that documents that their academic efforts reflect these principles of the school. Faculty are encouraged to describe how their activities integrate across departments, disciplines, or other aspects of the school.

Integrity: All faculty are expected to demonstrate the highest level of professional integrity; department chairs will be asked to attest to a candidate's integrity at the time of appointment and promotion.

Educational Activities: Documentation of their participation in educational activities may include direct teaching of students, curriculum development, mentorship, research training, faculty development, administrative leadership of the educational programs, assessment of teaching through peer observation, contributions to pipeline programs, significant contribution to the clinical or non-clinical learning environment beyond that expected in routine clinical practice, or other activity. These contributions must be reflected in the faculty member's CV. For initial appointments, educational contributions in prior settings and chair-defined expectations for the period ahead will be reviewed.

Service: Faculty members may be invited to provide service to the school. Such service may include committee participation, administrative roles, community engagement activities, student recruitment, or efforts to enhance equity, diversity, and inclusion. Faculty who contribute service to the school should document these contributions in their CV.

Scholarship: To qualify for appointment at the rank of Assistant Professor, faculty will have, at a minimum, contributed to scholarly activities in a collaborative or mentored role. Candidates for appointment as Associate Professor will have demonstrated contribution to scholarship over multiple years, with increasing responsibility in the oversight and leadership of scholarly activities. Candidates for the rank of Professor will have demonstrated sustained leadership in the generation of scholarship over numerous years, including authorship of high-impact works in their field as documented by peer assessment and/or other metrics (e.g., impact factor of journals; wide dissemination; documentation of influence on clinical practice; citations; articles with associated editorials or selection as lead articles; programs replicated by other schools or national organizations; substantial extramural funding).

Kaiser Permanente Bernard J. Tyson School of Medicine has adopted a definition of scholarship, drawing from Boyer, that includes scholarship of 1) discovery (i.e., traditional research); 2) integration; 3) application; and 4) teaching:¹

- **Scholarship of discovery** may include fundamental discoveries in population science, basic science, biostatistics, health policy, bioinformatics, epidemiology, and clinical trials, among others.
- **Scholarship of teaching** may include the development of new courses, curricula, educational models, approaches to interprofessional education, and ways to merge educational processes with service-learning and aid to communities.
- **Scholarship of integration** may include synthesis of knowledge from disparate disciplines to create new, integrated resources for science, learning, and clinical guideline development; leveraging novel platforms and tools to disseminate existing findings; and preparation of review articles, chapters, and books that draw upon and integrate original research by others.
- **Scholarship of application** may include interpreting new knowledge in such a way that is applicable to clinical environments; implementation science; quality improvement; comparative effectiveness research; and dissemination of innovative health practices.

¹ Boyer EL. *Scholarship Reconsidered: Priorities of the Professoriate*. 1st ed. Princeton; Carnegie Foundation for the Advancement of Teaching; 1990.

Scholarship should be enduring and accessible to others when the faculty member is not present. A faculty member's contribution to scholarship should be documented and consistent with co-authors' perceptions. Faculty may only include scholarship on which they have served in an authorship role. Typically, scholarship is targeted toward professional, or educated lay, audiences. However, consideration will be given to other methods of dissemination that influence the health and well-being of the public (e.g., blogs, editorials, podcasts). Among the factors that will be assessed are the quality, impact, and reach of the work.

Scholarship may take the form of peer-reviewed publications, invited publications in journals, books (or chapters of books), reports for agencies or organizations, significant public communications for education or advocacy, inventions or patents, laws or regulations, institutional or professional policies, clinical or professional guidelines, curricula, syllabi, or any equivalent online or information technology-based materials, among others. Scholarly contributions must be reflected in the faculty member's CV and citations must be accurate and verifiable.

Reputation: Assistant Professors are expected to have at least a local reputation, Associate Professors at least a regional reputation, and Professors a national, if not international, reputation. Reputation can be demonstrated by invitations to speak, service and leadership on committees, invitations to collaborate, approbation by peers, editorial roles, and awards, among others.

4.2 INITIAL APPOINTMENT

To initiate an appointment, the department chair submits a dossier to the Office of Faculty Affairs (OFA). The OFA will review the dossier for completeness and forward those proposed for the rank of Assistant, Associate, and full Professor (with or without the Clinical or Adjunct modifier) to the Appointments and Promotions (AP) Committee. The committee meets at regularly scheduled intervals.

A complete dossier for initial appointment at all ranks includes:

- Department chair nominating letter: This letter documents the individual's accomplishments and background related to the faculty rank, plans for mentorship if known, and how the faculty member will contribute to the Kaiser Permanente Bernard J. Tyson School of Medicine (KPSOM)
- Candidate's current CV, preferably in the [school's format](#)
- Search process documentation, if applicable
- Documentation of references obtained

References should be from individuals familiar with the candidate's academic accomplishments. For faculty associated with a Permanente Medical Group (PMG), a reference from the PMG Chief of Service or another supervisor would be appropriate. The department chair solicits the input from all references.

After review by the AP Committee, the Senior Associate Dean for Academic and Community Affairs will forward the recommendations of the AP Committee to the Dean, who will decide regarding recommending the appointments to the school's Board of Directors. All appointments other than the temporary holding appointment of Member of the Faculty require approval by the Board of Directors. As noted in Section 2.1, a Member of the Faculty holding appointment may be issued for the interim period before and until all approvals are received and a regular faculty

appointment is provided. If the dossier is not approved at any stage of the process, the dossier will be referred to the department chair for further discussion with the Dean's Office.

Once all approvals have been received, the OFA will issue a formal letter of appointment on behalf of the Dean. The appointment is not active until such letter has been issued. Faculty are expected to acknowledge acceptance of the appointment within 30 days.

For those faculty who are employees of KPSOM, the Office of Human Resources will extend an offer of employment letter with separate information regarding compensation, benefits, and other employment-related information. Employment with the school is contingent on maintaining a faculty appointment. Upon the end of a faculty appointment, employment with the school ceases at the same time.

For those faculty who have PMG employment, active partner status or active shareholder status, the faculty appointment is contingent on maintaining such PMG employment or status and typically working at least 1 day per week at a PMG practice. Upon the end of such PMG employment or status, the faculty appointment with the school ceases at the same time. For those affiliated with the school through their employment by Kaiser Foundation Health Plan or Kaiser Foundation Hospitals (KFHP/H) employees, if employment ends with KFHP/H, the faculty appointment with the school ceases at the same time.

4.3 APPOINTMENT DATES AND TERMS

Faculty appointments are made for a stated term. Once approved, a new title may be assumed based on the approved effective date. There is no set time by which a promotion must be considered and there is no tenure of position, title, or salary at KPSOM. Absent unusual circumstances, appointments end on June 30, and reappointments are effective on July 1. First appointments made after December 31 of a given academic year will include the additional months of that academic year plus the term of the appointment (e.g., an appointment to the three-year term of Assistant Professor made on February 1, 2020 will be valid until June 30, 2023, for a total of three years and five months; an appointment to a three-year term of Assistant Professor made on November 1, 2020 will be valid until June 30, 2023, for a total term of two years and seven months; only those appointments made on July 1 will have an exact three-year term).

4.4 ANNUAL REVIEW

All faculty will have an annual review with the department chair or their designee. In preparation for this meeting, the faculty member will receive a request from department leadership for updates regarding accomplishments in teaching; service; scholarship; support for equity, inclusion, and diversity; and goals for the coming year. Faculty are expected to document fulfillment of the time commitments applicable to their type of faculty appointment as described in Section 2. All faculty are expected to document an annual minimum of 25 hours of teaching and/or service to the school. In addition, core faculty are expected to document contributions to teaching, research, and/or service that exceed or are equal to a day a week.

The review will consist of a performance evaluation and an assessment of the faculty member's contributions, including academic and other achievements, and conduct during the year. The review will include a discussion of the faculty member's academic trajectory and potential for advancement. PMG faculty reviews will also include input from the area Medical Director, Chief of Service, Site Director, or appropriate designee as available. This process allows for a holistic

review of the faculty member's contributions to the school and the greater community, provides clarity, and mitigates the potential for differences in perception between the faculty member and the school regarding the faculty member's status and obligations. The department chair is ultimately responsible for the annual review of their faculty.

4.5 REAPPOINTMENTS

Faculty appointments are typically renewable if deemed necessary to further the mission and needs of the school, provided that the level of continuing contributions and conduct, including as documented in the annual review process by the department chair or their designee, justify the renewal. The renewal process will occur in the last year of the then-current appointment term. In rare circumstances, the department chair may petition the Dean for a different length of appointment than the typical renewal term.

In the year of term appointment expiration, the OFA will inform the department of expiring appointment terms. The department chair or designee will meet with the faculty member to review and discuss the faculty member's performance and activities. The discussion will include terms and goals for any proposed new period of appointment. The chair will inform the Office of Faculty Affairs of the intention to reappoint at least 3 months in advance for term appointments and 1 month in advance for annual appointments.

The chair will keep the Dean and the Senior Associate Dean for Academic and Community Affairs apprised of any circumstances that may result in a recommendation of non-renewal or of any obstacles to renewal. Recommendations for non-renewal will be taken to the Board of Directors for approval or non-approval.

The OFA will provide a confirmation of academic reappointment following recommendation by the Dean and approval of the reappointment by the Board of Directors. All documents requiring acknowledgment are expected to be signed and returned to OFA within 30 business days of receipt. The faculty member may request an extension not to exceed 30 days for signature to allow for additional consideration or review.

PMG faculty are contracted through the Permanente Federation on behalf of the PMGs, not the school, and therefore, their employment contracts, if any, will be reviewed and renewed according to their PMG's policies and guidelines. However, PMG faculty appointments in the school are subject to the same review and reappointment process as all other faculty. As noted in Section 4.2, for those faculty who have PMG employment, active partner status or active shareholder status, the faculty appointment is contingent on maintaining such PMG employment or status. Upon the end of such PMG employment or status, the faculty appointment with the school ceases at the same time. For those affiliated with the school through their employment by KFHP/H, if employment ends with KFHP/H, the faculty appointment with the school ceases at the same time.

For those who are employees of KPSOM, the Office of Human Resources will, if necessary, at the time of reappointment, modify the offer of employment letter with separate information regarding compensation, benefits, and other employment-related information. As noted in Section 4.2, employment with the school for faculty is contingent on maintaining a faculty appointment. Upon the end of a faculty appointment, employment with the school ceases at the same time.

In rare circumstances, a faculty member may be granted a grace period of up to two years, during which contributions to teaching and service fall below the established 25 hours per year teaching and/or service minimum. In such cases, the annual review must include a plan for engagement for the following academic year. These exceptions will be made at the discretion of the department chair. Faculty titles will not change for this period if an exception to the 25-hour contribution is granted. After three consecutive years of not meeting the teaching and/or service requirement, a faculty member's appointment will typically not be renewed.

4.6 NON-RENEWAL OF FACULTY APPOINTMENT

If it is decided that the faculty member's appointment will not be renewed at the conclusion of its term, the faculty member will be notified in writing of appointment non-renewal by the department chair at least one month prior to the expiration of the faculty member's appointment if holding an annual appointment and three months if holding a term appointment. The department chair will consult with the Senior Associate Dean for Academic and Community Affairs and the Dean at the time of any decision for non-renewal. Upon request to the chair, the faculty member will be informed of the reason for nonrenewal and may request reconsideration. If the chair determines the decision is not open to reconsideration, recommendation for non-renewal will be taken to the Board of Directors for approval or non-approval. The decision not to renew is final without appeal, although other standard KPSOM policies may apply, such as the policy relating to complaints of any form of discrimination.

4.7 PROMOTION

A faculty member who wishes to be considered for promotion should notify the department chair and submit to the chair a current CV ideally in the school's format and a narrative documenting contributions to the mission, vision, and values of the school. The department chair will consider whether the candidate's accomplishments meet the criteria for promotion and may consult other members of the department, external evaluators, and school leadership as appropriate.

If, upon review of the submitted materials, the department chair decides to recommend the candidate for promotion, the chair submits a dossier as described below to the OFA. If the candidate for promotion is a department chair, the dossier will be assembled by the Senior Associate Dean for Academic and Community Affairs, who will submit the dossier directly to the Dean for initial review, prior to forwarding it to the OFA.

The OFA will review the dossier for completeness; candidates and department chairs will be advised after an initial review of any additional materials, documentation, or modifications required. Completed dossiers will be forwarded to the AP Committee. The AP Committee formally reviews promotion candidates based on the annual AP Committee meeting schedule. The recommendations of the AP Committee are advisory to the Dean and the school Board of Directors. No promotion is approved until these additional reviews are complete.

Once all approvals have been received, the OFA will issue a formal letter of promotion on behalf of the Dean. The promotion is not active until such letter has been issued. The faculty member is expected to acknowledge the promotion within 30 days in writing.

If the dossier is not approved at any stage of the process, the dossier will be referred to the department chair for further discussion with the OFA, the Office of Academic and Community Affairs, and the Dean. In the event a promotion is denied, the department chair must allow a

minimum of one year from date of denial before resubmitting a refreshed dossier for consideration.

Candidates and their department chair have the right to withdraw, without penalty, the candidacy for promotion at any stage in the process. Requests for withdrawal will be made in writing to the OFA.

A complete dossier for promotion to all ranks includes:

- Department chair nominating letter documenting the individual's accomplishments, contributions to KPSOM, and their record of teaching, service, scholarship, and level of reputation.
- Candidate's current CV, preferably in the [school's format](#)
- Candidate narrative describing teaching, service, and scholarship, and a description of how their efforts support the school's educational mission, vision, and values
- Student and peer evaluations of teaching, when available.
- Completion of Reference Form (the required number of referees is based on rank):
 - Assistant Professor: two references
 - Associate Professor: three references
 - Professor: five references

References should be individuals familiar with the candidate's academic accomplishments. For Professors and Associate Professors, at least one reference must not have collaborated with the individual in the past five years, worked with the candidate, or been employed by or appointed at the same institution during the time the candidate was at that institution. References should typically hold the academic rank under consideration or higher. The department chair identifies the potential references; the OFA solicits the input from all references and shares the feedback with the department chair.

For PMG-affiliated faculty only:

- Proof of continued and active PMG employment, active partner status, or active shareholder status; for SCPMG physicians, this may include hours worked in SCPMG
- Appropriate PMG performance data as agreed upon between the PMGs and the school

For KFHP/H-affiliated faculty only:

- Proof of continued and active KFHP/H employment
- Appropriate KFHP/H performance data as agreed upon between KFHP/H and the school

4.8 EMERITUS/A APPOINTMENT

Faculty in good standing who meet the criteria for emeritus/a appointments as outlined in section 2.1 may be nominated by their department chairs in a letter to be presented to the Dean. Criteria to be considered for such nomination include prior service to the school and anticipated engagement with the school following retirement. If an emeritus/a title is supported by the Dean, it will be presented to the Board of Directors for consideration.

4.9 SECONDARY APPOINTMENT

In rare circumstances, faculty may be considered for appointment in a second department based on their background and the expectation that they will make significant contributions to teaching, research, and/or service in both departments.

In such cases, one department will be identified and serve as the primary department responsible for the individual's compensation (if applicable), space, career advancement, leaves of absence, reappointment, and promotion. While the secondary appointment may have a later start date than the primary appointment, the secondary appointment will be coterminous with the primary appointment for as long as the relationship exists.

To recommend primary and secondary appointments or promotions simultaneously, each department should follow the process for initiating an appointment, as defined in this handbook. Both recommendations should be presented by the department with primary responsibility for the individual, in one single dossier.

The faculty member must meet the criteria for the same rank in both departments. In their nominating letters, both department chairs should outline a rationale for the two appointments and describe the level of effort in each department. Promotion may not proceed solely in one department.

If an appointment has already been made in one department, the second department should follow the regular appointment or promotion process and include documentation that the first department agrees with the request for a second appointment. In cases where the intent of both department chairs is to have the second department become the faculty member's primary department, the appointment dossier should include a request for transfer of primary department. The request must be clearly documented in all materials.

When the appointments are up for renewal, both departments will be equally responsible for providing supporting documentation for reappointment.

If the appointment in the primary department is terminated or not renewed, the appointment in the secondary department will automatically terminate unless the primary appointment has been transferred to the secondary department. Termination or non-renewal in the secondary department will not necessarily impact the appointment in the primary department.

4.10 DEPARTMENTAL TRANSFER

A change in a faculty member's primary department affiliation may be appropriate when the change reflects a change in their scope of activities at KPSOM. If the new department chair supports the transfer, the chair will submit the following to OFA:

- Department chair transfer request letter documenting the title requested, dates of new appointment, description of role, reason for transfer, and for those at rank below Professor, name of mentor in the new department if available
- A written approval from the releasing department

Typically, transfers are effective on the first day of the transfer request month. Faculty will be notified in writing when the transfer is approved.

4.11 FACULTY LEAVE

Faculty may request a leave of absence for up to one year for academic, personal, or other reasons. Only in exceptional cases may a second year of leave be considered. Requests for leave should be presented in writing with as much lead time as possible to the department chair. If the department chair decides a leave of absence is feasible, they will submit the original faculty request and a letter of support to the Senior Associate Dean for Academic and Community Affairs for review. In the case of school employees, this information will also be shared with the Office of Human Resources. Faculty leaves will be considered in light of the overall academic needs of the school and cannot be guaranteed except when required by law. Faculty employed by the school who seek a medical or family leave of absence or other leave that may be protected by law should consult the school's medical and family leave policies regarding the process for requesting leave. Faculty affiliated with a PMG should consult the policies applicable to the PMGs regarding the process for requesting leave and notify the school concerning any request for a related leave from their faculty appointment. Faculty who do not return to work as a faculty member after an approved leave period will be considered to have resigned their faculty appointment (and in the case of a school-employed faculty member, their employment). While on leave, a faculty member should refer to their title as per the following example:

- Associate Professor of Health Systems Science (on leave 2020)

4.12 REINSTATEMENT OF APPOINTMENT AFTER SEPARATION

An individual who previously held a faculty appointment and who is approved to return to the school after being away two years or less may be reinstated at their prior rank if recommended by the department chair to the Dean. If the period of separation from the school is greater than two years, the individual may be considered for an appointment; however, the process for initial appointment will apply.

4.13 RESIGNATION

Faculty may resign from their faculty appointment and employment prior to the end of the term by providing the applicable department chair with at least one month advance written notice of the faculty member's intention to resign.

4.14 TERMINATION OF FACULTY APPOINTMENT

KPSOM may terminate a faculty appointment before its designated end date only for cause, as specified in this section. A department chair or the Learning Environment and Professionalism Committee may make such a recommendation for appointment termination to the Dean. If the recommended termination action is for a direct report of the Dean, the process will be initiated by the Dean. This section does not apply to the termination of administrative roles such as

department chairs, associate deans, and others whose appointments are discretionary (subject to any contractual terms that may exist in individual cases). Ultimately, decisions to terminate a faculty appointment are made by the Board of Directors.

4.14.1 CAUSE

A faculty appointment may be terminated for cause. Adequate cause for appointment termination will be related directly and substantially to the fitness of the faculty member in their role as an educator, researcher, administrator, and/or medical professional. KPSOM reserves the right to place the faculty member on an administrative leave during any period of investigation by LEAP or the department chair related to the potential termination of an appointment. Such a termination will not be used to restrain a faculty member in their exercise of academic freedom as described in the Policy Library.

The Dean will provide written notification to the faculty member of the potential appointment termination only if the Dean finds that LEAP or the department chair has demonstrated one or more of the following circumstances, each of which constitutes cause for termination of a faculty appointment:

- Failure to perform the responsibilities of the faculty member's role despite being aware of those responsibilities
- Serious violation of the rights and freedoms of students, faculty, or staff
- Unethical professional behavior related to teaching, scholarship or research, service, and/or unethical professional behavior related to the general standard of performance expected of a faculty member, and/or unethical professional behavior as dictated by the profession generally
- In the context of scholarship or research, misconduct, as defined by federal policy, including fabrication, falsification, or plagiarism
- Conviction of a crime directly related to the faculty member's fitness to practice their profession and/or any crime that involves moral turpitude or other conduct that the school could reasonably expect to have an adverse impact on the business or reputation of the school or on the school community of students, faculty, and staff
- Falsification or misrepresentation of credentials or academic experience
- Failure to complete applicable appointment procedures or any other prerequisites to appointment
- Failure to comply with the school's Education Verification or background check policy
- Suspension or revocation of required professional licensure and/or certification
- Loss of right to reside or work within the United States
- Extensive malpractice history, being or becoming uninsurable based on clinical performance or fitness to practice their profession
- Exclusion from participation in a government healthcare or research program
- Failure to comply with the school's drug and alcohol policies
- Fraud or dishonesty with respect to the school's students, faculty, employees, affiliates, or vendors
- Violation of any applicable school, department, or other policies or compliance standards for faculty, including those in the Faculty Handbook or the school's Policy Library
- Failure to comply with the school's firearms policy
- For a PMG physician, termination of the physician from their PMG status

- Any other action that causes a loss in confidence by the school regarding fitness or ability to perform the faculty position, as reasonably determined by the Dean

A faculty member has the right to obtain personal legal counsel at their own expense regarding any appointment termination action by KPSOM. For termination actions involving PMG-affiliated faculty, the school will inform the relevant PMG administrator of the action to consider termination and will provide relevant status updates regarding the determination. For termination actions involving KFH/P employees, the school will inform the relevant KFH/P administrator of the action to consider termination and will provide relevant status updates regarding the determination. Termination of a faculty appointment for a faculty member employed by the school will result in termination of employment by the school at the same time.

The faculty member will have 30 calendar days to respond in writing to the Dean after receipt of a letter which articulates the reason(s) for the recommendation to the Dean of termination for cause. In this written response to the Dean, the faculty member may request an appeal of the recommendation to the Faculty and Student Appeals (FASA) Committee. An appeal will be considered by the FASA Committee if the faculty member can demonstrate that new evidence has become available since the recommendation of termination was made by LEAP or the department chair, there was a procedural error by LEAP or the department chair, or there was bias in the process used by LEAP or the department chair. If the FASA committee agrees there are grounds for appeal, they will review the materials submitted to the Dean, including the information provided by LEAP or the department chair and the request for review from the faculty member, and will have the opportunity to interview the faculty member. The FASA committee will have 30 calendar days from receipt of the request for appeal to complete their review and provide their determination to the faculty member and the Dean unless they inform the faculty member and the Dean in writing of the need for a longer review period. Recommendations by the FASA committee are considered peer-reviewed recommendations, are advisory only, and do not imply any legal decision.

The faculty member has 30 calendar days to respond in writing to the Dean regarding the recommendation of the FASA committee. After considering the faculty member's response and the FASA committee's recommendation, the Dean will inform the faculty member, in writing, of their assessment.

A determination by the Dean to recommend dismissal of a faculty member before the end of a specified term will be initiated only after the Dean has reviewed the circumstances with the Board of Directors. Once approved by the Board, the determination is final.

4.14.2 FINANCIAL CONSTRAINTS OR DISCONTINUATION OF PROGRAM OR DEPARTMENT

A faculty appointment may be terminated as the result of financial constraints or discontinuation of a program or department of instruction. Faculty holding annual appointments will receive 1 month's written notice; those holding term appointments will receive 3 months' written notice. There is no opportunity to appeal such terminations.

4.14.3 OTHER ACTIONS

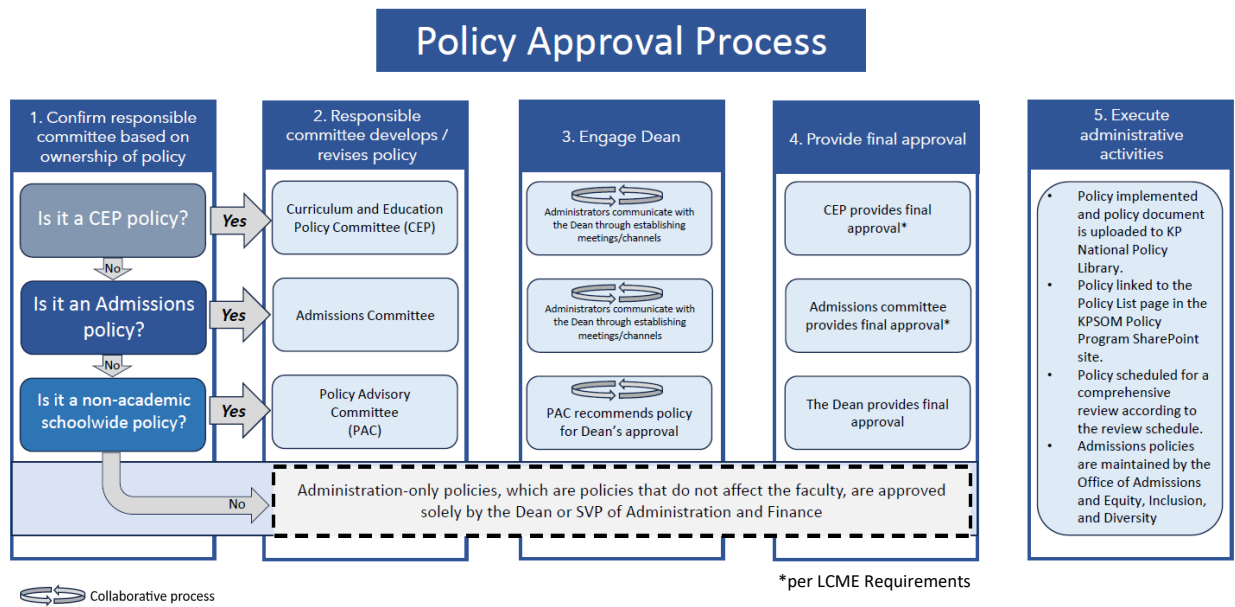
Action less than termination of the faculty appointment may be taken when determined by the school to be necessary in the circumstances, including, but not limited to, oral or written counseling or warning, reprimand, or temporary suspension with or without pay.



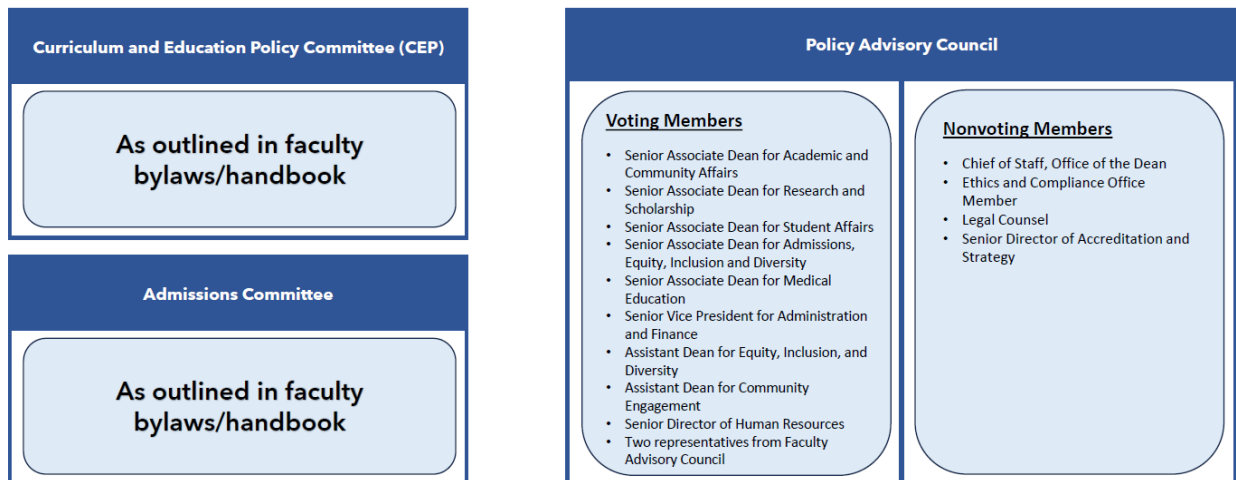
SECTION 5. Policies and protocols

5.1 PROCESS FOR ESTABLISHING POLICIES

Faculty play a key role in the development of policies for the school. As outlined below, faculty are engaged in the development, revision, and approval of all policies that address the academic, educational, and admissions processes through the standing committee structure and the representatives of the Faculty Advisory Council on the Policy Advisory Committee.



Composition of Committees



5.2 AVAILABILITY AND APPLICABILITY OF SCHOOL POLICIES

Faculty may access approved school policies by connecting to kpnational.policytech.com and selecting “School of Medicine” from the upper left corner drop-down for “Sites.” Policies can also be accessed through the KPSOM [Faculty Portal](#). Faculty will find that many of the policies developed for the school align with enterprise-wide policies for Kaiser Permanente (KP) and reflect the guiding philosophy of the organization’s Principles of Responsibility. While many KP national policies do not typically apply to clinicians of the Permanente Medical Groups (PMG), the school has, when relevant, identified those national policies that apply to PMG clinicians when they are functioning in their faculty roles for the school.

Not all policies are posted on the site. Urgent policies, such as recent expectations for COVID-19 prevention and Temporary Remote Work requirements, may be shared by email. Therefore, faculty are expected to remain current with their school email.

5.3 FREQUENTLY ACCESSED POLICIES

The following list is neither comprehensive nor exhaustive. Rather, it reflects policies that faculty frequently access. All faculty are responsible for familiarizing themselves with the full range of policies that apply to faculty. A policy being included on this list does not indicate that it is of greater significance than one that is not. Likewise, the omission of a policy from this list does not suggest that it is of lesser importance to the role of a faculty member. Policies included here are simply highlighted for convenience.

5.3.1 ACADEMIC FREEDOM

This policy affirms that faculty are supported in their efforts to conduct scholarly activities, such as research, disseminating and publishing their findings, and teaching within the curriculum as set forth by the Curriculum and Education Policy Committee and the Dean.

<https://kpnational.policytech.com/dotNet/documents/?docid=6412>

5.3.2 EQUITY, INCLUSION, AND DIVERSITY

This policy asserts the fundamental commitment of the school community to equity, inclusion, and diversity.

<https://kpnational.policytech.com/dotNet/documents/?docid=7107>

5.3.3 FACULTY GRIEVANCE

This policy describes how faculty can raise concerns regarding violations of school policy or codes of professional conduct and pursue informal or formal resolution.

<https://kpnational.policytech.com/docview/?docid=6453>

5.3.4 NON-DISCRIMINATION, HARASSMENT-FREE ENVIRONMENT, AND NON-RETALIATION

This policy articulates the protections of all members of the community from discrimination, harassment, and retaliation and provides information for redress of concerns related to these.

<https://kpnational.policytech.com/dotNet/documents/?docid=7361>

5.3.5 POSITIVE LEARNING ENVIRONMENT AND STUDENT MISTREATMENT

This policy describes the intention for maintaining a supportive environment conducive to learning and provides examples of behaviors that are prohibited.

<https://kpnational.policytech.com/dotNet/documents/?docid=7071>

5.3.6 RESTRICTED RELATIONSHIPS

This policy outlines the limitations on personal, familial, and clinical relationships between faculty and those over whom they might have authority, such as students and staff.

<https://kpnational.policytech.com/dotNet/documents/?docid=7101>

5.3.7 SEX DISCRIMINATION, SEXUAL HARASSMENT, AND OTHER SEXUAL MISCONDUCT

This policy describes expectations for behavior as anticipated by Title IX and the mechanisms for addressing violations.

<https://kpnational.policytech.com/dotNet/documents/?docid=6883>

5.3.8 STUDENT CODE OF CONDUCT

This policy outlines the conduct required of students during their tenure at the school.

<https://kpnational.policytech.com/dotNet/documents/?docid=9239>

5.4 POLICY QUESTIONS AND MODIFICATION

Those with questions, suggestions, or concerns regarding school policies may contact the Office of Faculty Affairs (KPSOMFacultyAffairs@kp.org), the Policy Program Office (KPSOMPolicyProgram@kp.org), or the representatives of the Faculty Advisory Council who service on the Policy Advisory Committee (KPSOM_FacultyAdvisoryCouncil@kp.org).

The Kaiser Permanente Bernard J. Tyson School of Medicine reserves the right to implement changes to school policies or procedures at any time.

APPENDIX

STANDING COMMITTEES

Overview

The following constitute the standing committees of the Faculty of Medicine:

1. Admissions Committee
2. Appointments and Promotions (AP) Committee
3. Curriculum and Education Policy (CEP) Committee
4. Equity, Inclusion, and Diversity Advisory (EIDA) Committee
5. Faculty Advisory Council (FAC)
6. Faculty and Student Appeals (FASA) Committee
7. Learning Environment and Professionalism (LEAP) Committee
8. Student Progress and Promotion (SPP) Committee

All committees are advisory to the Dean of the Kaiser Permanente Bernard J. Tyson School of Medicine except for the Admissions Committee, the decisions of which are final, and the CEP Committee, which operates independently within the scope given to it by the Dean and Chief Academic Officer to carry out the education strategy of the school.

All faculty members with voting privileges are eligible to serve on committees and may nominate themselves or other voting faculty members for service. The FAC will facilitate the nomination process. In some instances, faculty are identified by their department chair or the Dean and appointed to serve on committees. All selected positions for standing committees and their subcommittees will be approved by the Dean. Selection of members to standing committees will be based on factors such as meeting a required membership category for the committee, expressed interest, experience, and commitment to attend meetings and fulfill the charge of the committee, among other factors. If the required membership is not achieved through the initial nomination and election process, additional candidates who meet the committee qualifications may be considered.

Committee members serve terms as stipulated for each committee. Terms usually align with the academic year calendar and become effective on July 1 and end on June 30, unless otherwise specified. Faculty may serve on more than one standing committee unless prohibited by the charge of the committee.

Ex officio members represent the offices in which they serve, not the academic departments in which they may be appointed. Ex officio members' appointments to committees are contemporaneous with their holding the role for which they were appointed. Ex officio members may vote unless a committee's policies and procedures expressly prohibit such voting.

Members may not be represented by alternates unless specifically stipulated as an option within the policies and procedures of the respective committee. An appointed or selected member of a standing committee who is absent for four consecutive meetings, or who fails to attend over one-half of the scheduled meetings of the committee within an academic year, may be replaced on the recommendation of the committee chair after discussion of the matter with that member and the Dean. The replacement will serve through the end of the departing member's term.

COMMITTEE CHAIRS

Unless otherwise specified, standing committees select a potential chair from the voting faculty members on the committee and recommend the appointment as chair to the Dean. The Dean ultimately selects the chair. Individuals may not concurrently serve as chair of more than one standing committee. Unless specified differently in the committee charge, all committee chairs will serve for an initial one-year term that may be extended to a three-year term at the successful completion of the first year of service, for a total of three years of service. As a rule, the Dean will not chair standing committees. Committee chairs will submit an annual report of committee activities to the FAC at the close of each academic year.

ADMISSIONS COMMITTEE

Charge and responsibilities

The Admissions Committee ensures, on behalf of the faculty, that the requirements for student admission to the Kaiser Permanente Bernard J. Tyson School of Medicine's Doctor of Medicine (MD) program are met. The Admissions Committee determines which candidates, among the pool of qualified applicants, will be admitted. All decisions made by the committee are final.

The committee will provide an annual report containing admissions statistics for the immediately preceding entering class to the Faculty Assembly each academic year. The committee may be called upon to provide additional informal updates to faculty and leadership as needed.

Meetings

The Admissions Committee will meet regularly from the opening of American Medical College Admissions Service (AMCAS) applications until all seats for the incoming class are filled. Additional meetings of the Admissions Committee will be convened as needed to review issues related to the Admissions Committee, processes, review of applications, and consideration of wait-listed candidates. The Admissions Committee receives an annual orientation to the admissions process, including conflict of interest training. Admissions Committee members must recuse themselves from the deliberation and/or voting processes for any applicant presenting an actual or apparent conflict of interest.

A quorum is defined as ten voting members and is required for the committee to make decisions.

Committee leadership

The Senior Associate Dean for Admissions and Equity, Inclusion, and Diversity will chair the Admissions Committee. When unable to attend, the chair may appoint another committee faculty member to lead the Admissions Committee meetings.

Executive Committee

The Executive Committee is a subcommittee of the Admissions Committee. It is composed of 3 members from the Admissions Committee: the chair of the Committee and 2 Committee members selected by the chair. The Executive Committee is formally charged by, and receives its authority from, the Admissions Committee to make selections of wait-listed applicants for admission and make final admissions decisions on MD/PhD candidates. The Admissions Committee determines the selection criteria for wait-listed applicants that is used by the Executive Committee. The waitlist is unranked, and students are admitted from the waitlist based on the selection criteria developed by the Admissions Committee in alignment with KPSOM's vision and core values.

Membership

In the current state, using as inclusive a process as possible to ensure diversity and equity of membership, the Admissions Committee is composed of 17 members total, with 12 voting faculty members, the committee chair (with vote), 3 students sharing 1 vote, and 1 non-voting ex officio member, the Assistant Dean for Equity, Inclusion, and Diversity.

VOTING MEMBERSHIP					NON-VOTING MEMBERSHIP	TOTAL		
Selected Student Members	Selected by	Selected Faculty Members	Selected by	ex officio Member	ex officio Member	Voting	Non-Voting	Total
Sharing one vote (3)	Dean and Senior Associate Dean for Admissions and Equity, Inclusion, and Diversity	At least one representative from each department (12)	Dean	Senior Associate Dean for Admissions and Equity, Inclusion, and Diversity (1)	Assistant Dean for Equity, Inclusion, and Diversity (1)	14	3	17

Term commitment

Student committee members typically serve for a term of one year. Faculty committee members typically serve for a term of three years.

Maximum term for committee members other than ex officio members: Two consecutive terms for faculty for a total of 6 years.

After a one-year hiatus, faculty members are eligible for reselection to the committee. Membership terms will be staggered so that no more than one-third of the members will be replaced each year.

APPOINTMENTS AND PROMOTIONS (AP) COMMITTEE

Charge and responsibilities

The Appointments and Promotions (AP) Committee advises the Dean on the appointment and promotion of faculty. The appropriate department chair provides the AP Committee with their recommendation for appointment or promotion of their faculty to an academic rank. Appointment or promotion to the ranks of Assistant Professor, Associate Professor, and full Professor must be reviewed by this committee.

Meetings

The committee will meet at scheduled intervals. The committee may be called upon to meet on an ad hoc basis as needed for new faculty recruitment and hiring.

A **quorum** is defined as at least 50 percent of the voting members and is required for all decisions.

Committee leadership

The Senior Associate Dean for Academic and Community Affairs will serve as committee facilitator. When unable to attend, the committee facilitator may appoint another committee member to lead the AP committee meetings.

Membership

Using as inclusive a process as possible to ensure diversity and equity of membership, the AP Committee will be composed of 13 members total, with 12 voting faculty members. All members of this committee, by virtue of their role reviewing promotion dossiers, must be at the rank of Associate Professor or full Professor. The Dean will select representatives from each of the three academic departments.

VOTING MEMBERSHIP		NON-VOTING MEMBERSHIP	TOTAL		
Selected Faculty Members	Selected by	<i>ex officio</i> Member	Voting	Non-Voting	Total
Four per department (12)	Dean	Senior Associate Dean for Academic and Community Affairs (1)	12	1	13

Term commitment

Committee members, other than ex officio members, typically serve for a term of three years.

Maximum term: Two consecutive terms (six years).

After a one-year hiatus, members are eligible for reselection to the committee. Membership terms will be staggered so that no more than one-third of the members will be replaced each year.

CURRICULUM AND EDUCATION POLICY (CEP) COMMITTEE

Charge and responsibilities

The Curriculum and Education Policy (CEP) Committee is charged by the Dean as the Chief Academic Officer (CAO) to carry out the education strategy of the school. The CEP Committee has responsibility for the overall design, management, integration, evaluation, and enhancement of a coherent and coordinated curriculum. The CEP Committee ensures that the faculty align the medical education program objectives with the Mission, Vision, and Values of Kaiser Permanente Bernard J. Tyson School of Medicine, and that the program meets Western Association of Schools and Colleges Senior College and University Commission (WSCUC), California Bureau for Private Postsecondary Education (BPPE), and Liaison Committee on Medical Education (LCME) accreditation and licensing standards to award the MD degree.

The CEP Committee has the responsibility in the following areas:

- Establishing an academic calendar
- Establishing technical standards for student admission and retention at the school
- Establishing curricular and graduation requirements for the MD degree
- Establishing and approving education program outcomes
- Evaluating and approving learning- and session-level objectives for courses
- Sequencing curricular content across and between courses and phases
- Maintaining and utilizing a map of the curriculum
 - Ensuring that outcomes, objectives, and assessments are linked
 - Identifying gaps and unplanned redundancies
- Integrating curricular content for courses, phases of the curriculum, and the curriculum as a whole
- Developing policies for the education program
- Conducting periodic evaluation of all courses, phases of the curriculum, and the curriculum as a whole
- Receiving and generating recommendations for continuous quality improvement initiatives for the medical education program
- Monitoring implementation and outcomes of continuous quality improvement initiatives for the medical education program
- Meeting accreditation and licensing standards
- Managing student experiences within the curriculum
- Establishing, monitoring, and maintaining comparability across settings and sites

Procedures

Any recommendations from a CEP subcommittee must be reviewed and approved by the CEP Committee. The CEP Committee approval is required for decisions related to educational program outcomes, course objectives, curricular content, assessment methods, standard setting, academic workload or duty hours, and major shifts in pedagogy. Any other significant decisions related to the medical education program, such as policies, duration of education program, or standard of achievement must also receive CEP Committee approval. The CEP Committee provides quarterly reports with updates to the Dean as CAO.

Meetings

The CEP Committee will meet a minimum of 10 times per year.

A **quorum** is defined as more than 50 percent of the voting members and is required for all decisions.

Committee leadership

The Senior Associate Dean for Medical Education will chair the CEP Committee. When unable to attend, the chair may appoint another committee faculty member to lead the CEP Committee meetings.

Membership

Using as inclusive a process as possible to ensure diversity and equity of membership, the CEP Committee will be composed of 21 members total, with 10 voting faculty members, and a total of 12 voting members. The Dean selects the faculty members of the CEP Committee from the roster of all nominated candidates identified through the nominating process, which is coordinated by the Faculty Advisory Council. The department chair will be appointed by the Dean as a non-voting member. Students will be selected from the Student Curricular Board by the Dean and the Senior Associate Dean for Medical Education to serve on the CEP Committee. M2 and M4 students in the second year of their term will serve as voting members, while M1 and M3 students in the first year of their membership will serve as non-voting members although they can be designated by the chair as voting members should the M2 or M4 student voting member need to be absent.

VOTING MEMBERSHIP					NON-VOTING MEMBERSHIP					TOTAL		
Selected Student Members	Selected by	Selected Faculty Members	Selected by	<i>ex officio</i> Members	Selected Student Members	Selected by	Dept Chair	Selected by	<i>ex officio</i> Members	Voting	Non-Voting	Total
M2 and M4 (2)	Dean and Senior Associate Dean for Medical Education	Two representatives from each department (6)	Dean	Clinical Experience Subcommittee Chair (1) Integrated Sciences Subcommittee Chair (1) Longitudinal Coordination Subcommittee Chair (1) Assessment and Curricular Evaluation & Improvement Subcommittee Chair (1)	M1 and M3 (2)	Dean and Senior Associate Dean for Medical Education	(1)	Dean	Community Representative (1) Director of KPSOM Technology Services (1) Health Sciences Librarian (1) Senior Associate Dean for Admissions and Equity, Inclusion, and Diversity (1) Senior Associate Dean for Medical Education (1) (votes only if tie) Senior Associate Dean for Student Affairs (1)	12	9	21

Term commitment

Faculty committee members typically serve for a term of three years. Student committee members typically serve for a term of two years. Department chair committee members typically serve for a term of 2 years.

Maximum term for faculty: six consecutive years

After a one-year hiatus following the maximum two-term limit, faculty committee members are eligible for reappointment to the committee. Membership terms will be staggered so that no more than one-third of the appointed faculty members will be replaced each year.

EQUITY, INCLUSION, AND DIVERSITY ADVISORY (EIDA) COMMITTEE

Charge and responsibilities

The Equity, Inclusion, and Diversity Advisory (EIDA) Committee is responsible for advising the Dean on opportunities and challenges in meeting the school's equity, inclusion, and diversity (EID) goals. Members are responsible for bringing the interests and concerns of the school community to the committee's attention. In this way, the committee supports the interests of the students, faculty, staff, and the community through requesting and reviewing pertinent data, both internal and external, related to the school's culture, curriculum, community partnerships, and demographics.

Based on its review of data and outcomes, the EIDA Committee will engage in dialogue and discussion with the Dean and provide advice about key topics that support the school's commitment to EID. This committee will advise the Dean on the design and implementation of data-driven EID initiatives and the development and maintenance of a school culture that supports EID.

The Committee will convey its findings and provide an annual report of its activities to the Dean and the Curriculum and Education Policy (CEP) Committee. The annual report and a link to the Committee's minutes will be made available to the school.

Meetings

The EIDA Committee will meet a minimum of four times per year.

A **quorum** is defined as more than 50 percent of the voting members and is required for all decisions.

Committee leadership

The EIDA Committee will have two co-chairs. The Senior Associate Dean for Admissions and Equity, Inclusion, and Diversity will serve as one co-chair. The Committee will propose the second co-chair from among the other voting faculty members and recommend that appointment to the Dean for approval. The co-chair from the voting faculty will serve a one-year term.

Membership

Using as inclusive a process as possible to ensure diversity and equity of membership, the EIDA Committee will be composed of 13 members total, with seven voting faculty members, and a total of 12 voting members. Students will be selected by the Dean and Senior Associate Dean for Admissions and Equity, Inclusion, and Diversity from the student EID Committee. The committee will include one student in Phase 2 and one student in Phase 3 of the educational program.

VOTING MEMBERSHIP										NON-VOTING MEMBERSHIP	TOTAL		
Selected Student Members	Selected by	Appointed Staff Members	Appointed by	Appointed Community Member	Appointed by	Appointed <i>ex officio</i>	Appointed by	Selected Faculty Members	Selected by	<i>ex officio</i> Member	Voting	Non-Voting	Total
(2)	Dean and Senior Associate Dean for Admissions and Equity, Inclusion, and Diversity	(2)	Dean	(1)	Dean	Senior Associate Dean for Admissions and Equity, Inclusion, and Diversity (1)	Dean	Two representatives from each department (6)	Dean	Chief of Staff (1)	12	1	13

Term commitment

Student and staff committee members typically serve for a term of two years; faculty and community committee members typically serve for a term of three years.

Maximum term for committee members other than *ex officio* members: Two consecutive terms (staff: four years; faculty and community members: six years). Students will be limited to one term.

After a one-year hiatus, non-student members are eligible for reappointment to the committee. Membership terms will be staggered so that no more than one-third of the members will be replaced each year.

FACULTY ADVISORY COUNCIL (FAC)

Charge and responsibilities

The FAC serves as the general representative body of the Faculty of Medicine and advises the Dean on topics germane to the overall success of the school, including bylaws and faculty policies. The council receives reports regarding major functions of the school. It prepares the slate of nominated candidates for the other standing committees. Faculty may identify themselves by self-nomination or nomination by others. The FAC makes recommendations to the Dean and responds to inquiries from the Dean. The FAC elects the Faculty Executive Committee (FEC). The areas of the school for which the Board of Directors has oversight (such as the appointment of the Dean, management of financial resources, and others), are not in the purview of the FAC.

Meetings

The FAC meets at least six times per year.

A **quorum** is defined as more than 50 percent of the voting members and is required for all decisions.

Committee leadership

The FAC will elect a chair, vice chair, and secretary from among its members. Known as the Faculty Executive Committee (FEC), the leaders will set the FAC agenda and lead meetings, meet with the Dean periodically, and prepare minutes of the FAC to share with the Faculty Assembly. The chair of the FAC will report on FAC activities to the Faculty Assembly at least annually. The FEC will be elected annually at the beginning of the academic year. No member of the FEC may hold the same leadership position for more than three years without at least one year's hiatus before additional service.

When unable to attend, the chair may appoint another committee member to lead the FAC meetings.

Membership

Using as inclusive a process as possible to ensure diversity and equity of membership, the FAC Committee will be composed of 18 members total, with 13 voting faculty members.

VOTING MEMBERSHIP			NON-VOTING MEMBERSHIP	TOTAL		
Elected Faculty Members	Appointed Faculty Members	Appointed by	<i>ex officio</i> Members	Voting	Non-Voting	Total
Department of Biomedical Science (3)	(2)	Dean	Senior Associate Dean for Academic and Community Affairs (1)	13	5	18
Department of Clinical Science (3 core, 2 clinical)			Senior Associate Dean for Admissions and Equity, Inclusion, and Diversity (1)			
Department of Health Systems Science (3)			Senior Associate Dean for Medical Education (1)			
	Senior Associate Dean for Research and Scholarship (1)					
	Senior Associate Dean for Student Affairs (1)					

Term commitment

Committee members other than *ex officio* members are elected or appointed to serve for a term of three years.

Maximum term: Two consecutive terms (total of six years). After a one-year hiatus, previously term-limited members are eligible for reelection or reappointment. Membership terms will be staggered so that no more than one-third of the members will be replaced each year.

If an elected member is unable to fulfill the obligations of the role, misses four consecutive meetings, or misses over half of all meetings in a year, the FAC may initiate an election process to replace the individual serving in that specific position. If an appointed member is unable to fulfill the obligations of the role, misses four consecutive meetings, or misses over half of all meetings in a year, the Dean may appoint a replacement. Those who are elected or appointed to replace an original member will serve through the end of the departing member's term unless otherwise specified by the FAC.

FACULTY AND STUDENT APPEALS (FASA) COMMITTEE

Charge and responsibilities

The Faculty and Student Appeals (FASA) Committee addresses student and faculty appeals of adverse actions including recommendations for suspension, dismissal, or termination of appointments for cause. Matters for which appeals may be requested are set forth in the Student Corrective Action and Due Process Policy (KPSOM.SA.022) and Section 4.14 of the Faculty Handbook. The FASA Committee makes recommendations to the Dean regarding proposed actions, up to and including dismissal or termination, based on review of the evidence and reports from any committee or chair recommending the adverse actions.

Meetings

The FASA Committee meets on an ad hoc basis. A **quorum** is defined as at least four of the five voting members.

Committee leadership

The Dean will appoint a chair from among the voting membership. The chair will serve for an initial one-year term that may be extended to a three-year term at the successful completion of the first year of service, for a total of a three-year term.

When unable to attend, the chair may appoint another committee member to lead the FASA Committee meetings. Should the chair need to recuse themselves from review of a matter, the Dean will designate an alternative chair for consideration of that matter.

Membership

Using as inclusive a process as possible to ensure diversity and equity of membership, the FASA Committee will be composed of six members total, with five voting faculty members. No members may simultaneously serve on the Student Progress and Promotion (SPP) Committee or the Learning Environment and Professionalism (LEAP) Committee.

VOTING MEMBERSHIP				NON-VOTING MEMBERSHIP	TOTAL		
Selected Faculty Members	Selected by	Appointed Faculty Member	Appointed by	ex officio Member	Voting	Non-Voting	Total
At least one representative from each department (4)	Dean	Faculty Advisory Council Member (1)	Faculty Advisory Council	Senior Associate Dean for Academic and Community Affairs (1)	5	1	6

Term commitment

Committee members, other than the ex officio member, typically serve for a term of three years.

Maximum term: Two consecutive terms (total of six years).

After a one-year hiatus, members are eligible for reselection or reappointment. Membership terms will be staggered so that no more than one-third of the members will be replaced each year.

LEARNING ENVIRONMENT AND PROFESSIONALISM (LEAP) COMMITTEE

Charge and responsibilities

The Learning Environment and Professionalism (LEAP) Committee is responsible for setting and monitoring the standards of professional behavior for faculty, students, administrators, and others engaged in the Kaiser Permanente Bernard J. Tyson School of Medicine learning environment. The committee reviews all surveys and feedback regarding the learning environment and provides annual reports to the Dean and the Curriculum and Education Policy (CEP) Committee as a component of the school's continuous improvement planning.

The LEAP Committee will hear allegations of misconduct, ensure that due process is followed, and be attentive to the rights of all individuals involved. It will review allegations such as those which may point to serious lapses or unprofessional behavior and as needed, make recommendations to the appropriate leaders for action. Recommendations may include a detailed remedial or improvement plan for the individual. The committee will communicate findings and recommendations regarding the conduct of individual students to the Student Progress and Promotion (SPP) Committee or, for faculty, to the Dean as appropriate.

The LEAP Committee will ensure that all Kaiser Permanente Bernard J. Tyson School of Medicine policies and applicable Kaiser Permanente policies are adhered to in conducting its deliberations. Should allegations involve a faculty member employed by Kaiser Foundation Hospitals, Kaiser Foundation Health Plans, or the Permanente Medical Groups, the committee will notify and consult with the appropriate senior executive at the respective organization.

Faculty being reviewed for any breach in professionalism will inform their department chair in writing. The department chair will consult with the appropriate deans and other officials, including the chairs of the LEAP Committee as indicated, regarding the correct level of involvement of the faculty member in the school community, up to and including administrative leave, while the investigation is in progress.

Meetings

Meetings will be convened by the chairs or at the request of the Dean. The LEAP Committee will meet on a quarterly basis at a minimum.

A **quorum** is defined as more than 50 percent of the voting members and is required for all decisions.

Committee leadership

The LEAP Committee will be co-chaired by the Senior Associate Dean for Student Affairs and the Senior Associate Dean for Academic and Community Affairs. If the matter involves a faculty member, the Senior Associate Dean for Student Affairs will facilitate the LEAP Committee's review and deliberation; if the matter involves a student, the Senior Associate Dean for Academic and Community Affairs will facilitate the LEAP Committee's review and deliberation.

If the designated co-chair is unable to attend, they may designate another committee member to lead the LEAP Committee meeting.

Membership

Using as inclusive a process as possible to ensure diversity and equity of membership, the LEAP Committee will be composed of 12 members total, with seven voting faculty members.

VOTING MEMBERSHIP		NON-VOTING MEMBERSHIP	TOTAL		
Selected Faculty Members	Selected by	<i>ex officio</i> Members	Voting	Non-Voting	Total
At least two representatives from each department (7)	Dean	Senior Associate Dean for Academic and Community Affairs (1)	7	5	12
		Chief Compliance Officer (1)			
		Senior Associate Dean for Admissions and Equity, Inclusion, and Diversity (1)			
		Senior Associate Dean for Medical Education (1)			
		Senior Associate Dean for Student Affairs (1)			

Term Commitment

Committee members, other than the *ex officio* member, typically serve for a term of three years.

Maximum term for committee members who are not *ex officio*: Two consecutive terms for a total of six years.

After a one-year hiatus, members are eligible for reselection. Membership terms will be staggered so that no more than one-third of the members will be replaced each year.

STUDENT PROGRESS AND PROMOTION (SPP) COMMITTEE

Charge and responsibilities

The charge and responsibilities of the Student Progress and Promotion (SPP) Committee are set forth in the Student Disciplinary and Due Process Policy. In brief, the purpose of that policy is “to define and describe the role of the Student Progress and Promotions (SPP) Committee and other committees in decision-making regarding the evaluation of whether academic and technical standards and standards of professionalism and conduct have been met. This policy also defines the due process procedures for students facing adverse decisions.”

Meetings

The SPP Committee meets a minimum of six times per academic year. Special meetings may be called as necessary by the Senior Associate Dean for Student Affairs.

A **quorum** is defined as more than 50 percent of the voting members and is required for all decisions.

Committee leadership

The SPP Committee will identify, and recommend for approval by the Dean, a chair from among the seven voting members of the committee. The chair of the SPP Committee will serve for an initial one-year term that may be extended to a three-year term at the successful completion of the first year of service, for a total of three years of service.

When unable to attend, the chair may appoint another committee member to lead the SPPC meeting.

Membership

Using as inclusive a process as possible to ensure diversity and equity of membership, the SPP Committee will be composed of 11 members total, with seven voting faculty members.

VOTING MEMBERSHIP		NON-VOTING MEMBERSHIP	TOTAL		
Selected Faculty Members	Selected by	<i>ex officio</i> Members	Voting	Non-Voting	Total
At least one representative from each department (7)	Dean	Associate Dean for Assessment and Evaluation (1)	7	4	11
		Senior Associate Dean for Admissions and Equity, Inclusion, and Diversity (1)			
		Senior Associate Dean for Medical Education (1)			
		Senior Associate Dean for Student Affairs (1)			

Term commitment

Committee members, other than those serving in an *ex officio* capacity, typically serve for a term of three years.

Maximum term: Two consecutive terms (six years).

After a one-year hiatus, members are eligible for reselection to the committee. Membership terms will be staggered so that no more than one-third of the members will be replaced each year.

