

G. FACULTY APPOINTMENTS

1. Non-tenured/Non-tenure track Appointments

Per the Faculty Bylaws, non-tenured appointments shall be made on the recommendation of the Head of the Academic Unit to the President of the College. The College-wide Faculty Appointments and Promotions (FAP) Committee reviews all requests for appointment at the rank of **Professor (non-tenured)** and **Associate Professor (non-tenured)** and makes its recommendations to the Academic Council, which in turn makes its recommendations to the Board of Trustees, prior to final confirmation of an appointment.

All other appointments to non-tenure track ranks, including Assistant Professor (non-tenure track) and Instructor, are approved by the President. Once the appropriate approvals are secured, the faculty employment agreement signed by the concerned Academic Unit leader(s)

of the College is the official offer made on behalf of the College. Although the Academic Unit may correspond with the candidate in order to outline the department's expectations of the new faculty member, the agreement signed by the concerned Academic Unit leader(s) is the official offer made on behalf of the College.

2. Tenure Track Appointments

New appointments to tenure track, regardless of level, must be approved by the President. Offer letters to tenure track faculty should be signed by the Chair and/or concerned Academic Unit leader(s) of the College, and copies of the signed faculty employment agreement (including seed schedules if relevant) should be maintained in the department, the Office of Faculty Affairs, and Records (Human Resources).

The faculty employment agreement signed by the concerned Academic Unit leader(s) is the official offer made on behalf of the College. Although Chairs and Section Chiefs will communicate with newly hired faculty about their recruitment offer, only the agreement signed by the concerned Academic Unit leader(s) is the official offer made on behalf of the College.

3. Tenured Appointments

New appointments to tenure, regardless of level, must be approved by the President of the College. Faculty employment agreements to tenured faculty should be signed by the Chair and/or concerned Academic Unit leader(s) and copies of the signed agreement (including seed schedules if relevant) should be maintained in the department, the Office of Faculty Affairs, Records (Human Resources) and the Office of General Counsel.

Appointments at the level of **Associate Professor (tenured)** or **Professor (tenured)** require review and approval by the FAP Committee, the Academic Council, and the Board of Trustees. Once the appropriate approvals are secured, the faculty employment agreement signed by the concerned Academic Unit leader(s) is the official offer made on behalf of the College. Although Chairs and Section Chiefs will communicate with newly hired faculty about their recruitment offer, only the agreement signed by the concerned Academic Unit leader(s) is the official offer made on behalf of the College.

4. Non-Ranked Faculty Appointments for Healthcare Providers

New appointments to the title of **Faculty Clinician** are initiated by the Senior Vice President and Dean of Clinical Affairs or designee in collaboration with the corresponding Academic Department Chair or Unit Head, who additionally will approve the appointment before submission to the Office of Faculty Affairs. This title applies to full-time and part-time medical providers (MDs and other degrees) who are employed by Baylor College of Medicine and practice at an affiliated healthcare location (such as Baylor St. Luke's Medical Group). Faculty Clinician appointments are approved by the President. Once the appropriate approvals are secured, the faculty employment agreement signed by the concerned Academic Unit leader(s) of the College is the official offer made on behalf of the College. Although the Academic Unit or affiliated healthcare organization may correspond with the candidate in order to outline expectations of the new faculty member, the agreement signed by the concerned Academic Unit leader(s) is the official offer made on behalf of the College.

5. Voluntary Appointments

The Voluntary faculty vary in their contributions to the efforts of the College. Each Academic Unit may designate within the internal records of the College certain faculty who provide less effort than others as having “Voluntary (Courtesy)” appointments. Each Voluntary faculty member is expected to provide some direct effort to the missions of the College or an Affiliated Institution.

Each faculty member with a voluntary “clinical” designation should be appointed within the Baylor Academic Unit or department most aligned with her or his area of practice or specialization, or service to the respective unit or department.

A request may be made for an appointment at a corresponding Voluntary title for a faculty member who retires from the Full-time or Part-time faculty without an Emeritus designation.

Voluntary Faculty Appointment Documentation

Since members of the Voluntary faculty often apply to the College for an appointment, Voluntary candidates must satisfy specific written requirements of the Academic Unit or department in which the appointment is to be held. At a minimum, candidates must fulfill the following requirements.

- Candidates must provide evidence of proper training for the position for which they apply, but this may not necessarily require certification by the respective specialty board.
- Candidates must demonstrate appropriate moral, ethical, and humanitarian characteristics.
- Candidates must exhibit potential for contribution to the overall program in one or more mission areas of the College.

The Academic Unit may establish additional written requirements for appointments or promotions of faculty members with voluntary appointments.

Individuals with terminal degrees and appropriate licensures or certifications relevant to their contributions within a department (e.g., M.D., D.O., Ph.D., D.N.P., or M.S. in a health profession) are eligible for appointment to voluntary status.

The following criteria should be applied for the evaluation of candidates for appointment to or promotion within the Voluntary clinical faculty.

- **Clinical Instructor of (Department).** It is expected that individuals with this appointment will have an appropriate terminal degree, and have completed required training relevant to their specialty. Board certification in a specialty or subspecialty discipline may be required, as appropriate, by some Academic units or departments.
- **Clinical Assistant Professor of (Department).** Must fulfill criteria for Clinical Instructor, and demonstrate experience in clinical care positions involving teaching or other contributions to the mission of an Academic unit or department (typically a minimum of three years of clinical teaching or other contributions). Board certification in a specialty or subspecialty discipline may be required, as appropriate, by some departments.
- **Clinical Associate Professor of (Department).** Must fulfill criteria for Clinical Assistant Professor, provide evidence of sustained excellence in contributions to clinical teaching or other service to an Academic unit or clinical department (typically five or more years of experience as a Clinical Assistant Professor or equivalent), and demonstrate a local or regional reputation for clinical accomplishments, as verified by three letters of recommendation from peers at the same or higher academic rank of the proposed

appointment or promotion, or with comparable clinical experience (if not affiliated with an academic institution).

- **Clinical Professor of (Department)**. Must fulfill criteria for Clinical Associate Professor, demonstrate significant and sustained achievements as a clinical teacher, administrative leader or master clinician (typically five or more years of experience as a Clinical Associate Professor or equivalent), and evidence of a regional or national reputation for clinical excellence and leadership or a major contribution to the mission-related goals of a department. These accomplishments should be verified by six letters of recommendation from peers at the same or higher academic rank of the proposed appointment or promotion, or with comparable clinical experience (if not affiliated with an academic institution).

Re-Appointment of Voluntary Faculty

Voluntary faculty appointments are made annually. Re-appointment of Voluntary faculty is not assured by the College and may be denied if the Primary Academic Unit chooses not to re-appoint individuals who do not provide applicable service towards the department's missions.

The following guidelines should be considered for Voluntary Faculty re-appointments.

- Continued satisfaction of the requirements for initial appointments.
- Evidence of scholarly activities at Baylor or its affiliated hospitals.
- Attendance and active participation in departmental or divisional conferences or meetings.
- Teaching contributions in the departmental or divisional educational programs.
- Serve as principal or participating investigator on projects which are important to biomedical science.
- Assignment to standing and/or ad hoc committees of the Academic Unit or College.
- Engage in special activities supportive of the Academic Unit other than teaching, research, and patient care. These may include development, public information, professional information, and public service.

The Academic Unit may establish additional written requirements for reappointment.

6. Secondary Appointments

A faculty member may hold a **secondary appointment** in addition to the primary appointment. Multiple secondary appointments are permitted if the faculty member contributes significant effort to each Academic Unit in which a secondary appointment is to be held.

The academic rank in a secondary department **cannot be higher** than that held in the primary department.

It is not mandatory that a secondary department request a promotion to coincide with the action of the primary department.

A faculty member holding either a Full-time or Part-time appointment in the Primary Academic Unit **cannot hold a qualified (Voluntary) rank** in any secondary department; such an individual must hold an appropriate unqualified rank in the Secondary Academic Unit. A person who holds a Voluntary appointment in the Primary Academic Unit may hold Voluntary appointments with the same prefix and at the same or lower rank in a secondary department.

7. Concurrent Holding of Position of Clinical Fellow

In general, a “Clinical Fellow” is in a training/educational mode and may receive a stipend while engaged in these learning activities. A faculty member, on the other hand, performs a service (teaching, clinical, or research) on behalf of the College and may receive a salary for this service. However, there may be a valid reason for a person who holds the position of “Clinical Fellow” to bear simultaneously a faculty title. If the conditions given below are met, such a person may hold the Voluntary rank of Clinical Instructor.

In order to hold these separate, simultaneous appointments as a Clinical Fellow and as a Clinical Instructor, the following conditions must be documented in a departmental request sent to the President of the College.

- There must be a clear need for the service to be provided by the fellow in his/her capacity as a member of the faculty.
- If the service is to be carried out in one of the affiliated hospitals, the fellow must currently hold an individual license to practice medicine in Texas and the fellow serving in his/her capacity as a member of the faculty must be credentialed for hospital privileges.
- Approval by the Graduate Medical Education Office.

The request for the appointment of a Clinical Fellow must be processed by the Graduate Medical Education Office. A companion or subsequent request for the faculty appointment would be processed by the Office of Faculty Affairs. The request should follow the appropriate procedures for the Voluntary rank of Clinical Instructor. This appointment would automatically be designated as a Voluntary (Courtesy) appointment.

Under rare and exceptional circumstances, it may be necessary to provide part-time salary support to a person who is primarily a Clinical Fellow. The normal appointment of a Clinical Instructor is that of an unpaid voluntary member of the faculty; the title of a Part-time (paid) member of the faculty would be that of an Instructor. In order to be a Part-time (paid) Instructor while holding a paid non-faculty position of Clinical Fellow, the person must:

- have a valid Texas license for the practice of medicine; and
- carry malpractice insurance as would other faculty members who are not Clinical Fellows.

The request should follow the appropriate procedures for the rank of Instructor and be approved by the Graduate Medical Education Office.

An Academic Unit requesting a concurrent Clinical Fellow position for a current faculty member must consider the separate work requirements of the faculty position and clinical fellowship and employment benefit coverage. For example, according to Human Resources, faculty benefits can be retained only if the Clinical Fellowship is non-paid. As such, the request must also be approved by the Graduate Medical Education Office and Human Resources. These approvals must be documented in a letter from the Chair. The faculty member may retain her or his current faculty title during the clinical fellowship. If there is a change in title, academic time, or pay status, the appropriate faculty procedures must be followed.

A Postdoctoral Associate or Research Associate cannot hold a simultaneous faculty appointment. In rare instances, a faculty appointment for a Postdoctoral Fellow may be appropriate. Please contact the Office of Faculty Affairs if a faculty appointment for a Postdoctoral Fellow is deemed necessary by departmental leadership.