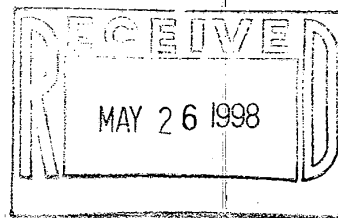


HOWARD UNIVERSITY

COLLEGE OF MEDICINE
OFFICE OF THE DEAN

May 12, 1998



All Faculty
College of Medicine
Howard University

Dear Colleagues:

The Howard University Board of Trustees upon the recommendation of the College of Medicine has approved two new non-tenure academic tracks for full-time faculty, a **Clinical Educator Track** and a **Research Track**. These proposed tracks are described below.

The **Clinical Educator Track** is intended for individuals whose primary interests are teaching and patient care and who will be evaluated accordingly. These individuals are not eligible for tenure but instead are given contracts of 2-5 years upon promotion to the rank of Clinical Associate Professor. The Clinical Educator Track is needed to attract and/or retain clinical faculty who will deliver health care services to an anticipated increased patient base, to provide flexibility in hiring faculty to fulfill specific needs in an increasingly competitive health care market, and to provide the breadth of faculty essential to teach students in ambulatory settings.

The **Research Track** is intended for individuals whose principal career interest is research. These faculty will enhance the College of Medicine's productivity in research and as a consequence would increase our external sources of funding. Appointments in this track will be by special contract, renewable annually or at specified times in conjunction with funding cycles, and will be dependent for the most part on the availability of grant or other outside support.

The **Clinical Educator and Research Tracks** do not replace any existing tracks or faculty appointments but are additional academic pathways to accommodate the objectives of the College of Medicine and the career interests of current and potential faculty. These new non-tenure tracks are academic in scope, and the productivity and performance of faculty occupying these positions will be formally evaluated by their peers and trainees.



**FACT SHEET
CLINICAL EDUCATOR TRACK
COLLEGE OF MEDICINE
1998**

- WHAT:** A non-tenured academic track for full-time College of Medicine faculty whose principal interests and/or duties are teaching and clinical practice. Individuals in the Clinical Educator Track will not be considered for tenure but will be eligible for contracts of up to five years in length upon promotion to Associate Professor. Prior to promotion to Clinical Associate Professor, individuals may be given 2 or 3 year contracts up to a total of 9 years. Those persons who do not achieve promotion will be entitled to a terminal year in the Clinical Educator Track.
- WHO:** Any full-time clinical faculty member who is not tenured, except (1) individuals in the terminal year of a probationary tenure track position and (2) temporary faculty who have been employed for more than six years. However, in the first year of implementation of the Clinical Educator Track, individuals in their terminal probationary year will be eligible, as will individuals who have been employed for more than six years. Individuals in these latter categories who enter the Clinical Educator Track will be given a maximum of three years to achieve promotion.
- WHY:** The Clinical Educator Track is needed to attract and retain clinical faculty who will place their primary emphasis on outstanding teaching and patient care, and who will be evaluated accordingly. Scholarly productivity will also be expected.
- HOW:** Eligible faculty should review announcements and information about the Clinical Educator Track. Any eligible faculty member who is interested in further exploring the Clinical Educator Track should make an appointment to discuss the matter with the department chairman. An application for the Clinical Educator Track will consist initially of a letter of interest, a curriculum vitae, and supporting documents. Applications must be evaluated and approved by the departmental Appointments, Promotions, and Tenure (APT) Committee, by the Department Chairman, by the College-Wide Appointments, Promotions, and Tenure (APT) Committee, and by the Dean before submission to the Vice President for Health Affairs. An appointment to the Clinical Educator Track becomes official when a Personnel Recommendation is approved by the University President. For promotion to Clinical Associate Professor in the Clinical Educator Track, individuals must have outstanding achievement in at least 5 of the following 7 categories: Specialty Board Certification; Teaching Experience and Proficiency; Scholarly Productivity; Leadership Roles; Educational Development; Memberships in Societies; and/or National Peer Recognition.

With regard to **teaching experience and proficiency**, the APT Committee will look for documentation in the following areas:

- a. Accurate description of the individual's average teaching contribution including number, levels, and kinds of classes taught; number of contact hours in each course; number of students in each class or course; ability to shape new teaching strategies; contribution to the effectiveness of the individual's and medical school's instructional activities in ways other than the classroom; attendance at national meetings; and delivery of lectures and consulting outside the University.
- b. Effectiveness of teaching should include information derived from the opinions of students and peers such as student evaluations; letters from students selected by the candidate; faculty colleague and chair evaluations of classroom performance; and course syllabi and other teaching materials.

Items to be considered for documentation of **leadership roles and service** will include but will not be limited to:

- a. Participation on Departmental/College/University committees or service to the Department, and in faculty development activities;
- b. Special assignments given by the Chair of the Department or higher administration officials with the knowledge of the Chair;
- c. Participation on editorial boards and other activities that serve the discipline;
- d. Membership and/or activities in professional organizations;
- e. Consulting and conducting grant and other reviews for agencies such as the National Institutes of Health (NIH);
- f. Patient care activities, including teaching rounds;
- g. Participation in clinical conferences, such as grand rounds and mortality conferences;
- h. Community service.

Evidence that the candidate is regarded as an expert by his or her peers at other institutions (**national peer recognition**) will consist of the following:

- a. Three (3) letters of recommendation from external reviewers whose academic rank is comparable to that being sought by the candidate.
- b. Invitations to be a visiting professor.
- c. Presentations to physician groups.
- d. Reviews of papers before publication.
- e. Election to honorary offices of local, national or international professional organizations.
- f. Participation in specialty society workshops, refresher courses, or panels.

With regard to **educational development and scholarly activity**, the following evidence will be considered:

- a. Publications in professional journals
- b. Grants and contracts received
- c. Certifications, fellowships, and advanced degrees earned
- d. Papers and lectures presented at professional conferences, invited symposia, and invited seminars
- e. Participation in reviewing manuscripts and grants
- f. Case presentations before physician groups
- g. Service on editorial boards
- h. Invited visiting professorship
- i. Participation in clinical conferences such as grand rounds and mortality conferences

WHEN: According to the time line for this year, applications to enter the Clinical Educator Track can be submitted to department chairs beginning July 1, 1998. Reviews of applications within the department should be completed within 30 days after submission.

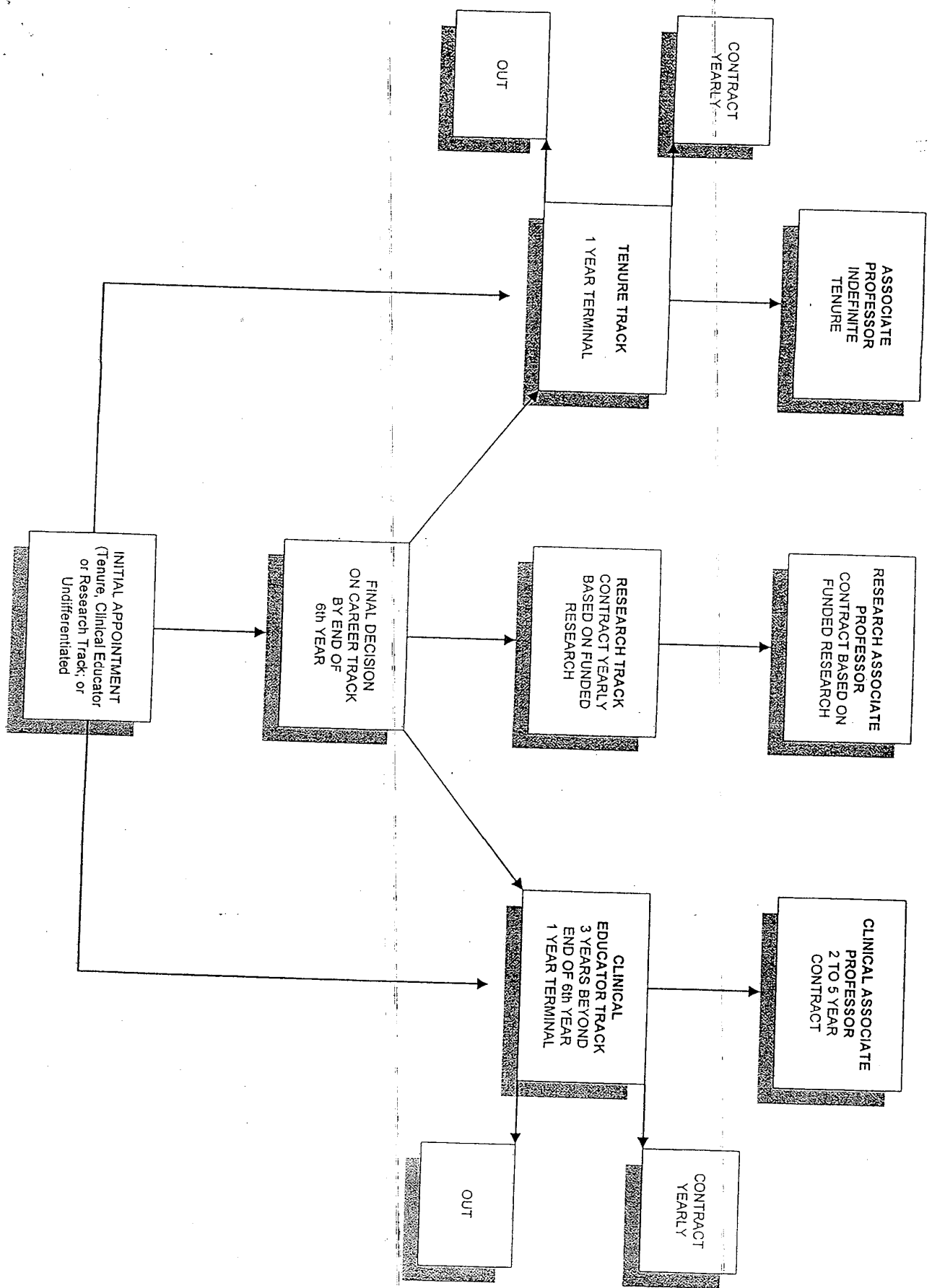
TIME LINE

*IMPLEMENTATION OF THE CLINICAL TRACK
COLLEGE OF MEDICINE*

1998

- May 15-July 1, 1998:** Chairs discuss Clinical Educator Track with eligible faculty
- July 1, 1998:** Applications for the Clinical Educator Track may be submitted to department chairs.
- June 30, 1999:** Last date that temporary faculty employed for more than six years and faculty in seventh year of a tenure track position can submit an application for the Clinical Educator Track.
- Other:** Department chairs and APT committees will have 30 days to review applications for the Clinical Educator Track after submission. All applications for the Clinical Educator track will also have to be reviewed by the College-wide APT Committee, by the Dean and Vice President, as well as by the Office of the Provost and by the President. The three-year period allowed for promotion to the rank of Clinical Associate Professor will start when the Personnel Recommendation for appointment to the Clinical Educator Track is approved.

CLINICAL EDUCATOR TRACK FLOW CHART



SUGGESTED QUESTIONS AND ANSWERS

CLINICAL EDUCATOR TRACK
COLLEGE OF MEDICINE

1.

Q. I am a temporary clinical faculty member on a year-to-year contract, do I *have to* apply for the Clinical Educator Track?

A. No. You may remain in your current status as long as you continue to be recommended by your department chairman and departmental APT committee, and your personnel recommendations are approved.

2.

Q. If I have been employed for six years or more and I am approved for the Clinical Educator Track, how long will I have to achieve promotion to the next rank?

A. Three years from the date that the personnel recommendation placing you in the Clinical Educator Track was approved.

3.

Q. If I am a temporary faculty member who enters the Clinical Educator Track and is not promoted within the time frame allowed, what happens to my employment status with the College of Medicine or Hospital?

A. You may be continued on a year-to-year appointment. Your status would, therefore, be the same as it was before you entered the Clinical Educator Track.

4.

Q. If I have been employed as a temporary faculty member for six years or more, can I still apply for the Clinical Educator Track?

A. Only if you apply within the first year of implementation (July 1, 1998-June 30, 1999).

5.

Q. If I am in my terminal (seventh) year of a tenure track probationary position, can I still apply for the Clinical Educator Track?

A. Only if you apply within the first year of implementation (July 1, 1998-June 30, 1999).

6.

Q. What is the maximum amount of time allowed for promotion to Associate Professor?

A. A combined total of nine years in the Clinical Educator Track.

7.

Q. What benefits are there to being in the Clinical Educator Track?

A. Contract protection for up to five years and a structured pathway to promotion that does not emphasize peer-reviewed research.

8.

Q. Why have a Clinical Educator Track?

A. The Clinical Educator Track is intended to attract and retain faculty to support the clinical enterprise of the Howard University Health Care System, to meet our teaching obligations at both the undergraduate and postgraduate levels, and to expand the instruction of students in community-based, ambulatory care settings.

9.

Q. Once I have entered the Clinical Educator Track, can I switch back to the Tenure Track?

A. Yes. If your initial appointment is in the Clinical Educator Track, then you may apply for an appointment to a Tenure Track position within the first six years. If your initial appointment is in the Tenure Track, or you are in a temporary position, and you subsequently enter the Clinical Educator Track, then you cannot switch back to the Tenure Track.

10.

Q. If my initial appointment is in the Tenure Track, when can I switch to the Clinical Educator Track.

A. During the early years of the probationary period, with approval. A final decision has to be made no later than the end of the sixth year.

11.

Q. If I am a temporary faculty member who has been employed for less than six years, when can I apply for the Clinical Educator Track.

A. You can apply at any time beginning July 1, 1998. However, a decision to apply has to be made no later than the end of your sixth year.

Date: May 12, 1998

RECOMMENDATION NO. 980154

TO THE PRESIDENT AND MEMBERS OF THE BOARD OF TRUSTEES:

It is respectfully recommended that the following non-tenure academic tracks be approved in the College of Medicine.

- 1 Clinical Educator Track
- 2 Research Track

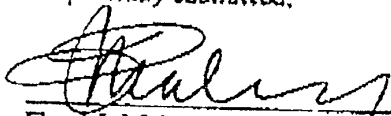
JUSTIFICATION

Individuals in the Clinical Educator Track will place their primary emphasis on teaching and clinical service. They will not be eligible for tenure, but instead will be given contracts of 2-5 years after promotion to the rank of Clinical Associate Professor. The Clinical Educator Track is needed to attract clinical faculty who will deliver health care services to an anticipated increased patient base, to provide flexibility in hiring faculty to fulfill specific needs in an increasingly competitive health care market, and to provide the breadth of faculty that are needed to teach students in ambulatory care settings. The current number of clinical faculty in tenure track positions is insufficient to meet these needs in the future. While the emphasis for hiring and promotion will be teaching and clinical service, faculty in the Clinical Educator Track will be strongly encouraged to pursue research alone or in conjunction with other investigators. As clinical activities of the University expand into the community because of the emphasis on primary health care and on the integration of health care services, clinical faculty to train students and residents in these ambulatory sites must be identified. Finally, since the College of Medicine is increasingly dependent on income from clinical services to support our teaching and research objectives, expanding our capacity to deliver health care services in the community by adding faculty in a Clinical Educator Track will increase our capability to generate revenue. Currently, more than 90 of the nation's 125 medical schools have some form of clinical educator track.

The second track proposed is a Research Track for individuals whose principal career interest is research. These faculty would enhance the College of Medicine's productivity in research and should be able to attract external grant funds. Appointments in this track would be by special contract, renewable annually or at specified times, and would be dependent on the availability of grant or other outside support. Individuals in this track also would not be eligible for tenure.

Each of these proposed tracks is described in more detail in the attached proposal that has been approved by the College of Medicine's Executive Committee and Faculty Senate, and has been reviewed by the Provost, the Office of the General Counsel, and the chair of the University's Faculty Senate.

Respectfully submitted,



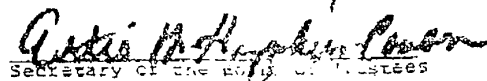
Floyd J. Malveaux, M.D., Ph.D.
Interim Vice President for Health Affairs
Dean, College of Medicine

Date

9/11/97

Approved by the
Board of Trustees, on

9/27/97



Gretta M. Hapler
Secretary of the Board of Trustees

SUMMARY

CLINICAL EDUCATOR AND RESEARCH TRACK PROPOSALS

COLLEGE OF MEDICINE
HOWARD UNIVERSITY

SEPTEMBER 1997

The Executive Committee and the Faculty Senate of the College of Medicine have approved two new non-tenure tracks, a **Clinical Educator Track** and a **Research Track**. These proposed tracks are described below:

The **Clinical Educator Track** is intended for individuals whose primary interests are teaching and patient care and who will be evaluated accordingly. These individuals would not be eligible for tenure but instead would be given contracts of 2-5 years after promotion to the rank of Clinical Associate Professor. The Clinical Educator Track is needed to attract clinical faculty to the College of Medicine who will deliver health care services to an anticipated increased patient base, to provide flexibility in hiring faculty to fulfill specific needs in an increasingly competitive health care market, and to provide the breadth of faculty that are needed to teach students in ambulatory settings. The current number of clinical faculty in tenure track positions is insufficient to meet these needs in the future. In addition, as it becomes necessary to expand our teaching and clinical activities into the community because of the emphasis on primary health care and on the integration of health care services, clinical faculty to train students and residents in these ambulatory sites must be identified. Currently, more than 90 of the nation's 125 medical schools have some type of clinical educator track.

The **Research Track** is intended for individuals whose principal career interest is research. These faculty would enhance the College of Medicine's productivity in research and consequently would increase our external sources of funding. Appointments in this track would be by special contract, renewable annually or at specified times in conjunction with funding cycles, and would be dependent for the most part on the availability of grant or other outside support.

The proposed Clinical Educator and Research Tracks do not replace any existing tracks or faculty appointments but are proposed as additional mechanisms to accommodate the objectives of the College of Medicine and the career interests of current and potential faculty. The proposed non-tenure tracks are academic in scope and the productivity and performance of faculty occupying these positions will be evaluated periodically by their peers and trainees.

These proposed tracks are described in more detail in the attached proposal that has been approved by the College's Executive Committee and Faculty Senate, and has been reviewed by the Provost, the Office of the General Counsel, and the chair of the University's Faculty Senate.

**PROPOSAL FOR A CLINICAL EDUCATOR TRACK (NON-TENURED)
COLLEGE OF MEDICINE
SEPTEMBER 1997**

PURPOSE

The purpose of the Clinical Educator Track (CET) is to recruit and retain full-time, fully-affiliated faculty in the clinical disciplines. It is intended to accommodate those faculty members who wish to place their primary emphasis on teaching and patient care. Clinical faculty based at Howard as well as those based at affiliated hospitals and other health care sites are eligible.

GUIDELINES

1. Primary emphasis will be on teaching and patient care.
2. Appointments will be for definite periods and promotions may be made to the ranks of clinical instructor, clinical assistant professor, clinical associate professor, or clinical professor.
3. Initial/probationary appointment as instructor or assistant professor will be for a period of two years (Faculty Handbook, 1993). No final decision regarding career pathway need to be made upon initial appointment. Initial appointment could be (1) Tenure Track; (2) Clinical Educator Track; (3) Research Track, or (4) Temporary.
4. At the end of the initial two-year appointment, faculty may request to be placed in either the tenure track or in the Clinical Educator Track, pending available funding. Faculty who received an initial tenure track (probationary) appointment may request probationary appointment in the Clinical Educator Track or to continue in the traditional tenure track. Reappointment may be made for either two or three years. For tenure track appointments, the maximum probationary period is seven years. At the end of the sixth year, a candidate for promotion in the Clinical Educator Track may be given an additional three-year appointment.
5. Assistant professors in the tenure track may apply for the Clinical Educator Track at anytime before their two or three year reviews or as late as the sixth-year review. Procedures for application will be detailed in the College of Medicine's Faculty Bylaws and will include review at the departmental level and by the Dean.
6. All faculty who are reviewed and denied promotion to associate professor with tenure may request another review for promotion in the Clinical Educator Track, if their sixth year coincides with the year of implementation of the Clinical Educator Track.

PROPOSAL FOR CLINICAL EDUCATOR TRACK

Page Two

September 1997

7. Clinical assistant professors seeking reappointment or promotion in the Clinical Educator Track will have the recommendation initiated by the department chair and by majority vote of the departmental APT committee members. The department's recommendation shall be submitted for consideration to the Dean and to the Chair of the College of Medicine's Committee on Appointments, Promotions, and Tenure (APT). Should the department chair's recommendation differ from that of the departmental APT committee, both shall be forwarded to the Dean for consideration.
8. All written information submitted in support of a recommendation for reappointment or promotion in the Clinical Educator Track must be reviewed by the department's chair and elected APT committee prior to submission of the recommendation to the Dean and the APT Committee of the College of Medicine.
9. Prior to appointment, initial appointments of clinical associate professors or clinical full professors in the Clinical Educator Track must be approved by the department chair, the department's APT committee, the College's APT committee, and the Dean of the College.
10. Individuals in the Clinical Educator Track (CET) will have annual evaluations as stipulated for all College of Medicine faculty.
11. Clinical Educator Track (CET) faculty will have voting rights in their respective departments and in the College, and may serve on faculty committees of the College.
12. Clinical Educator Track (CET) faculty will be eligible for appointment to any administrative office in the College, including department chair or dean.
13. Clinical Educator Track (CET) faculty will enjoy all the rights and privileges of academic freedom and responsibility, with access to the grievance procedures of the University.
14. Non-probationary appointments in the Clinical Educator Track are for definite periods from a minimum of two (2) years to a maximum of five (5) years.
15. Termination of employment for persons who have chosen and entered the Clinical Educator Track can be made because of 1) failure to maintain a balance of excellence in clinical and teaching performance; 2) failure to secure promotion to clinical associate professor by the end of the appropriate probationary period; 3) failure to provide the level of clinical service/practice funds consistent with that agreed upon by the faculty member, the department chair, and the Dean; 4) failure to comply with the rules and regulations of their faculty clinical practice plan (HUP) in which he or she must participate; 5) termination by the University of the clinical education or service program to which the individual belongs; or 6) "just cause" as determined by the University and stated in the Faculty Handbook (Section 2.8.5, 1993).

PROPOSAL FOR CLINICAL EDUCATOR TRACK

Page Three

September 1997

16. The mix of tenure track and Clinical Educator Track faculty in a department will be determined by the department chair and departmental Executive Committee and must be approved by the Dean. The percentage of the total clinical faculty in the Clinical Educator Track will comply with accreditation requirements and standards.

CRITERIA AND NOMENCLATURE:

The following definition of a professor is taken from the Faculty Handbook, 1993. With the exception of the research commitment, the same general principles will apply to clinical professor and clinical associate professor in the Clinician Educator Track as are applied to the same ranks in the tenure track.

Professor: This is the highest academic rank, the holder of which is a recognized leader who has a cumulative record of teaching effectiveness; peer-reviewed research publications or peer-reviewed creative activities appropriate to the discipline; professional development; and substantial service appropriate to the discipline.

Clinical Professor (Clinical Educator Track): Promotion to clinical professor in the Clinical Educator Track will place emphasis on achievement as a recognized leader of the highest caliber. It is expected that such individuals will be in the forefront of their field, "with a clear role in the national leadership and consistently contributing to the direction, dissemination, and adoption of changing approaches in their chosen field." This title will be given to those individuals who have attributes of the traditional academician, but who choose to concentrate on clinical rather than research performance. Candidates for clinical professor (Clinical Educator Track) must possess all of the qualifications of a clinical associate professor as listed on the next page. The APT Committee must look for continuing evidence of exceptional achievement in the areas of academic preparation, teaching experience and efficiency, and professional standing and performance. (Minimum Qualifications for appointment to the faculty of the College of Medicine" (1971).

Clinical Associate Professor (Clinical Educator Track): The same criteria will be applied to the rank of clinical associate professor (CET) as will be applied to the rank of clinical professor (CET) in order to judge whether the candidate for promotion has demonstrated sufficient accomplishment and distinction within his or her institution that will, with further time and sustained clinical teaching performance, support eligibility for promotion to the rank of clinical professor (CET).

PROPOSAL FOR CLINICAL EDUCATOR TRACK

Page Four

August 1997

Specifically, the individual must have leadership potential and comprehensive knowledge of his or her specialty as indicated by outstanding achievement in 5 of the following 7 categories:

Specialty Board Certification
Teaching Experience and Proficiency
Scholarly Productivity
Leadership Roles
Educational Development
Memberships in Societies
National Peer Recognition

DOCUMENTATION FOR REAPPOINTMENT AND/OR PROMOTION

With the assistance of the candidate, the following documentation will be sought:

1. A complete and updated curriculum vitae.
2. With regard to teaching, the APT Committee looks for documentation in the following areas:
 - a. Accurate description of the individual's average teaching contribution including number, levels, and kinds of classes taught; number of contact hours in each course; number of students in each class or course; ability to shape new teaching strategies; contribution to the effectiveness of the individual's and medical school's instructional activities in ways other than the classroom; attendance at national meetings; and delivery of lectures and consulting outside the University.
 - b. Effectiveness of teaching should include information derived from the opinions of students and peers such as student evaluations; letters from students selected by the candidate; faculty colleague and chair evaluations of classroom performance; and course syllabi and other teaching materials.

PROPOSAL FOR CLINICAL EDUCATOR TRACK

Page Five

September 1997

3. Items to be considered for documentation of service include but are not limited to:
 - a. Participation on Departmental/College/University committees or service to the Department, and in faculty development activities;
 - b. Special assignments given by the Chair of the Department or higher administration officials with the knowledge of the Chair;
 - c. Participation on editorial boards and other activities that serve the discipline;
 - d. Membership and/or activities in professional organizations;
 - e. Consulting and conducting grant and other reviews for agencies such as the National Institutes of Health (NIH);
 - f. Patient care activities, including teaching rounds;
 - g. Participation in clinical conferences, such as grand rounds and mortality conferences;
 - h. Community service.

4. Evidence as follows that the candidate is regarded as an expert by his or her peers at other institutions:
 - a. Three (3) letters of recommendation from external reviewers whose academic rank is comparable to that being sought by the candidate.
 - b. Invitations to be a visiting professor
 - c. Presentations to physician groups.
 - d. Reviews of papers before publication.
 - e. Election to honorary offices of local, national or international professional organizations
 - f. Participation in specialty society workshops, refresher courses, or panels.

PROPOSAL FOR CLINICAL EDUCATOR TRACK

Page Six

September 1997

5 Notification

- a. All faculty must be provided a copy of these new policies upon their approval by the Board of Trustees, as well as a copy of the current Faculty Handbook.
- b. Standards of Notice of Non-reappointment of Probationary, Tenure Track, Temporary, and Career Status Appointments shall comply with the Howard University Faculty Handbook (1993), sections 2 7.3.3 (c), (d), and (e).
- c. Faculty appointed to the Clinical Educator Track must be advised by letter of the specific time line requirements imposed by these policies, including the time allowed for promotion to Clinical Associate Professor.

**PROPOSAL FOR A RESEARCH TRACK (NON-TENURED)
COLLEGE OF MEDICINE
SEPTEMBER 1997**

PURPOSE.

The purpose of the Research Track is to recruit and retain faculty whose interest is primarily research and who have the capability of enhancing the College of Medicine's productivity in research.

GUIDELINES:

1. Primary obligation shall be the conduct of research in a defined area.
2. Shall not have regular or required teaching or clinical duties, but shall have the option of participating in teaching and/or clinical activities.
3. Teaching and/or clinical activities shall not substitute for research obligations.
4. Salary shall be defined by Departmental/College of Medicine standards.
5. Initial appointment may be made, with or without College of Medicine salary support, by "Special Contract" renewable annually or at specified times consistent with the appointee's grant or other support and/or the requirements of his or her sponsor.
6. Permissible ranks shall be Research Assistant Professor, Research Associate Professor, and Biomedical Research Professor
7. Appointees are subject to the same annual departmental review as is customary for other faculty.
8. Persons with initial appointments of two years or greater shall have voting rights in their primary department and in the Senate of the College of Medicine, and may serve on faculty committees of the College.
9. Appointees are eligible for appointment to any administrative office in the College of Medicine for which he or she is qualified and shall have access to the University's Grievance procedure

PROPOSAL FOR RESEARCH TRACK

Page Two

September 1997

10. Evaluation for promotion shall rely heavily on Section 2.4.2.4.2 (see below) of the University Faculty Handbook (1993) except that the number of external reviewers shall not be fewer than four (4)

2.4.2.4.2 of the Faculty Handbook

Research Competence: The candidate shall give evidence of recognized research competence as judged by persons in the field who are competent to evaluate the candidate's books, monographs, articles, research projects, or other aspects of creative productivity. Evaluations of research competence shall be secured from at least two competent persons outside the University.

11. As long as the person is productive, has financial support, and is hired on a "Special Contract," there is no necessity to have a mandatory termination date.
12. Termination date is dependent upon availability of grant funds
13. All faculty seeking appointment, reappointment or promotion in the Research Track will have the recommendation initiated by the department chair and by majority vote of the departmental APT committee members. The department's recommendation shall be submitted for consideration to the Dean and to the Chair of the College of Medicine's Committee on Appointments, Promotions, and Tenure (APT). Should the department chair's recommendation differ from that of the departmental APT committee, both shall be forwarded to the Dean for consideration
14. Notification
 - a. All faculty must be provided a copy of these new policies upon their approval by the Board of Trustees, as well as a copy of the current Faculty Handbook.
 - b. Standards of Notice of Non-reappointment of Probationary, Tenure Track, Temporary, and Career Status Appointments shall comply with the Howard University Faculty Handbook (1993), sections 2.7.3.3 (c), (d), and (e).
 - c. Faculty appointed to the Research Track must be advised by letter of the specific restrictions imposed by these policies, including that the termination date is dependent on availability of funding.

ATTACHMENTS

ATTACHMENT A:

Summary of proposed academic tracks, appointment status, and levels of effort in the College of Medicine.

ATTACHMENT B:

Decision Pathways for initial appointees (assistant professor or below) leading to the tenure, clinical educator, and research academic tracks.

ATTACHMENT C:

Implementation Plan for the Clinical Educator Track

ATTACHMENT A**SUMMARY OF PROPOSED ACADEMIC TRACKS**

PROPOSED TRACK	APPOINTMENT STATUS	LEVEL OF EFFORT
Tenure/Tenure Track	Indefinite/Probationary	Full-Time
Clinical Educator	Definite (2-5 year)/Probationary	Full-Time
Research	Definite (2-5 year)/Probationary	Full-Time
Contract	Temporary (1 year)	Full or Part-Time
Adjunct	Temporary	Part-Time

IMPLEMENTATION PLAN
 CLINICAL EDUCATOR TRACK
 COLLEGE OF MEDICINE
 HOWARD UNIVERSITY

	Temporary Appointment	Tenure Track Appointment
New Appointee	Initial appointment can be to the Clinical Educator Track or can be undifferentiated. Those with an undifferentiated appointment can apply for and be accepted into the Clinical Educator Track or the tenure track at any time within six years of initial appointment. For those with an undifferentiated appointment, it is suggested that the career track decision be made at end of two or three year appointments.	Can apply for and be accepted into Clinical Educator Track at any time within six years of initial appointment. It is suggested that the career track decision be made at end of two or three year appointments.
Presently Employed (Less than Six Years)	Can apply for and be accepted into the Clinical Educator Track at any time before the end of the sixth year. Up to three years will be allowed these persons to qualify for promotion to Associate Professor in the Clinical Educator Track. It is suggested that the career track decision be made at end of two or three year appointments.	Can apply for and be accepted into the Clinical Educator Track at any time before the end of the sixth year. Up to three years will be allowed these persons to qualify for promotion to Associate Professor in the Clinical Educator Track. It is suggested that the career track decision be made at end of two or three year appointments.
Presently Employed in Seventh Year	During first year after approval of the Clinical Educator Track, a faculty member in his or her seventh year of a temporary appointment can apply for the Clinical Educator Track. If approved, the faculty member will have up to three years to qualify for promotion to Associate Professor in the Clinical Educator Track. This option will not be available after the first year of implementation.	During first year after approval of the Clinical Educator Track, a person in the terminal year of a tenure track appointment can apply for the Clinical Educator Track. Up to three years will be allowed these persons to qualify for promotion to Associate Professor in the Clinical Educator Track. After the first year of implementation, persons in the terminal year of a tenure track appointment will not be allowed to apply for the Clinical Educator Track.
Presently Employed (More than Seven Years)	Will have up to three years to qualify for promotion to Associate Professor in the Clinical Educator Track or for tenure if proposal regarding the status of Medical Officers is approved. This option will not be available after the first year of implementation.	Not Applicable.

Important Note: Once a final decision is made regarding career track, it cannot be reversed.

