



Thomas Jefferson  
University



# Faculty Handbook

July 2025

Office of the Provost  
Office of Faculty Affairs

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# 1 INTRODUCTION

## **Dear Thomas Jefferson University Faculty,**

As faculty colleagues, we have a critical role in ensuring the stewardship of Thomas Jefferson University, an institution formed from the merging of two renowned, historic Philadelphia universities, each of which has graduated generations of grateful students and benefited the Philadelphia community and society at large through advancements in research, scholarship, and the creative disciplines over nearly two centuries.

We are privileged to be entrusted with the education of our students. To this endeavor, we are asked to bring our professional expertise, experience, and demonstration of life-long learning as well as our commitment to ensure a respectful, effective, inclusive learning environment. Additionally, we are asked to bring our energy and our vision to transform our fields to improve the lives of the communities we serve through our continued research, scholarship, and creative works. Finally, we are asked to serve each other and our broader community through participation in governance, institutional committees, and community service activities.

For the reasons above, we hold that faculty are the most important asset in our University community. It is our goal to provide the environment and support that will allow our faculty to thrive in their work. We pride ourselves in having a culture of collaboration, collegiality, and commitment to excellence which supports faculty to be optimally engaged and productive, and to find a multitude of mutually-beneficial ways to contribute to the broad mission of the University and the benefit of our surrounding community.

The *Thomas Jefferson University Faculty Handbook* sets forth the policies, guidelines, and procedures that inform the work-life and career of a faculty member at Jefferson. Through this *Handbook*, we strive for thoughtful policies and transparency in their presentation so faculty may be informed, proactive, and prepared in their academic careers.

Thank you for choosing Jefferson as your academic home. We look forward to supporting you in your varied faculty roles and through the development and stages of your career.

Yours sincerely,

Matt Baker, PA-C, DHSc  
Provost and Chief Academic Officer  
Thomas Jefferson University

## **2 PREFACE**

### **2.1 Overview of Handbook**

The *Thomas Jefferson University Faculty Handbook* is intended as a high-level overview of information relevant to faculty roles and responsibilities at Jefferson. It is not intended as the sole repository of information germane to faculty, and will often act as a starting point for faculty to identify resources through which they may obtain additional information. Faculty are required to abide by all Jefferson policies, procedures, and governing documents, not limited to those included in this *Handbook*.

Neither the *Handbook* nor any other University document (other than an employment contract signed by an authorized representative of the University) constitutes a contract of employment or confers any type of express or implied contractual right, and the *Handbook* should not be relied upon as such. The *Handbook* supersedes all prior Thomas Jefferson University and Philadelphia University faculty handbooks and manuals. It may be amended or modified at any time, or from time-to-time, at the discretion of the provost as outlined below. Any changes to the *Handbook* content will be communicated to the faculty as outlined below.

### **2.2 Process for Updating and Disseminating the *Thomas Jefferson University Faculty Handbook***

Substantive amendments or changes to the *Handbook* may be proposed by the provost, by any University Standing Committee, or by any college's or school's Executive Committee, by presenting the proposed amendment or change ("the proposal") to the University's Shared Governance Committee. The Shared Governance Committee shall without undue delay distribute the proposal to the General Faculty and invite the General Faculty to comment on the proposal during a 30-day comment period. The Shared Governance Committee shall consider any comments received and promptly decide whether to approve the proposal. If the Shared Governance Committee approves the proposal, then the Shared Governance Committee shall without undue delay forward the proposal, along with its recommendation and any comments received, to the provost for review and a final decision. The provost shall render a decision as soon as practicable.

Non-substantive amendments or changes to the *Handbook*, or amendments/changes that are deemed necessary by the provost for accreditation purposes, may be made at the discretion of the provost.

The *Handbook* shall be available on the Thomas Jefferson University intranet, and any amendments or changes to the *Handbook* shall be distributed to the faculty promptly via Thomas Jefferson University email, or any other method University administration determines is reasonably likely to ensure notice to the faculty.

### 3 UNIVERSITY HISTORY, MISSION AND VALUES, AND COMMITMENT TO DIVERSITY

#### 3.1 University History: Jefferson (Philadelphia University + Thomas Jefferson University): Two Legacies Joined by One Vision

Unifying two renowned legacies of innovation, education, research, and professional excellence, Jefferson (Philadelphia University + Thomas Jefferson University) has more than three combined centuries of history. Driven by this newly united and robust past, Jefferson delivers unique and high-impact professional education to our students in the areas of architecture, business, design, engineering, fashion and textiles, health, medicine, nursing, science and social science.

Thomas Jefferson University was founded in 1824 as Jefferson Medical College. Philadelphia University was founded in 1884 as the Philadelphia Textile School. Both were ahead of their time and focused on the importance of experiential learning. The new Jefferson was established on July 1, 2017, as a result of the merger of these two renowned universities.

Thomas Jefferson University is a story that includes intrigue, innovation and boldness, with the lead played by Dr. George McClellan. A prominent Philadelphia physician, Dr. McClellan believed in teaching medical students by having them observe experienced doctors treating patients, and by having those same students participate in supervised, hands-on care. His belief was the spur that created Jefferson Medical College and reshaped the way medicine would be taught around the world.

In 1877, Thomas Jefferson University Hospital was established, and Jefferson Medical College became the second medical school in the country with a separate teaching hospital. Joining Jefferson Medical College in 1891 was the Jefferson Hospital Training College for Nurses and in 1967 the College of Allied Health Sciences. Thomas Jefferson University was officially established in 1969, the same year the College of Graduate Studies was opened (now known as the College of Life Sciences). In 1991, the NCI-designated Sidney Kimmel Cancer Center was established, thanks to a groundbreaking gift from the Sidney Kimmel Foundation, and in 2006 the University had renamed and added the Schools of Nursing and Health Professions. Two years later, the schools of pharmacy and population health were formed. In 2014, the Sidney Kimmel Foundation bestowed a \$110 million gift to Jefferson – the largest gift in its history – and Jefferson Medical College became Sidney Kimmel Medical College at Thomas Jefferson University.

Philadelphia University's roots trace back to the 1876 Centennial Exposition, where local textile manufacturers noticed that Philadelphia's textile industry was falling behind its rivals' capacity, technology, and ability. In 1880, they formed the Philadelphia Association of Manufacturers of Textile Fabrics, with Theodore C. Search as its president. Search joined the board of directors of the Philadelphia Museum and School of Industrial Art (now the Philadelphia Museum of Art and the University of the Arts), thinking it the perfect partner for his plans for a school and began fundraising in 1882. In early 1884, Search himself taught the first classes at the Philadelphia Textile School, which officially opened on November 5, 1884.

In 1942, the Philadelphia Textile School was granted the right to award baccalaureate degrees and changed its name to the Philadelphia Textile Institute (PTI). In 1949, PTI

moved to its present site in the East Falls section of Philadelphia, and in 1961, changed its name to Philadelphia College of Textiles and Science. The College's student population doubled between 1954 and 1964, and doubled again by 1978, with the addition of programs in the arts, sciences, and business administration. In 1976, Philadelphia College of Textiles and Science offered its first graduate degree, the Master of Business Administration, and to better reflect the institution's breadth and depth, it applied for and was granted the university status by the Commonwealth of Pennsylvania in 1999. It changed its name to Philadelphia University on July 13, 1999.

Joined together in 2017 through a shared and unique approach to education, Jefferson (Philadelphia University + Thomas Jefferson University) is a professions-focused doctoral research university. It is nationally and internationally recognized for many historical "firsts" including the first surgical use of anesthesia; the blending of quail feathers and wool to create the Army's ubiquitous olive drab as an alternative to dark blue and light-colored khaki military uniforms; the first to successfully perform open-heart surgery using a heart-lung machine developed at Jefferson; and the first to create a bifurcated aortal graft designed by using multi-branched seamless tubes that knit fibers needed for artificial blood vessels.

Today, we are a university that defies convention and dedicates itself to collaborative, transdisciplinary and interprofessional approaches to learning that offer a vibrant and expandable platform for education. Through this unique model, we are preparing our students for current and yet-to-be-imagined careers—setting tomorrow's standards by surpassing today's.

### **3.2 Thomas Jefferson University Vision, Mission, and Values**

We are a comprehensive university with preeminence in transdisciplinary, experiential professional education, research, and discovery, delivering exceptional value for 21st-Century students with excellence in architecture, business, design, fashion, engineering, health, medicine, natural sciences, social sciences, and textiles infused with the liberal arts.

#### **Our Mission:**

- We improve lives and provide students with exceptional value in 21st-century professional education.

#### **Our Vision:**

**We are reimagining health, education, and discovery to create unparalleled value.**

#### **Our Values:**

- Put People First: Be service minded, respectful and embrace diversity
- Be Bold and Think Differently: Be innovative, courageous, and solution-oriented
- Do the Right Thing: Focus on safety, integrity, and accountability

### **3.3 Commitment to Diversity, Equity, Inclusion and Belonging**

#### **3.3.1 Enterprise-level Commitment to Diversity, Equity, Inclusion, and Belonging**

Thomas Jefferson University and Jefferson Health (collectively “Jefferson”) remain committed to cultivating an inclusive environment that celebrates the diversity of our patients, families, students, workforce, and the communities we serve. We believe that an inclusive environment is fundamental to our mission of improving lives through education and healthcare. We strive to ensure all faculty, staff, students, and patients feel welcome and belong at Jefferson.

In furtherance of these commitments, Jefferson is an equal opportunity employer, is committed to providing equal educational opportunities to all students, and full and equal access to healthcare for all patients without regard to race, color, national nor ethnic origin, marital status, religion, sex, sexual orientation, gender identity, age, disability, veteran’s status or any other protected characteristic.

#### **3.3.2 University Commitment to a Diverse and Inclusive Educational Community**

Jefferson is committed to building and expanding a diverse educational community founded on mutual respect and appreciation for each other. We appreciate that creativity and innovation result from diversity and are vital for our intellectual rigor and social fabric. As a scholarly community, we are people of all racial, ethnic, cultural, socio-economic, national, and international backgrounds. We welcome diversity of thought, pedagogy, religion, age, sexual orientation, gender, gender identity, and ability. Our shared responsibility is to enhance the quality of life for all members of the Jefferson community, providing a safe, welcoming, and supportive environment in which to learn, work, and grow.

To achieve this, academic leadership is committed to fostering a supportive environment which allows faculty to bring their whole selves to work and focus on their work. We strive to support the learning and success of all students and the professional growth and development of faculty and staff. We support faculty to achieve teaching excellence that reflects and respects the students and communities we serve.

Further, Jefferson will continue to provide inclusive education throughout the University and the greater Jefferson Enterprise. We will support interest groups, task forces, and forums to listen, make recommendations, and address topics of belonging in an effort to ensure equal access to educational opportunities for all. We will offer faculty development programming that includes structural and cultural competence.

At Jefferson, we value an inclusive environment that embraces, cherishes, and celebrates the diversity of our people. We believe that an inclusive environment where everyone feels respected and a sense of belonging is key to achieving excellence in the delivery of education, research, and patient care.

## **4 ORGANIZATION OF THE UNIVERSITY**

### **4.1 The Board of Trustees**

The Board of Trustees (the “Board”) has oversight and fiduciary responsibility for the University. The Board assists and advises the organizational leadership on income generation and strategic partnerships, and assures that the institution meets the standards for accreditation and serves the public good as a non-profit entity. The Board’s duties and responsibilities include oversight of the following: enrollment; appointments, promotions, and tenure; academic reputation; new programs and dissolution of programs; academic communications; student welfare and security; admissions; collaborations between campuses; and academic partnerships, mergers, and acquisitions. The Board is guided by written documents such as articles of incorporation, bylaws, conflict of interest policies, board member orientation, and other policies.

### **4.2 President and Chief Executive Officer**

The President and Chief Executive Officer (CEO) of Thomas Jefferson University is the chief executive officer of the enterprise and its subsidiaries, including the academic division. The president and CEO is appointed by the Board and reports to the Board. The president and CEO is responsible for and oversees Thomas Jefferson University in achieving its mission as an institution of higher education and a leader in healthcare.

### **4.3 The Provost**

The Provost is the Chief Academic Officer, reporting directly to the President and CEO of Thomas Jefferson University. As defined by the *Bylaws of the Schools and Colleges of Thomas Jefferson University*, the Provost is a senior officer with oversight of the Academic Divisions of the University.

### **4.4 Academic Units of the University (alphabetical order)**

#### **4.4.1 College of Architecture and the Built Environment**

The College of Architecture and the Built Environment educates future leaders in the fields of architecture, interior design, landscape architecture, historic preservation, construction management, sustainable design, urban design, and real estate development. Using Philadelphia as an urban lab, the curricula provide specialized knowledge unique to each profession, paired with interdisciplinary collaboration. The college partners with major corporations, local communities, and nonprofit organizations, supplying a broad range of real-world projects and networking opportunities. This dynamic approach to education and emphasis upon social equity, sustainability, and design excellence equip graduates with a competitive advantage, poised to become innovators in sustainable practice.

#### **4.4.2 Kanbar College of Design, Engineering, and Commerce (DEC)**

Kanbar College offers an innovative and transdisciplinary approach to teaching and learning that provides design, engineering and business students with the skills and knowledge to think creatively, brainstorm out-of-the-box ideas, and work collaboratively to discover innovative solutions to complex problems. Through the integrated DEC core curriculum, students gain the added value of expertise in related fields as well as deep discipline-specific knowledge. The program emphasizes critical thinking and real-world problem-solving skills and focuses on innovation through teamwork, collaboration, and



connections with industry partners.

#### **4.4.3 College of Health Professions**

The College of Health Professions is committed to educating healthcare professionals of the highest quality and ethical standards for contemporary practice in the global community. Programs of study represent interprofessional programs across the health professions and offer natural opportunities for students to develop professional behaviors within a community of learners. The college regularly launches new programs in response to the changing needs of the healthcare system.

#### **4.4.4 College of Humanities and Sciences**

The College of Humanities and Sciences prepares socially engaged and empathic professionals who are strong communicators and critical thinkers, with a broad knowledge of the world in all its social, economic, and cultural complexity that allows them to excel both within and beyond their areas of specialization. The faculty of the College teach in both its major programs and the Hallmarks Program for General Education, taking a transdisciplinary approach toward human social interactions and relationships from the individual to the international, and educating students for global citizenship and professional leadership.

#### **4.4.5 College of Life Sciences**

The College of Life Sciences has a mission to provide the highest quality undergraduate, graduate and postdoctoral education and research training in the life sciences. All programs are “Training Tomorrow’s Scientific Leaders Today” by preparing students and fellows to make significant contributions to the progress of life science, and to engage in its application to improvement of the human condition, through a broad spectrum of careers including academia, industry, government, and in the research lab, classroom, clinic, and beyond.

#### **4.4.6 Sidney Kimmel Medical College**

Sidney Kimmel Medical College, first established as Jefferson Medical College in 1824, has awarded more than 32,000 medical degrees and has more living graduates than any other private medical school in the nation. It offers both undergraduate medical education programs and innovative joint degree programs, such as the MD/PhD program that integrates hypothesis-driven investigation with clinical observation and experience to develop physician-scientists. The SKMC curriculum, called JeffMD, follows a patient-centered, three-phase structure that integrates science instruction and clinical exposure. Scholarly Inquiry tracks include Clinical & Translational Research, Design, Digital Health, Health Policy, Healthcare Systems, Humanities, Medical Education and Population Health Research.

#### **4.4.7 College of Nursing**

For more than 130 years, the College of Nursing (JCN) has been a destination for unparalleled talent, attracting top-tier faculty, exceptional students, and visionary nurse leaders. We lead our industry in innovative education, groundbreaking research, and transformative clinical practice, ensuring our graduates are equipped to meet the evolving challenges of healthcare across all settings. In partnership with Jefferson Health—a nationally recognized academic health system with more than 30 hospitals and over 700 care sites—JCN provides students with unmatched, hands-on learning experiences in some of the most advanced healthcare environments. Offering education across the continuum, from entry-level nursing to executive leadership, JCN fosters a culture of excellence, preparing nurses to drive change and improve patient outcomes. Faculty and students benefit from deep interdisciplinary collaborations across Jefferson's Enterprise, where cutting-edge academic, clinical, and research initiatives are shaping the future of healthcare.

#### **4.4.8 College of Population Health**

The College of Population Health, the first college of population health established in the United States, trains leaders with the knowledge and skills necessary to transform the delivery of health services by working within and across critical stakeholder groups. The college offers graduate programs in all key areas of population health improvement: applied health economics and outcomes research, health administration, health data science, healthcare quality and safety, operational excellence, population health sciences, population health management, and public health. The college also publishes seminal texts and academic journals that define, sustain, and propel the field. The college is heavily engaged with leading firms in population health through consulting, research, and thought leadership and hosts an annual industry-focused national conference on population health improvement.

#### **4.4.9 College of Pharmacy**

The College of Pharmacy strives to advance and improve the health of humanity through excellence in education, service and research. To achieve this mission, the College of Pharmacy offers comprehensive programs that integrate both scientific and practical aspects of pharmacy. Degrees offered by the College equip graduates to excel in various professional settings—from laboratory discovery to direct patient care and analytical leadership. The Master of Science – Pharmaceutical Science degree equips graduates with the skills to excel in complex laboratory settings, preparing them for both the workforce and PhD studies. The Doctor of Pharmacy degree prepares graduates to provide direct patient care, analyze therapeutic outcomes, evaluate economic treatment decisions and provide wellness education to the public. Students have the option to pursue dual degrees or certificates in specialized areas. The College's association with Jefferson Health provides exceptional opportunities for patient care collaboration and for innovation, research, and professional advancement.



#### **4.4.10 College of Rehabilitation Sciences**

The College of Rehabilitation Sciences leverages Jefferson's recognized leadership in the fields of occupational therapy, physical therapy, speech and language pathology, athletic training, exercise science, rehabilitation medicine, orthopedics and the neurosciences to create leading-edge academic and research programs. Faculty are committed to developing innovative educational, clinical, and research programs that prepare the college's students to be rehabilitation health professionals of the future.

### **4.5 Office of the Provost**

The Office of the Provost supports faculty, academic services, and strategic initiatives while focusing on the operation and overall performance of Jefferson's academic programs, the management of research, and the coordination of affiliated institutions and partnerships that will continue to transform the way Jefferson delivers interprofessional education.

#### **4.5.1 Office of Academic Affairs**

The Office of Academic Affairs provides services designed to help students maximize their academic success. It includes the following academic services.

##### **4.5.1.1 Office of the University Registrar**

The mission of the Office of the University Registrar is to maintain the accuracy and integrity of all student and academic records and to provide all customers with accurate academic information. The Office also strives to provide quality services and resources as it relates to the Registrar's office functions and in accordance with the mission, strategic plan, and policies of the University. The Registrar's office functions include but are not limited to records, registration, graduation, certification, classroom assignments, reports, degree audit, transcripts, federal reporting, academic calendar, course maintenance/scheduling, and academic processes.

##### **4.5.1.2 University Libraries**

The Thomas Jefferson University Libraries are multi-faceted resources that support and enhance the educational, research, and clinical activities of the Jefferson community.

Staff work collaboratively with the University community to ensure that learning outcomes can be achieved and that research is supported. Each library offers space and technology resources to support individual and group learning. The University libraries are located on three campuses in the following buildings:

- Scott Memorial Library (Center City)
- Paul J. Gutman Library (East Falls)
- Wilmer Memorial Medical Library (Abington Memorial Hospital)

Additionally, the University Libraries support multiple programs and resources of value to faculty including those described below.

#### **4.5.1.2.1 Center for Writing and Publication**

Housed in the University Libraries, the University Center for Writing and Publication assists faculty in preparing scholarly papers and manuscripts for publication and posters for presentations at meetings and conferences.

#### **4.5.1.2.2 Learning Technology Support**

Housed in the University Libraries, learning-technology support is available to faculty using learning management systems and programs including Adobe Connect; Blackboard; Distance Learning video and teleconferencing; and audience response systems.

#### **4.5.1.2.3 Instructional Design and Media Services**

Housed in the University Libraries, instructional design services are available to faculty for all credit-bearing courses offered by the University. Faculty may work with a designer on new courses or course revisions; the use of relevant software for teaching; database creation; and development of interactive course components such as video, photography, and illustration.

In addition, assistance with graphics and medical illustration; professional writing assistance, including medical writing; software development; photography; and video production is available.

#### **4.5.1.3 Office of Research Affairs**

The office oversees University-wide activities related to Applied Research; Programmatic Science; Clinical Research; Research Administration; and Research Conduct; and Compliance.

#### **4.5.1.4 Academic Success Services**

With offices on the Center City and East Falls campuses, Jefferson provides students with access to academic advisors and professionals and subject matter experts to develop individualized strategic approaches to studies; to review time management, and to develop efficient and active study strategies. Other on-campus support services include tutoring and peer-led supplemental instruction.

#### **4.5.1.5 Domestic and International Study Away Programs**

Jefferson provides students with the opportunity to experience the world beyond the borders of our campus and country. Such experiences prepare students for successful participation and competition in an increasingly interdependent world, and to perform with distinction in the international and multicultural contexts that are increasingly shaping professional life.

#### **4.5.1.6 Academic Centers**

##### **4.5.1.6.1 Dr. Robert and Dorothy Rector Clinical Skills & Simulation Center (Rector CSSC)**

The Rector CSSC is an international leader in the development, implementation, and evaluation of curricula that use simulation in teaching and assessing the core clinical skills sets required to be a physician, nurse or health care professional. By doing so, the center inspires others to teach using these tools.

##### **4.5.1.6.2 Jefferson Center for Interprofessional Practice and Education (JCIPE)**

The JCIPE is one of the premier interprofessional education centers in the U.S. The center is dedicated to improving interprofessional care (IPC) through implementing and evaluating patient-centered education throughout the Thomas Jefferson University health professions curriculum.

#### **4.5.2 Office of Faculty Affairs and Professional Development**

The Offices of Faculty Affairs and Professional Development (OFAPD) is an administrative division of the Office of the Provost.

The OFAPD supports the skill development and career advancement of Thomas Jefferson University faculty, promotes an academic culture of collegiality, collaboration, and scholarly inquiry, and supports the administrative activities and programs central to faculty participation in the operations and governance of Thomas Jefferson University. The OFAPD accomplishes its mission through its activities and programs, support of the standing committees of Thomas Jefferson University, and its advisory role in the formation and revision of policies and practices affecting Thomas Jefferson University faculty.

The OFAPD provides access to information and resources that assist faculty throughout all stages of a professional career including initial faculty appointment and orientation to the Jefferson community, faculty professional and career development, and faculty transitions to leadership, retirement or other roles.

##### **4.5.2.1 Office of Faculty Records**

The Office of Faculty Records (OFR) is responsible for the verification of credentials of Jefferson faculty, maintaining the official database of Jefferson faculty and facilitating the faculty appointment, promotion, and tenure processes within the Thomas Jefferson University.

##### **4.5.2.2 Office of Continuing Professional Development**

Thomas Jefferson University's Office of Continuing Professional Development (OCPD) offers continuing education programs to keep physicians and health professionals up-to-date on the latest practices. The University is accredited through Joint Accreditation and provides CE credits to six licensed professionals: physicians, pharmacists, psychologists, nurses, physician assistants, and registered dietitians.

#### **4.5.2.3 Faculty Development**

The OFAPD offers a robust program of faculty development in pedagogy in collaboration with the University's Center for Faculty Development and Nexus Learning (CFDNL) , a cooperative venture with Academic Affairs.

The faculty development program also includes resources for research skill development, career development, and leadership.

Faculty development opportunities include live workshops, web-based resources, and personnel who are available for individual consultation in face-to-face and videoconferencing formats.

#### **4.5.3 Center for Faculty Development and Nexus Learning (CFDNL)**

A cooperative venture between the Offices of Faculty Affairs and Professional Development (OFAPD) and Academic Affairs, the CFDNL promotes teaching excellence and effective student learning through leading-edge educational technologies; models of best practices to foster creativity, collaboration, and innovation; and the University's signature pedagogy: Nexus Learning™. Nexus Learning combines active, collaborative, and real-world learning and infuses it with the liberal arts. Our signature pedagogy provides Jefferson students with a real competitive advantage in a rapidly-changing world. The CFDNL supports Jefferson faculty in their teaching practice to enable students to achieve their learning goals in class and to achieve their professional goals in their careers.

The CFDNL also supports Jefferson faculty in curriculum and course development; utilization of teaching formats such as online, hybrid, and face-to-face; rubrics; grading; assessment of student learning outcomes; information literacy; and learning styles and differences.

#### **4.5.4 Office of International Services**

Jefferson welcomes international faculty, students, and visitors to campus. The Office of International Services works with all University departments on employer-sponsored immigration and compliance. Additionally, the OIS oversees Export Control compliance (details below) as well as Jefferson's International Travel Registry. The OIS ensures the institution supports Jefferson's international community and complies with federal regulations.

Export Control for Thomas Jefferson University ensures that the international activities on campus and abroad have little to no risk for the institution. Thomas Jefferson University and all personnel working on behalf of Thomas Jefferson University are expected to understand their obligations under the U.S. export controls regulations and make every effort to comply with Thomas Jefferson University's export controls processes and procedures, which comply with all applicable U.S. government export regulations. To aid personnel in complying with U.S. export controls laws and regulations, Thomas Jefferson University maintains an Export Control Manual that provides a comprehensive program of internal controls, safeguards, and measures to minimize risk of potential violations of applicable export control regulations.

#### **4.5.5 Office of Institutional Research**

The Office of Institutional Research provides information to support the strategic planning and decision-making processes at Jefferson. The Office also serves as the official reporting source of University statistics, responding to external requests for information and statistics about the institution. To achieve this mission the Office collects, analyzes, interprets and communicates data. The Office also provides analytic support to academic faculty and staff to assist in the fulfillment of departmental goals.

#### **4.5.6 Office of University Ombudsperson**

The Faculty Ombudsperson assists faculty members with the satisfactory resolution of problems and conflicts arising in the workplace. The Ombudsperson serves as an independent, neutral resource and helps resolve academic and administrative problems and disputes through procedures that may be preferable to formal grievance proceedings. In assisting faculty, the Ombudsperson may offer direct advice, provide information on available University resources, mediate conflicts, and/or engage in informal fact-finding.

#### **4.5.7 University Title IX Coordinator**

The University Title IX Coordinator has primary responsibility for coordinating the University's efforts to comply with and carry out its responsibilities under Title IX of the U.S. Education Amendments of 1972, which prohibits discrimination on the basis of sex in education programs and activities.,

The University's response to sexual misconduct seeks to balance the rights, needs, and privacy of both impacted individuals and the accused while maintaining the health and safety of the campus community. Emphasis is placed on education, violence prevention, providing support for those who may have been subjected to sexual misconduct, and ensuring a vigorous enforcement of institutional policy and law. For more information regarding Title IX, Thomas Jefferson University's Sex and Gender-Based Misconduct Policy, and resources available for those affected by sexual misconduct, please refer to the University's Title IX & Sexual Misconduct website.

### **4.6 Student Life**

With offices on the Center City and East Falls campuses, the University provides a suite of robust student life offices that support students in their student governance and organizations; co-curricular and service learning activities; leadership development and training; wellness and recreation; and residential life and commuter services. Student life offices also handle student grievances and the judicial system. Student life is comprised of a variety of offices and services including those listed below:

#### **4.6.1 Student Accessibility Services**

Jefferson is committed to providing equal education opportunities to all students, including students with disabilities, in accordance with section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act. Through a collaborative process, Jefferson will provide reasonable accommodations to all qualified individuals with disabilities to allow equal access and full participation in University-sponsored activities

and programs.

#### **4.6.2 Student Career Centers**

With centers on both the Center City and East Falls campuses, student career services provide centralized and comprehensive experiential career exploration; assistance with professional development and goal setting; and job-search assistance.

#### **4.6.3 Student Counseling Services**

With resources on the Center City and East Falls campuses, Jefferson supports the emotional health and well-being of Jefferson students and promotes the overall wellness of the Jefferson student community through counseling, consultation, and outreach.

#### **4.6.4 Student Health Services**

The University provides a suite of health services to enrolled students. Center City students visit the Occupational Health Network for Employees & Students. East Falls students visit the Campus Health Center.

#### **4.6.5 Student Financial Aid**

With offices on both campuses, Student Financial Aid assists students in securing federal, state, institutional and private funding to help meet the cost of pursuing an education at Jefferson.

#### **4.6.6 University Athletics**

The University is a Division II member of the NCAA. The University sponsors varsity sports and club teams. It is a member of the Central Atlantic Collegiate Conference (CACC). The University has an NCAA Faculty Athletics Representative (FAR).

#### **4.6.7 International Students and Scholars**

The University provides visa services and orientation to international students and trainees at Jefferson through a collaboration between the Office of International Affairs and the Office of International Students and Programs.

### **4.7 University-Level Faculty Committees, Membership, and Elections**

#### **4.7.1 University-Level Committees**

The University draws on the knowledge and resources of faculty, students, and staff through their service on a number of committees dedicated to furthering the mission of the institution. As detailed in *the Bylaws of the Schools and Colleges of Thomas Jefferson University*, University committees serve a variety of functions and vary in terms of their charges and memberships.

##### **4.7.1.1 Shared Governance Committee (SGC)**

The Shared Governance Committee (SGC) serves as the facilitative committee for shared governance at the university. Led by the Chair of the Faculty Advisory Council, SGC supports and promotes effective collaboration among the students, faculty, and university administration through regular dialogue. The members of the SGC may bring to the SGC recommendations pertaining to university policies and other matters of general concern to the university. The SGC considers matters brought before it and makes its recommendations to the provost.

#### **4.7.1.2 Faculty Advisory Council**

The Faculty Advisory Council advises the provost on matters relating to the general welfare of the faculty, particularly as they relate to the ability of the faculty to contribute to the academic mission of the University. More specifically, the Faculty Advisory Council advises the provost on policies, practices, and resources that impact faculty recruitment, retention, satisfaction, and effectiveness. The Faculty Advisory Council also provides a representative forum for ideas and concerns of the General Faculty.

#### **4.7.1.3 Committee on Educational Resources**

The Committee on Educational Resources evaluates the university's educational infrastructure, including the libraries; information and educational technology; and academic services that support the educational mission. It makes its recommendations to the provost. The Committee advises the OFAPD on faculty development programs in pedagogy, and provides recommendations to the provost on recipients of university faculty teaching awards; intramural awards for pedagogical scholarship; and candidates for education-focused external grant and award programs accepting a limited number of university applicants.

#### **4.7.1.4 Committee on Research**

The Committee on Research evaluates the university's research infrastructure, including research administration services and other shared services and resources for research and makes its recommendations to the provost. The committee advises the provost on recipients of institutional research grant programs and awards and recommends the best candidates for research-focused external grant and award programs accepting limited university applicants. The committee advises the OFAPD on faculty development programs related to research skill development.

#### **4.7.1.5 Committee on Student Affairs**

The Committee on Student Affairs is advisory to the provost and

- a. participates in the oversight of the university's student services and student- experience programming;
- b. assists in ensuring that student conduct at the university aligns with applicable university policies and procedures, including university and program-specific community standards policies, academic integrity policies, and professionalism policies;
- c. assists in creating and administering university-level student-affairs policies and
- d. provides oversight, where appropriate, of program-specific student policies and handbooks.

#### **4.7.1.6 Committee on Improvement of Educational Quality**

The Committee on Educational Quality is advisory to the provost and participates in the oversight of the assessment practices and activities for academic programs and curricula.



#### **4.7.1.7 Committee on Academic Programs and Policies**

The Committee on Academic Programs and Policies has general authority and responsibility for curricula and academic policies that span multiple colleges or impact students from multiple colleges and makes recommendations about such matters to the provost.

#### **4.7.1.8 Committee on Academic Standing and Integrity**

The Committee on Academic Standing oversees the following actions for undergraduate students in programs without specialty accreditations:

- a. administer the university's academic standing policies;
- b. oversee dismissal and readmission hearings; and
- c. review procedures for, and academic implications of, individual students who are granted medical leave of absence, as per procedures established by the university.

#### **4.7.1.9 Committee on Faculty Appointments, Promotions, and Tenure**

A university committee on faculty appointments, promotions, and tenure reviews college recommendations for initial faculty appointments, subsequent faculty promotions to senior faculty ranks, and the awarding of tenure and then makes recommendations to the provost.

#### **4.7.1.10 Other Committees and Ad Hoc Committees**

The provost may establish other university committees including ad hoc committees after consultation with the SGC.

### **4.7.2 Membership and Elections**

See the Appendix for the description of committee members, procedures for at-large elections, and selection of a chair for university committees.

## **5 FACULTY CLASSIFICATIONS, RANKS, AND ACADEMIC TITLES**

### **5.1 Faculty Classifications**

#### **5.1.1 Employed Faculty**

Employed faculty are individuals employed by Thomas Jefferson University to conduct its academic programs and are subject to the University Code of Conduct and all University employment policies.

##### **5.1.1.1 Full-time**

A member of the faculty tenured or on a contract who is compensated to work full-time.

##### **5.1.1.2 Part-time**

A member of the faculty, not classified as an adjunct, on contract who is compensated to work less than full-time. Eligibility for part-time faculty benefits begins at 20 hours per week.

##### **5.1.1.2.1 Part-time Status for Employed Faculty**

The University may permit employed non-tenured faculty members at any rank



to reduce to part-time status, typically for a fixed period of time, for an approved reason. Consideration will be given to, among other things, the programmatic needs of the faculty member's primary academic unit. For tenured positions, the University's tenure policy does not allow for part-time appointments.

A part-time faculty member's effort applies to the full range of faculty responsibilities, as appropriate for their rank and track. The provost may extend the time-in-rank and time-in-track clocks for extraordinary personal or institutional circumstances.

#### **5.1.1.3 Adjunct Employed**

A part-time, non-benefits eligible faculty member hired on a limited, special or provisional basis. Adjunct instructors receive assignments described in per-term contracts that are episodic in nature. Adjunct faculty may be granted ranked titles, subject to college and University policies.

### **5.1.2 Non-Employed Faculty**

Non-employed faculty are subject to the University Code of Conduct, sexual harassment policy, and University policies in connection with their faculty roles in instruction, patient care, and/or research.

#### **5.1.2.1 Volunteer Faculty**

An individual who is approved to assist the University with teaching and/or collaborative research endeavors of the University, but does not receive compensation. Volunteer Faculty are not employed by the University to fulfill a faculty role, but may be employed by the University or elsewhere within Jefferson Health in other roles, or may be employed by another entity. Non-employed faculty are not eligible for faculty employment benefits. Volunteer Faculty may be granted a ranked title, subject to College and University policies. Occasionally, through a formal affiliation agreement, or other structure approved by the provost, faculty who do not receive compensation from the University, e.g. "volunteer faculty," may be designated as "full-time" faculty to fulfill a specific educational or research programmatic need.

#### **5.1.2.2 Adjunct Volunteer Faculty**

An individual who has a primary faculty appointment elsewhere and has an adjunct affiliation with Thomas Jefferson University for purposes of research or educational activities. An Adjunct Volunteer Faculty may be granted a ranked title, subject to College and University policies.

## **5.2 Faculty Ranks**

Faculty rank represents a designation given to a faculty member who has satisfied the guidelines and criteria established for the rank by the college of primary appointment and the University and has been approved for the title by the University pursuant to applicable processes.

The following ranks may be granted to faculty on un-prefixed and prefixed tracks:

1. Professor
2. Associate Professor

### 3. Assistant Professor

In addition, the University may bestow the instructor rank upon a faculty member. Instructors meet the credentials established by their primary academic unit and may be initially appointed without a track. After an initial period, an instructor initially appointed without a track may be promoted in rank and assigned to a track. Track assignment shall occur by the earlier of promotion to an assistant professor or three years after initial appointment as instructor through procedures described in section six (6) of the *Thomas Jefferson University Faculty Handbook*.

## 5.3 Academic Titles for Faculty

### 5.3.1 Full-time Faculty

The University convention for academic titles is the prefix, as applicable; the faculty rank, as awarded by the Board of Trustees; and the designator of academic discipline or field, department, or academic program.<sup>1</sup>

### 5.3.2 Academic Titles Associated with Named or Endowed Positions

In special circumstances, the University may have endowed or named faculty positions, e.g., professorship, chair, director, to award to members of the faculty. Endowed titles must comply with the donor's intent. Such awards are recommended by the dean and conferred by the provost.

The academic titles of the named or endowed position incorporates the administrative title or rank of the awardee, e.g.

- Baldwin Keyes Professor of Neurology
- Salmon Professor of Textile Design
- Carter and Fran Pierce Chair for the Liberal Arts

When an individual with a named or endowed position leaves or retires from the University, the award will typically be bestowed upon a new faculty member, in accordance with University policies. While the retiree may reference the honorific academic title on their CV or other materials for the appointment period, they do not hold the academic title in retirement.

### 5.3.3 Honorific Academic Titles

The University may employ other honorific titles, as approved by the provost and granted by the Board of Trustees. Such titles may include Distinguished and Emeritus/Emerita.

### 5.3.4 Faculty with Administrative Titles

When a faculty member holds an official administrative appointment, as described in the *Bylaws of the Schools and Colleges of Thomas Jefferson University*, this administrative title may be used in addition to the academic title. Administrative titles should be listed first as illustrated by the following examples:

- Associate Dean of the College of Humanities and Sciences and Professor of History
- Dean of the College of Life Sciences and Professor of Biology
- Chair and Professor of Occupational Therapy

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<sup>1</sup> In academic titles, designators for academic discipline or field may not imply appointment in or affiliation with a different college, school, department or academic program.

### **5.3.5 Other Modifiers for Academic Titles**

The University's research institutes and centers may extend courtesy appointments to Jefferson faculty as non-ranked affiliates, according to their approved set of titles, which may include Fellow, Research Associate, Member, or Visiting Scholar. Faculty are authorized by the provost to use the courtesy appointments and titles bestowed by the University's institutes and centers. Such titles should be listed after academic and administrative titles, as follows:

- Professor of Cancer Biology and Member of the Sidney Kimmel Cancer Center

### **5.3.6 Titles for Secondary Appointments**

The University's Guidelines on Secondary Appointments establishes terms and conditions for such affiliations within Jefferson. The following specifies the academic title conventions for these appointment types.

As per the *Bylaws of the Schools and Colleges of Thomas Jefferson University*, members of the faculty contributing substantially to the teaching or research efforts in more than one department, school, or college may hold secondary appointments on those units. These faculty may be listed on the secondary unit's web page under the roster of faculty affiliated with the college or school.

Academic rank and tenure, as appropriate, is awarded by the primary appointment and should be described accordingly as illustrated by the following example:

- Professor of Industrial Design with a secondary appointment in [college, department or academic program name].
- Associate Professor of Biochemistry and Molecular Biology with a secondary appointment in [college, department or academic program name].

### **5.3.7 Academic Titles for Affiliations with Other Institutions**

In the case where a Thomas Jefferson University faculty member's appointment at another educational institution or research center is approved by Thomas Jefferson University, as per all applicable University policies, the faculty member's academic title at that institution must indicate that the appointment is a temporary affiliation, through a prefixed title, such as visiting or adjunct, or through another title that denotes the temporary nature of the affiliation.

The Thomas Jefferson University affiliation must be noted in all materials developed by the faculty member or the hosting institution. In publicity produced by the host institution, the faculty member's Thomas Jefferson University affiliation must be noted as the primary affiliation. Any affiliation at another educational institution may not be listed as co-equal to the Thomas Jefferson University appointment.

### **5.3.8 Volunteer Faculty and Adjunct Faculty**

#### **5.3.8.1 Volunteer Faculty**

Volunteer faculty may be considered for academic titles as per college and University policies for faculty appointments.

### **5.3.8.2 Adjunct Faculty**

#### **5.3.8.2.1 Adjunct Faculty without Academic Rank**

An adjunct faculty member, who has not been granted an academic rank, uses the academic title of “Adjunct Instructor.” This official title is reflected in adjunct contracts.

#### **5.3.8.2.2 Adjunct Faculty with Academic Rank**

The term “adjunct” may be prefixed to the appropriate academic rank of those faculty whose contributions to the mission of the University have been recognized by the college or school outside of a college. The conferral of academic rank for adjunct faculty is subject to college and University policies for a faculty appointment.

### **5.3.9 Creation and Elimination of Titles**

Other titles may be created or eliminated, with the written approval of the provost and in compliance with applicable University policies, based on the needs of the University, college/school or department.

## **5.4 Retired Faculty**

### **5.4.1 Resources for Retired Faculty**

Jefferson values the career contributions of its faculty. Full retirement from a productive academic career allows engaging in new ways with the University.

Below are the ways that retirees may formally retain their official affiliation with the University.

#### **5.4.1.1 Retiree**

As described herein, the University may recognize full-time or part-time faculty who at the time of separation are 55 years or older with 10 or more years of service in a faculty role and in good standing with the honorific affiliation of the retiree. The affiliation is as designated by the prefix Honorary, e.g.

- Honorary Associate Professor of Architecture in the College of Architecture and the Built Environment
- Honorary Professor of Occupational Therapy in the College of Rehabilitation Sciences

An honorary faculty member may retain campus privileges such as a Jefferson ID and email address; faculty-level borrowing privileges at the University libraries; attendance at University lectures, events, and activities announced by and open to the University community; and may be eligible for discounts also offered to university faculty and staff.

The college dean initiates an honorary appointment by requesting the affiliation from the Office of Faculty Affairs.

#### **5.4.1.2 Emeritus**

As described herein, the University may recognize a faculty member who was an officer of a college or school or a faculty member at a rank of professor or associate professor, prefixed or non-prefixed, who typically at the time of separation is 55 years or older with 10 or more years of service to the University, and is in good standing, with the honorific status of emeritus. The emeritus status recognizes eligible faculty for their lifetime contributions to the university, to their field, or both.

At the time that the emeritus status is conferred, the academic title, the emeritus/emera suffix, and academic home will be specified, e.g.

- Associate Professor Emeritus of History in the College of Humanities and Sciences
- Professor Emeritus of Engineering in the Kanbar College of Design, Engineering, and Commerce

Emeriti faculty members may be listed on the college or department web page. Other campus privileges for emeriti include a Jefferson ID and email address; faculty-level borrowing privileges at the University libraries; attendance at University lectures, events, and activities announced by and open to the University community; and may be eligible for discounts also offered to university faculty and staff.

The college dean initiates an emeritus appointment by requesting the college's Faculty Affairs Committee consider designating the honorific status, as per the University criteria described herein. If affirmative, the Committee's recommendation will be considered by the College Executive Committee. Emeritus appointments are approved by the Board of Trustees.

### **5.5 Non-faculty Instructional Staff and Student Assistants**

#### **5.5.1 Employed Staff**

The delivery of academic programs may involve individuals who possess special skills, knowledge, and/or experience and training accompanied by the necessary academic credentials.

These individuals are employed by the University to fulfill a specific instructional or assistive role and are afforded the non-faculty titles as described below.

##### **5.5.1.1 Educator**

A subject-matter-expert in a non-faculty role who teaches students and is listed as the instructor-of-record on a University course. Appointments to this role are typically made for an individual who does not possess the credentials for a faculty appointment but may provide valuable educational service to the academic unit. Appointments to an Educator position must be approved by the provost.

##### **5.5.1.2 Research Associate**

An individual who participates in the research program of the University.

##### **5.5.1.3 Teaching Associate**

An individual who assists with instruction at the University.

#### **5.5.1.4 Laboratory Associate**

An individual who assists with laboratory instruction at the University.

#### **5.5.1.5 Academic Advisor**

An individual who advises students on their coursework, registration, and academic progress through completion of their academic program and on post-graduate plans.

### **5.5.2 Student Assistants**

Jefferson students may be employed by the University to work under the supervision of Jefferson faculty and support their teaching and research. These individuals may be upper-level undergraduates or advanced graduate students matriculated in Jefferson academic programs.

#### **5.5.2.1 Graduate Research Assistant**

A graduate student enrolled at Jefferson who assists in the research programs of the University.

#### **5.5.2.2 Graduate Teaching Assistant**

A graduate student enrolled at Jefferson who assists a faculty member in instructional settings.

#### **5.5.2.3 Student Assistant**

An advanced undergraduate student enrolled at Jefferson who assists a faculty member in instructional settings.

### **5.5.3 Non-Employed Affiliates**

#### **5.5.3.1 Clinical Educator**

Where accreditation requirements allow, a licensed, credentialed individual who provides instruction to students in clinical settings, such as rotations and fieldwork experiences and who does not hold a faculty appointment in the college or school. A clinical educator may be a non-employee or an employee of Jefferson Health. As per accreditor requirements, a clinical educator may be reflected in the curricula and/or on syllabi with a title such as a preceptor, fieldwork educator, or clinical supervisor.

## **6 FACULTY TRACKS**

The University offers both un-prefixed and prefixed faculty tracks. The University's six tracks illustrate its commitment to the varied educational and research needs of the Colleges. Faculty assignment to a track is determined by the Dean of the College or School outside of a College in consultation with the provost. Assignment to the Tenure Track requires the approval of the provost. Each college, in consultation with the provost, shall determine which tracks shall be operational in the college to best align faculty appointment and promotion criteria with the goals and objectives of the college.

### **6.1 UN-PREFIXED TRACKS**

- a. Tenure Track – for faculty with a significant focus on research/scholarship/creative work, which requires demonstrated mastery, leadership, and sustained, enduring and impactful contributions over time with the additional requirement for significant contributions to and demonstrated excellence in the education and service missions of the institution. This track may require demonstrated excellence in the field of practice, as relevant to the discipline.
- b. Teacher Scholar Track – for faculty with a predominant focus on education, which requires demonstrated mastery, leadership, and impactful contributions over time with the additional requirement for significant contributions to and demonstrated excellence in the research/scholarship/creative work and service missions of the institution. This track may require demonstrated excellence in the field of practice, as relevant to the discipline.
- c. Clinical/Practice Scholar Track – for faculty with a predominant focus in the clinical learning environment or appropriate professional practice environment which requires demonstrated mastery, leadership, and impactful contributions over time with the additional requirement for significant contributions to and demonstrated excellence in the research/scholarship/creative work and service missions of the institution.

### **6.2 Prefixed Tracks**

- a. Research Excellence Track – for faculty with predominant effort devoted to the research mission where excellence and leadership are expected. Contribution to the service mission is expected. Prefix: Research.
- b. Teaching Excellence Track – for faculty with predominant effort devoted to the teaching mission where excellence and leadership are expected. Contribution to the service mission is expected. Prefix: Teaching.
- c. Clinician/Practice Educator Track – for faculty with predominant effort devoted to the clinical learning environment or the teaching and learning in experiential professional practice, where excellence and leadership are expected. Contribution to service mission is expected. The prefix is Clinical or Practice.



## **6.3 Time in Rank and Track**

### **6.3.1 Time in Rank**

Faculty advancement in rank is accompanied by the expectation of experience and maturation in the discipline in addition to specific criteria and guidelines for advancement. As a general matter, therefore, it is expected that faculty will have a minimum number of years in rank before consideration for promotion to the next rank. These minimal standards for years in rank are outlined below. In exceptional circumstances, and with approval of the provost, faculty may be considered for promotion in rank without having achieved minimal time in rank. Minimal time in rank is measured from the actual date of the first appointment to the rank, whether at Jefferson or another institution.

Faculty in the un-prefixed tracks are expected to achieve advancement to the next rank within a specified time period. These “maximum years in rank” assure that faculty are attending to the expectations for career development inherent in the faculty’s assignment to an un-prefixed track. The specific maximum years in rank are shown in the table below.

### **6.3.2 Time-in-Rank and Time-in-Track Clock Start Date**

For faculty in time-limited tracks and ranks, clocks begin on the October 1 following the official date of the appointment or promotion. To fulfill the expectation of the time in rank and track, a faculty member must be considered by their College Committee on Faculty Affairs in the academic year representing their maximum years in rank. .

### **6.3.3 Promotion and Tenure Effective Dates**

Given that promotion and tenure require Board of Trustees approval, the effective date of these personnel decisions will be the Board of Trustees meeting when the case was reviewed.

### **6.3.4 Time-in-Track <sup>2</sup>**

#### **6.3.4.1 Un-prefixed tracks**

The University has established time-in-rank and mandatory review processes for faculty on un-prefixed tracks, which are time-limited in nature.

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<sup>2</sup> The information provided in this Section of the *Thomas Jefferson University Faculty Handbook* is effective and applicable as of the effective date of the *Handbook*. Notwithstanding the foregoing sentence, some faculty members employed in faculty roles prior to the effective date of the *Thomas Jefferson University Faculty Handbook* may, as a result of their date of employment and in the sole discretion of the provost, be grandfathered under prior practices, particularly with respect to prior approaches to criteria and time requirements for promotion and tenure. In such cases, the University will clearly communicate the grandfathering decision and the prior practices that will control.



**TABLE 1 Time in Rank for Un-prefixed tracks**

Track / Rank	Instructor	Assistant	Associate	Professor
Tenure	Min: 1 year	Min.: 4 years Max: 8 years	Min.: 5 years Max: 10 years	N/A
Teacher Scholar				
Clinical / Practice Scholar				

**6.3.4.1.1 Time in Track: Tenure**

As stated in the tenure policy, faculty on the tenure track must successfully achieve the award of tenure by the end of their fifth year as Associate Professor.

**6.3.4.2 Prefixed tracks**

Faculty on prefixed tracks are not subject to the maximum time in rank and may be reviewed for promotion in accordance with the policies and procedures for the specific track.

**TABLE 2 Time in Rank for Prefixed tracks**

Track / Rank	Instructor	Assistant	Associate	Professor
Research Excellence	Min.: 1 year	Min.: 4 years	Min.: 5 years	N/A
Teaching Excellence				
Clinician/ Practice Educator				

**6.3.5 Extensions of the Time in Rank and Track for Eligible Reasons**

Faculty on time-limited tracks must be considered for tenure/promotion within the timeframes specified in the applicable policies.

A faculty member may seek an extension of the promotion clock, as appropriate, one year per event if the faculty member demonstrates one or more of the following circumstances:

- Leave of absence for birth or adoption of a child or dependent care, as eligible under the Family Medical Leave Act and other Jefferson policies;
- Chronic serious medical circumstances of the faculty member or a serious medical circumstance of a family member;
- Personal or family tragedy;

- Material/significant/catastrophic change in the research environment, e.g., equipment, research data, animals, patients, or personal loss that significantly delays or terminates specific research activity.

A faculty member's promotion clock may be extended for up to two times for a cumulative maximum of two years.

Requests to extend the promotion clock are considered by the college dean and the Office of Faculty Affairs who make a recommendation to the provost.

### **6.3.6 Transfer between Tracks**

Ordinarily, faculty remain on the track to which they are initially appointed.

Transfer to a tenure track or from a tenure track is considered an unusual occurrence and requires a recommendation from the dean and approval of the provost. A faculty member transferred from the tenure track to a non-tenure track may not transfer back to the tenure track. Similarly, a faculty member transferred to the tenure track from a non-tenure track, who is unsuccessful in achieving promotion or tenure within specified time frames, may not transfer to a non-tenure track.

With the approval of the dean, a faculty member in an un-prefixed (non-tenure) track may transfer to a prefixed track. A faculty member who is transferred from an un-prefixed track to a prefixed track may not transfer back to an un-prefixed track.

A faculty member who is being considered for transfer from a prefixed track to an un-prefixed track must meet criteria for the un-prefixed track as determined by the College's Faculty Affairs Committee and, as relevant, the University Committee on Appointment, Promotions, and Tenure.

As a general matter, change in a faculty member's track is equivalent to a change in the appointment and shall require fulfillment of the guidelines of an initial faculty appointment at the desired faculty rank including all relevant approvals. An individual may also seek approval for a track change at the time of promotion.

The successful conversion of a faculty member from one track to another does not create an open position.

### **6.3.7 Time in Rank and Track for Transfers**

#### **6.3.7.1 Transfer within un-prefixed tracks**

An individual who is approved to transfer within Un-prefixed tracks carries their years in rank and track to the new track.

#### **6.3.7.2 Transfer from a Prefixed Track to an Un-Prefixed track**

An individual who is approved to transfer from a Prefixed Track to an Un-Prefixed Track may have up to five (5) years to achieve the expectations for promotion in rank, unless an extension is approved as further described in this *Handbook*.

## **6.4 Criteria for Rank and Track**

The major criteria for faculty appointment and promotion to senior ranks in each of the tracks are contained in the tables that follow. Each college will provide guidelines as to how faculty demonstrate evidence of achievement for each criterion at each rank for the tracks in use in the college. Criteria and evidence of achievement for junior ranks in each track used by the college will be determined by the college. The guidelines for specific evidence of achievement for each rank and track in use in the college will be found in the college's addendum to the *Handbook*. All criteria and evidence of achievement are subject to change from time to time and to the approval of the provost.

TABLE 3 TENURE TRACK

Tenure Track Criteria	Professor	Associate Professor
<b>Research/Scholarship /Creative Work</b>	The candidate's portfolio of research/scholarship/creative work reflects persistence and significant, original, ongoing contributions to the discipline, and overall demonstrates enduring and measurable impact on the discipline as judged by academic leaders and recognized peers in the discipline.	The candidate's portfolio of original research/scholarship/ creative work provides a clear and defined contribution to the discipline and demonstrates focus and skill. While the candidate's portfolio of work may be considered "emerging" in the discipline, the contributions must be evaluated as meaningful by academic leaders and peers in the discipline.
<b>Teaching/Education</b>	The candidate demonstrates continued strength in teaching as evidenced by peer/supervisor/student evaluations, observations or awards and continued strong commitment to the educational mission including through ongoing improvement in pedagogy and teaching methods.	The candidate demonstrates strength in teaching as evidenced by peer/supervisor/ student evaluations, observations or awards. The candidate shows a strong commitment to the educational mission including by participating in ongoing improvement in pedagogy and teaching methods.
<b>Institutional Service</b>	The candidate is actively involved and accepts opportunities to serve the university and/or its colleges and programs. The candidate shows a strong commitment to institutional service as evidenced, for instance, by effective contributions to program, college and/or university committees, and/or through institutional leadership roles. The candidate's record of contributions to the well-being and advancement of the university is considered outstanding.	The candidate is actively involved and accepts opportunities to serve the university and/or its colleges and programs. The candidate shows strong commitment to institutional service as evidenced by effective contributions on program, college and/or university committees and clear contributions to the well-being and advancement of the university.
<b>External Service/ Performance</b>	The candidate has achieved a strong national (and international where appropriate) reputation for their contributions to the discipline and demonstrates ongoing service to the discipline as manifest, for instance, by continued invitations to serve in the activities of professional societies, to speak about the candidate's work, to participate in professional peer review activities or other similar accomplishments as appropriate for the discipline.	The candidate shows a strong commitment to service to the profession. The candidate is recognized as having an emerging national reputation in the discipline as demonstrated by activities that lead to advancement of the profession (such as participation in regional or national professional organizations, professional peer review activities, contribution to national meetings or other similar accomplishments as appropriate to the discipline).
<b>Practical/ Clinical Mastery</b>	If applicable, the candidate demonstrates mastery and leadership in the discipline manifested in sustained, high-quality practice in the field and, as applicable, maintenance of professional licensure or certification as described in the respective college's evidence of professional development.	If applicable, the candidate demonstrates mastery and leadership in the discipline manifested in sustained, high-quality practice in the field and, as applicable, maintenance of professional licensure or certification as described in the respective college's evidence of professional development.

TABLE 4 TEACHER SCHOLAR TRACK

Teacher Scholar Criteria	Professor	Associate Professor
<b>Research/Scholarship /Creative Work</b>	The candidate's portfolio of original research/ scholarship/creative work provides a clear and defined contribution to the discipline as judged by academic leaders and peers in the discipline, demonstrates focus and skill, and reflects sustained effort over time.	The candidate provides significant, original contributions to a portfolio of research/scholarship/creative work as judged by peers in the discipline.
<b>Teaching/Education</b>	The candidate demonstrates sustained excellence in teaching as evidenced by peer/supervisor/student evaluations, observations or awards and educational outcomes. The candidate shows strong commitment to the educational mission of the university, including through ongoing improvement in pedagogy and teaching methods, as well as contributions to pedagogy in the discipline as appropriate.	The candidate demonstrates excellence in teaching as evidenced by peer/supervisor/student evaluations, observations or awards and educational outcomes. The candidate shows strong commitment to the educational mission of the university, including through ongoing improvement in pedagogy and teaching methods, as well as contributions to pedagogy in the discipline as appropriate.
<b>Institutional Service</b>	The candidate is actively involved and accepts opportunities to serve the university and/or its colleges and programs. The candidate shows a strong commitment to institutional service as evidenced, for instance, by effective contributions to program, college and/or university committees, and/or through institutional leadership roles. The candidate's record of contributions to the well-being and advancement of the university is considered outstanding.	The candidate is actively involved and accepts opportunities to serve the university and/or its colleges and programs. The candidate shows a strong commitment to institutional service as evidenced by effective contributions on program, college and/or university committees and clear contributions to the well-being and advancement of the university.
<b>External Service/ Performance</b>	The candidate demonstrates clear prominence in their discipline at a national level (as manifested, for example, by invitations to speak at national forums, serve on national committees, and provide peer review or other similar accomplishments as appropriate for the discipline) and substantive service to the profession (as manifested, for example, by service on national committees, provision of peer review, or other similar accomplishments as appropriate for the discipline).	The candidate demonstrates clear prominence in their discipline in (at minimum) local and regional arenas (as manifested, for example, by invitations to speak at local/regional forums, serve on local/regional committees, and provide peer review or other similar accomplishments as appropriate to the discipline) and service to the profession (as manifested, for example, by service on local/regional committees, provision of peer review, or other similar accomplishments as appropriate for the discipline).
<b>Practical/ Clinical Mastery</b>	If applicable, the candidate demonstrates mastery and leadership in the discipline manifested in sustained, high-quality practice in the field and, as applicable, maintenance of professional licensure or certification as described in the respective college's evidence of professional development	If applicable, the candidate demonstrates mastery and leadership in the discipline manifested in sustained, high-quality practice in the field and, as applicable, maintenance of professional licensure or certification as described in the respective college's evidence of professional development

TABLE 5 CLINICAL/PRACTICE SCHOLAR TRACK

Clinical/Practice Scholar Criteria	Professor	Associate Professor
<b>Research/Scholarship /Creative Work</b>	The candidate's portfolio of original research/ scholarship/creative work provides a clear and defined contribution to the discipline as judged by academic leaders and peers in the discipline, demonstrates focus and skill, and reflects sustained effort over time.	The candidate provides significant, original contributions to a portfolio of research/scholarship/creative work as judged by peers in the discipline.
<b>Teaching/Education</b>	The candidate demonstrates sustained excellence in teaching as evidenced by peer/supervisor/student evaluations, observations or awards. The candidate shows strong commitment to the educational mission including through ongoing improvement in pedagogy and teaching methods.	The candidate demonstrates excellence in teaching as evidenced by peer/supervisor/student evaluations, observations or awards. The candidate shows strong commitment to the educational mission including through ongoing improvement in pedagogy and teaching methods.
<b>Institutional Service</b>	The candidate is actively involved and accepts opportunities to serve the university and/or its colleges and programs. The candidate shows a strong commitment to institutional service as evidenced, for instance, by effective contributions to program, college and/or university committees, and/or through institutional leadership roles. The candidate's record of contributions to the well-being and advancement of the university is considered outstanding.	The candidate is actively involved and accepts opportunities to serve the university and/or its colleges and programs. The candidate shows strong commitment to institutional service as evidenced, for instance, by effective contributions on program, college and/or university committees and clear contributions to the well-being and advancement of the university.
<b>External Service/ Performance</b>	The candidate demonstrates clear prominence in their discipline at a national level (as manifested, for example, by invitations to speak at national forums, serve on national committees, and provide peer review or other similar accomplishments as appropriate for the discipline) and substantive service to the profession (as manifested, for example, by service on national committees, provision of peer review, or other similar accomplishments as appropriate for the discipline).	The candidate demonstrates clear prominence in their discipline in (at minimum) local and regional arenas (as manifested, for example, by invitations to speak at local/regional forums, serve on local/regional committees, and provide peer review or other similar accomplishments as appropriate to the discipline) and service to the profession (as manifested, for example, by service on local/regional committees, provision of peer review, or other similar accomplishments as appropriate for the discipline).
<b>Practical/ Clinical Mastery</b>	The candidate demonstrates mastery and leadership in the discipline manifested in sustained, high-quality practice in the field. The candidate maintains professional licensure or certification, if applicable, as described in the respective college's evidence of professional development.	The candidate demonstrates mastery and leadership in the discipline manifested in sustained, high-quality practice in the field. The candidate maintains professional licensure or certification, if applicable, as described in the respective college's evidence of professional development.

TABLE 6 RESEARCH EXCELLENCE TRACK

Research Excellence Criteria	Professor	Associate Professor
<b>Research/Scholarship /Creative Work</b>	The candidate's portfolio of research/scholarship/creative work provides meaningful contribution to the field and demonstrates focus and skill. The portfolio of research/scholarship/creative work should demonstrate continued and increasing evidence of independence and leadership in addition to contributions to team and collaborative work.	The candidate provides significant contribution to a portfolio of research/scholarship/creative work in their field. The portfolio of research/scholarship/creative work should demonstrate evidence of independence and leadership in addition to contributions to team and collaborative work.
<b>Teaching/Education</b>	The candidate provides expert supervision to students and other trainees, as appropriate, and actively participates in the education of students and other trainees in the performance of the research/scholarship/creative work. Student and trainee evaluations of the faculty member reflect the skill and dedication of the faculty member.	The candidate provides expert supervision to students and trainees, as appropriate, and actively participates in the education of students and trainees in the performance of the research/scholarship/creative work. Student and trainee evaluations of the faculty member reflect the skill and dedication of the faculty member.
<b>Institutional Service</b>	The candidate is actively involved and accepts opportunities to serve the university and/or its colleges and programs. The candidate shows a strong commitment to institutional service as evidenced, for instance, by effective contributions to program, college and/or university committees, and/or through institutional leadership roles. The candidate's record of contributions to the well-being and advancement of the university is considered outstanding.	The candidate is actively involved and accepts opportunities to serve the university and/or its colleges and programs. The candidate shows strong commitment to institutional service as evidenced, for instance, by effective contributions on program, college and/or university committees and clear contributions to the well-being and advancement of the university.
<b>External Service/ Performance</b>	The candidate demonstrates clear prominence in their discipline at a national level (as manifested, for example, by invitations to speak at national forums, serve on national committees, and provide peer review or other similar accomplishments as appropriate for the discipline) and substantive service to the profession (as manifested, for example, by service on national committees, provision of peer review, or other similar accomplishments as appropriate for the discipline).	The candidate demonstrates clear prominence in their discipline in (at minimum) local and regional arenas (as manifested, for example, by invitations to speak at local/regional forums, serve on local/regional committees, and provide peer review or other similar accomplishments as appropriate to the discipline) and service to the profession (as manifested, for example, by service on local/regional committees, provision of peer review, or other similar accomplishments as appropriate for the discipline).
<b>Practical/ Clinical Mastery</b>	If applicable, the candidate demonstrates mastery and leadership in the discipline manifested in sustained, high-quality practice in the field and, as applicable, maintenance of professional licensure or certification as described in the respective college's evidence of professional development	If applicable, the candidate demonstrates mastery and leadership in the discipline manifested in sustained, high-quality practice in the field and, as applicable, maintenance of professional licensure or certification as described in the respective college's evidence of professional development.

TABLE 7 TEACHING EXCELLENCE TRACK

Teaching Excellence Criteria	Professor	Associate Professor
<b>Research/ Scholarship /Creative Work</b>	While some level of contribution to research/scholarship/creative work may be expected, as appropriate to the college or program, all candidates must demonstrate a scholarly orientation to their practice and teaching. While it is recognized that contribution to one's field through research/scholarship/creative work is important and informs one's teaching and practice, greater emphasis is placed upon teaching excellence, institutional service, external service and practical mastery in this track.	While some level of contribution to research/scholarship/creative work may be expected, as appropriate to the college or program, all candidates must demonstrate a scholarly orientation to their practice and teaching. While it is recognized that contribution to one's field through research/scholarship/creative work is important and informs one's teaching and practice, greater emphasis is placed upon teaching excellence, institutional service, external service and practical mastery in this track.
<b>Teaching/ Education</b>	The candidate demonstrates sustained excellence in teaching as evidenced by peer/supervisor/student evaluations, observations or awards and educational outcomes. The candidate shows strong commitment to the educational mission of the university, including through ongoing improvement in pedagogy and teaching methods, as well as contributions to pedagogy in the discipline as appropriate.	The candidate demonstrates excellence in teaching as evidenced by peer/supervisor/student evaluations, observations or awards and educational outcomes. The candidate shows strong commitment to the educational mission of the university, including through ongoing improvement in pedagogy and teaching methods, as well as contributions to pedagogy in the discipline as appropriate.
<b>Institutional Service</b>	The candidate is actively involved and accepts opportunities to serve the university and/or its colleges and programs. The candidate shows a strong commitment to institutional service as evidenced, for instance, by effective contributions to program, college and/or university committees, and/or through institutional leadership roles. The candidate's record of contributions to the well-being and advancement of the university is considered outstanding.	The candidate is actively involved and accepts opportunities to serve the university and/or its colleges and programs. The candidate shows strong commitment to institutional service as evidenced by effective contributions on program, college and/or university committees and clear contributions to the well-being and advancement of the university.
<b>External Service/ Performance</b>	The candidate demonstrates clear prominence in their discipline at a national level (as manifested, for example, by invitations to speak at national forums, serve on national committees, and provide peer review or other similar accomplishments as appropriate for the discipline) and substantive service to the profession (as manifested, for example, by service on national committees, provision of peer review, or other similar accomplishments as appropriate for the discipline).	The candidate demonstrates clear prominence in their discipline in (at minimum) local and regional arenas (as manifested, for example, by invitations to speak at local/regional forums, serve on local/regional committees, and provide peer review or other similar accomplishments as appropriate to the discipline) and service to the profession (as manifested, for example, by service on local/regional committees, provision of peer review, or other similar accomplishments as appropriate for the discipline).
<b>Practical/ Clinical Mastery</b>	If applicable, the candidate demonstrates mastery and leadership in the discipline manifested in sustained, high-quality practice in the field and, as applicable, maintenance of professional licensure or certification as described in the respective college's evidence of professional development.	If applicable, the candidate demonstrates mastery and leadership in the discipline manifested in sustained, high-quality practice in the field and, as applicable, maintenance of professional licensure or certification as described in the respective college's evidence of professional development.



TABLE 8 CLINICIAN/PRACTICE EDUCATOR TRACK

Clinician/Practice Educator Criteria	Professor	Associate Professor
<b>Research/Scholarship /Creative Work</b>	While some level of contribution to research/scholarship/creative work may be expected, as appropriate to the college or program, all candidates must demonstrate a scholarly orientation to their practice and teaching. While it is recognized that contribution to one's field through research/scholarship/creative work is important and informs one's teaching and practice, greater emphasis is placed upon teaching excellence, institutional service, external service and practical mastery in this track.	While some level of contribution to research/scholarship/creative work may be expected, as appropriate to the college or program, all candidates must demonstrate a scholarly orientation to their practice and teaching. While it is recognized that contribution to one's field through research/scholarship/creative work is important and informs one's teaching and practice, greater emphasis is placed upon teaching excellence, institutional service, external service and practical mastery in this track.
<b>Teaching/Education</b>	The candidate demonstrates sustained excellence in teaching as evidenced by peer/supervisor/student evaluations, observations or awards. The candidate shows strong commitment to the educational mission including through ongoing improvement in pedagogy and teaching methods.	The candidate demonstrates excellence in teaching as evidenced by peer/supervisor/student evaluations, observations or awards. The candidate shows strong commitment to the educational mission including through ongoing improvement in pedagogy and teaching methods.
<b>Institutional Service</b>	The candidate is actively involved and accepts opportunities to serve the university and/or its colleges and programs. The candidate shows a strong commitment to institutional service as evidenced, for instance, by effective contributions to program, college and/or university committees, and/or through institutional leadership roles. The candidate's record of contributions to the well-being and advancement of the university is considered outstanding.	The candidate is actively involved and accepts opportunities to serve the university and/or its colleges and programs. The candidate shows strong commitment to institutional service as evidenced, for instance, by effective contributions on program, college and/or university committees and clear contributions to the well-being and advancement of the university.
<b>External Service/ Performance</b>	The candidate demonstrates clear prominence in their discipline at a national level (as manifested, for example, by invitations to speak at national forums, serve on national committees, and provide peer review or other similar accomplishments as appropriate for the discipline) and substantive service to the profession (as manifested, for example, by service on national committees, provision of peer review, or other similar accomplishments as appropriate for the discipline).	The candidate demonstrates clear prominence in their discipline in (at minimum) local and regional arenas (as manifested, for example, by invitations to speak at local/regional forums, serve on local/regional committees, and provide peer review or other similar accomplishments as appropriate to the discipline) and service to the profession (as manifested, for example, by service on local/regional committees, provision of peer review, or other similar accomplishments as appropriate for the discipline).
<b>Practical/ Clinical Mastery</b>	The candidate demonstrates mastery and leadership in the discipline manifested in sustained, high-quality practice in the field. The candidate maintains professional licensure or certification, if applicable, as described in the respective college's evidence of professional development.	The candidate demonstrates mastery and leadership in the discipline manifested in sustained, high-quality practice in the field. The candidate maintains professional licensure or certification, if applicable, as described in the respective college's evidence of professional development.

## **7 FACULTY POSITIONS, RECRUITMENT, AND APPOINTMENTS**

### **7.1 Faculty Positions and Searches**

The University's Policy for Full-Time Faculty Search and Selection ("Policy") is applicable to the Colleges and Schools that comprise Thomas Jefferson University, as defined in the *Bylaws of the Schools and Colleges of Thomas Jefferson University*.

The Policy sets forth the standard for recruiting and hiring faculty for all employed, full-time faculty vacancies among the colleges and schools. This Policy does not apply to the recruiting and hiring of part-time faculty, volunteer faculty, adjunct faculty, , or administrative positions.

In pursuit of its goal to be a visionary institution that sets new standards for comprehensive professional education, Thomas Jefferson University is committed to the recruitment of faculty who will lead Jefferson through the changes and innovations necessary to transform education, clinical care, and research, to better serve our students, patients, and society.

Additionally, we believe that a diverse and inclusive environment is fundamental to our ability to achieve our mission, vision, and values as they relate to education, research, and patient care. Moreover, a diverse faculty is essential to:

- attract and provide role models and mentors for its diverse body of students, residents, and other trainees;
- effectively serve an increasingly diverse community of students, patients, industry partners, and clients;
- support Jefferson's commitment to Health Equity; and
- promote optimal organizational performance and outcomes.

A skilled and diverse faculty optimizes our potential for creativity, innovation, educational excellence, quality patient care, and impactful research.

For the policy and procedures related to position approach and faculty searches, see Appendix I.

### **7.2 Terms of Appointment for Employed Faculty**

#### **7.2.1 Overview**

The terms and conditions of each faculty appointment, including extensions, modifications, and notices to the faculty, should be confirmed in writing and include the material terms of the appointment, including such things as rank, track, type of appointment, the term of the appointment and the applicable compensation. All letters of appointment are issued by the Office of Faculty Affairs for signature by the appropriate dean and other appropriate personnel. Initial appointments to the ranks of Assistant Professor, Associate Professor and Professor, are effective only upon approval by the Board of Trustees. Promotions in rank and the awarding of tenure must also be approved by the Board of Trustees.

### **7.2.2 Types of Appointment**

The University has two types of appointments for employed, non-adjunct, faculty:

#### **1. Appointments for Specified Contract Terms**

Appointments for specified contract terms are granted to faculty on the following tracks: Tenure track; Teacher Scholar track; Clinician/Practice Scholar track; Research track; Teaching Excellence track; and Clinician/Practice Educator track.

#### **2. Tenure**

Tenure, also known as a continuous appointment, is conferred by the Board of Trustees.

### **7.2.3 Length of Appointment**

As described in the *Bylaws of the Schools and Colleges of Thomas Jefferson University*, employed, non-tenured members of the faculty shall be appointed for a defined term of years. Faculty in un-prefixed tracks will typically be appointed to two-year terms at the assistant professor rank and three-to-five year terms at the associate professor and professor ranks. The typical length of contract for faculty at the associate professor and professor rank in un-prefixed tracks may vary by college and will be determined by the provost in consultation with the dean of the college or school. Faculty in prefixed tracks will typically be appointed to one-year terms. The *Bylaws of the Schools and Colleges of Thomas Jefferson University* provide that, with the exception of tenured faculty, no appointment may exceed six (6) years. Faculty appointments may be renewed or extended at the conclusion of the defined term. Factors which may impact the appointment term include college or program of appointment, rank, track, performance concerns, and/or external funding.

## **7.3 Secondary Appointments**

As reflected in the *Bylaws of the Schools and Colleges of Thomas Jefferson University*, members of the faculty contributing substantially to the teaching and/or research efforts in more than one department, school or college may hold a secondary appointment.

The purpose of secondary appointments is to encourage significant, long-term collaborations between departments, schools, and/or colleges, which result in significant benefit to the departments, schools, and/or colleges and the institution. The criteria for granting of a secondary appointment are the actual and/or anticipated sustained contributions, which materially enhance the respective missions and are of demonstrable benefit to the University and the home and secondary unit. Collaboration and contributions to a unit other than the primary college/school or department do not, in and of themselves, provide a rationale for a secondary appointment.

While more than one appointment may be held, one appointment shall be designated as primary. Any contractual commitments to the faculty member, including tenure and consideration for promotion, shall apply only to the primary appointment.

Requests for more than one secondary appointment require the approval of the provost. See Appendix I, for the procedures for a secondary appointment.

## **7.4 Resignation**

Faculty members shall inform their Department Chairperson or College/School dean in writing of their intention to retire or resign at least ninety (90) days in advance of the proposed resignation date. When possible, the effective date of resignation shall coincide with the end of the academic year.

### **7.4.1 Clinical Faculty Employed by Jefferson University Physicians (JUP)**

In addition to the above, JUP participants intending to retire or resign their participation in JUP must give six (6) months' notice in writing to the Department Chair and President of JUP in order to be eligible to receive clinical incentive compensation with respect to any period prior to their separation from JUP.

## **7.5 Notice of Non-reappointment**

From time to time, the university may decide to separate an employed faculty member on grounds other than "cause." The university may make such a decision based, by way of example only, on financial or other business considerations, performance concerns, or personal conduct that does not warrant dismissal for cause. The non-reappointment process is subject to oversight by the Office of the Provost. Non-reappointment of employed faculty requires approval by the provost or designate, in consultation with the Department of Human Resources. Failure to reappoint does not constitute a dismissal for cause.

Requirements for advanced notice of non-renewal of the appointment are described in the *Bylaws of the Schools and Colleges of Thomas Jefferson University*.

# **8 PROCEDURES FOR FACULTY APPOINTMENT AND PROMOTION**

## **8.1 Overview of Jefferson's Appointment, Promotion, and Tenure Tracks and Guidelines**

Jefferson's appointment, promotion, and tenure systems are intended to facilitate continued career growth and professional success throughout the continuum of a faculty member's career, and, in turn, enable the success of each of the colleges and the university. A thriving and successful faculty is essential for the university to fulfill its mission to improve the lives of its students, patients and the greater society. Further, Jefferson's appointment, promotion and tenure systems are aligned with the university's desire to provide a culture that promotes excellence in achievement and the life-long professional growth and personal wellness of its students and faculty. The university achieves this culture by setting clear expectations for achievement, providing timely, relevant feedback, and by fostering a collegial, supportive environment.

The un-prefixed tracks for faculty appointment in the colleges require promotion and tenure, as applicable, within specified time periods. The timelines for the un-prefixed tracks are generous by academic standards so that faculty may achieve milestones within reasonable timeframes that align with the university's aspirations for both the continued career growth and, simultaneously, the personal wellness of its faculty.

The university also provides prefixed tracks, which do not require achievement of milestones within specified timeframes, to provide flexibility for faculty who may contribute to the college through focused areas of strength. These tracks allow for greater flexibility in the timing of advancement and require achievement in fewer domains. These prefixed tracks may better align with the needs of specific programs within a college or with the needs of some faculty at specific times in their careers. The potential for changing tracks from a prefixed track to an un-prefixed track provides flexibility for managing personal and professional needs over an extended timeframe.

Regular performance reviews, mentoring programs, and, for faculty in un-prefixed tracks, formal, periodic reviews by the college's faculty affairs committee, are intended to provide the faculty member with timely and relevant feedback on progress towards milestones for advancement as well as overall effectiveness.

Since assignment to a track must consider the needs, expectations and resources of the college in balance with the desires of the faculty member, track assignment is determined by the dean of the college (in consultation with the provost in the case of a requested assignment to the tenure track).

Jefferson has a commitment to its stakeholders, including its students and alumni, the board of trustees, and to society at large, to expect that its faculty are expert and current in their fields, successful in their methods of teaching, outstanding role models, and otherwise, successful contributors to the service missions and overall success of the university. The above framework for faculty appointments, promotions, and tenure is developed to meet Jefferson's commitment to the career development, success, and effectiveness of its faculty and its commitment to its stakeholders.

## **8.2 Credentials and Evidence of Achievement**

The requisite academic credentials and evidence of professional achievement for faculty appointed at or advanced to each rank are established by the Colleges, subject to approval of the provost, using the framework outlined within the *Faculty Handbook*. College specific evidence is outlined in each college's addendum to the *Faculty Handbook*.

## **8.3 General Considerations**

General Considerations for College Committees on Faculty Affairs and the University Committee on Faculty Appointments, Promotion, and Tenure considering candidates for faculty appointment, promotion and, where applicable, tenure include the following:

1. Teaching, scholarly achievement, service (both to the institution and to the profession), and integrity (both personal and professional) are core values of the University and, consistent with specific rank and track requirements, should each be independently considered and evaluated in appointment, promotion, and tenure recommendations.
2. Promotion and tenure criteria should encourage the scholarly, creative, and innovative work of the faculty which should be evaluated on the **impact** of the work, as judged by peers in the field or other appropriate mechanism.
3. The University accepts a broad definition of scholarship, which includes the scholarship of discovery, application, integration, and education for consideration in faculty appointment, promotion, and tenure recommendations. Innovations in the field should be encouraged and will be assessed by discipline-specific peers or

other appropriate mechanism based upon impact in the field.

4. In parallel with individual achievement, collaborative work among the faculty within and between disciplines is encouraged and should be appropriately considered in appointment, promotion, and tenure considerations. The faculty member has the responsibility of documenting their contribution to collaborative scholarship.
5. All methods of teaching (including clinical, studio, lab, and classroom) as well as all modes (including face-to-face, on-line, and hybrid) are recognized as fulfilling teaching responsibilities.
6. Contributions to education should be evaluated by the college with consideration of the faculty member's effort devoted to and opportunities to participate in the educational mission of the program, department, and/or the college. The University recognizes that educational missions may vary greatly between colleges and within a college.
7. Service to the faculty member's program/department/college/University is essential and expected of all faculty members. Service activity should increase in type, volume, leadership, and visibility as the faculty member progresses in their career.
8. Formal administrative roles and assignments may contribute to the expectation of service to the institution.
9. While all criteria must be met when considering applications for appointment, promotion, and tenure, an evaluation committee may give consideration to the allocation of a faculty member's effort when judging contributions in each area.
10. The criteria of adherence to high ethical and moral standards in the performance of professional duties, including adherence to the Code of Conduct and other University policies, and a record of conduct that upholds the core values of the institution should be assessed as part of all faculty appointment, promotion, and tenure decisions.

#### 8.4 Expected Review of Faculty on Un-Prefixed Tracks

Jefferson is committed to a system of review and feedback to foster faculty achievement of track-specific career development milestones. In addition to adhering to the requirement for annual performance evaluation of faculty, each college is expected to provide formal periodic review of full-time faculty in un-prefixed tracks through a process developed by its Faculty Affairs Committee in consultation with the dean. Formal periodic review of full-time faculty in un-prefixed tracks should occur at the following intervals:

**Assistant Professor:** In the third year following appointment and in the sixth year following appointment, if not already promoted (or in the process thereof).

**Associate Professor:** In the fourth year following appointment and in the eighth year following appointment, if not already promoted (or in the process thereof).

This review process is overseen by the Office of Faculty Affairs and Professional Development.



## **8.5 Process for Initiation of Faculty Appointment/Promotion/Tenure or Track Change**

A request for a new faculty appointment, promotion, tenure, or track change starts with a recommendation from the faculty member's supervisor to the dean of the college or school outside of a College. If the dean of the college or school outside of a college recommends the action, the application will be forwarded to the Faculty Affairs Committee of the college or school outside of a college for consideration (except for requests for appointment or transfer to the tenure track, which must receive approval of the provost before going to the Faculty Affairs Committee). If the Faculty Affairs Committee recommends the candidate, the application is forwarded to the Executive Committee of the college or school outside of a college. If appropriate (such as the promotion to Senior Faculty or Tenure), the application is also reviewed by the University Committee on Faculty Appointments, Promotion and Tenure. Final approval of recommended actions for faculty appointment, promotion, tenure or track change is provided by the Board of Trustees.

In cases where a faculty member has reached the maximum allowable time in rank for consideration of promotion or tenure in time limited tracks, the supervisor must either recommend the faculty member for the promotion or for tenure, as applicable, recommend a change in track, as detailed herein, or initiate the process for providing notice of non-renewal of appointment as provided for in the *Bylaws of the Schools and Colleges of Thomas Jefferson University*. A faculty member whose employment has been extended beyond the maximum time for promotion or tenure as a result of the required notice of non-renewal of appointment, will not be considered in violation of the *Thomas Jefferson University Faculty Handbook*.

## **8.6 Procedures for Faculty Appointment/Promotion/Tenure or Track Change**

The procedures for faculty appointment, promotion, tenure, and/or track change will be developed by each college in consultation with the Office of Faculty Affairs and Professional Development and detailed in each college's addendum to the *Handbook*. Each college must develop a process for solicitation of external refereed letters for the evaluation of faculty for appointment or promotion to senior faculty ranks and/or tenure that is independent of the candidate being considered for appointment or promotion to a senior rank or for tenure. While it is permissible for the candidate to provide the names of potential referees, the decision as to which referees are used and the solicitation of the letters must be done independent of the candidate.

Refer to Appendix I for further instructions on the solicitation and qualifications of external reviewers for faculty candidates for appointment or promotion to senior ranks and for tenure.



## **9 FACULTY TENURE**

### **9.1 Tenure Policies and Procedures**

#### **9.1.1 Preamble to the Thomas Jefferson University Tenure Policy**

Universities have a unique obligation in society to support the advancement of knowledge unfettered by other considerations. Therefore, Thomas Jefferson University (“Jefferson”) is committed to fostering advancement of knowledge in its academic disciplines and supports a faculty appointment, promotion, and tenure system that appropriately recognizes the research, scholarship, and creative work of the faculty that lead to substantive, enduring, and transformative impact in these disciplines.

To facilitate the advancement of knowledge, Jefferson accepts a broad definition of scholarship that includes the advancement, transformation, and/or translation of knowledge by the application of one’s intellect in an informed, disciplined, and creative manner. Such research, scholarship and creative work should be communicated broadly or made public in discipline-appropriate ways; subject to external, discipline-specific peer review; and should ultimately be judged on the impact of the work on the discipline as described by peers. With this in mind, faculty are encouraged to think and act creatively in their academic and scholarly pursuits.

At Jefferson, while independent achievements serve as the foundation of evaluation for promotion and tenure, the importance of contributions to collaborative work is valued, encouraged, and considered in the appointment, promotion, and tenure processes. Additionally, innovative approaches to work and contributions to the disciplines are valued, encouraged, and considered in the appointment, promotion, and tenure processes.

While substantive achievements in research, scholarship, and creative work are necessary for the consideration and award of tenure, they are not sufficient. The tenured faculty must also embody the University’s commitment to excellence in education, to service, and to high standards of personal conduct and integrity.

#### **9.1.2 Definition of Tenure**

Tenure provides eligible full-time faculty members the ability to pursue their academic work through a continued employment opportunity.

#### **9.1.3 Criteria for Tenure**

*As tenure represents a significant commitment of Thomas Jefferson University to a faculty member’s professional career, the award of tenure will be considered for eligible individuals, who have sufficiently demonstrated:*

- Evidence of sustained, original, and substantive intellectual and/or creative contributions to the faculty member’s discipline, which have had a demonstrable impact on the discipline as judged by academic leaders and recognized peers in the discipline;
- Strong commitment to the educational mission of the University as evidenced by active, effective, and substantive contribution to one or more educational programs;

- Strong commitment to institutional service as evidenced by active, effective contributions to program, college, and university committees, and a record of contributions that overall serve to improve the welfare of the University and its community;
- Strong commitment to service to the faculty member's profession as evidenced by activities that enhance the professional community (such as participation on regional or national professional committees, provision of peer review, contribution to national meetings, journals, or other priorities of the profession); and
- Adherence to high ethical and moral standards in the performance of professional duties, including adherence to the code of conduct and other university policies and a record of personal conduct that upholds the core values of the institution.

#### **9.1.4 Eligibility for Tenure**

1. The initial and continuous award of tenure is available only to faculty who are full-time employees of Jefferson and who have achieved the rank of associate professor or professor in the tenure-eligible track.
  - Promotion to the associate professor level or higher in a tenure-eligible track does not guarantee tenure.
  - If a faculty member applies for promotion to associate professor and tenure simultaneously, a committee will vote on promotion, and if the promotion is approved, consider the application for tenure.
  - If a faculty member applies for promotion to professor and tenure simultaneously, a committee will vote on tenure, and if the tenure is approved, consider the application for promotion.
2. Recommendation for the appointment of a faculty member to the tenure-eligible track shall be made by the dean of the college to the provost who has final authority on the matter.
3. Faculty in a tenure track shall have up to eight (8) years from initial appointment at the assistant professor level in the tenure track to achieve successful promotion to associate professor, with an extension of up to two (2) additional years for reasons outlined in the section on extension of the tenure probationary period below.
4. Failure to achieve promotion to associate professor within the allotted time-frames shall result in a notice of non-renewal of appointment as described in the *Bylaws of the Schools and Colleges of Thomas Jefferson University*.
5. Faculty shall have up to five (5) years after the promotion to associate professor to successfully apply for the award of tenure. Faculty who fail to be awarded tenure during this time period shall be provided with twelve (12) months' notice of non-renewal of contract.

6. Faculty in a tenure eligible track shall be expected to achieve successful promotion to professor within ten (10) years from initial appointment at the associate professor level in the tenure track, with an extension of up to two (2) additional years, for reasons outlined in the section on extension of the tenure probationary period below.
7. It is the expectation that faculty granted tenure at the associate professor level will successfully meet the career development milestones associated with promotion to professor within the allotted timeframe in (6) above. Failure to achieve promotion to the rank of professor within the allotted timeframes shall be evaluated in the context of the Periodic Evaluation of tenured faculty.

### **9.1.5 Extensions of the Tenure Track Timeframe**

As outlined in section 6.3.5 of this *Handbook*, the timeframes set forth above for achievement of promotion to associate and full professor may be extended for one (1) additional year for reasons such as the birth or adoption of a child, personal illness, caring for ill family member, catastrophic event, or work assignment that materially impacted the ability of the faculty member to achieve promotion related milestones (such work assignments require pre-approval of the provost).

In each case, the supervisor, shall review each such request and forward it, along with their recommendation, to the dean of the college, and if approved by the dean, to the provost for final action. Under extenuating circumstances, the tenure track timeframes may be extended by an additional year for a maximum extension of two (2) years upon review and approval of the provost.

### **9.1.5 Provision for Contract Conversion**

As outlined in Section 6.3.6 of this *Handbook*, faculty may transfer into the tenure track from a non-tenure track upon the recommendation of the dean of the college to the provost, who shall take final action in the matter. Following the processes for faculty appointments, promotions, and tenure outlined in this *Handbook*, the appropriate committees shall provide recommendations as to the rank of the faculty member within the tenure track.

In rare cases, faculty may transfer from the tenure track into a non-tenure track upon the recommendation of the dean of the college to the provost, who has final authority in the matter. The transfer of tracks must occur no later than year six (6) in the eight (8) year time in rank period for an assistant professor. Faculty who have transferred from a tenure track into a non-tenure track may not transfer back into a tenure track.

### **9.1.6 Maintenance of Tenure**

The ongoing contributions of tenured faculty should be at the level of an accomplished scholar, teacher, and citizen. Therefore, tenured faculty are expected to be productive and engaged, with ongoing contributions in areas described in the Criteria for Tenure as well as to the mission, goals, and objectives of their college and the University, as established from time to time. Tenure does not ensure a position for an individual who is not meeting these expectations.

The functional level of effectiveness of faculty members of their respective rank and status, will be determined, as appropriate, by their supervisor. All tenured faculty will receive an Annual Performance Review (APR), as described in University policy. Accordingly, the supervisor will review the effort of the faculty member, and modify the roles and responsibilities in any or all of the areas of research, scholarship, and creative work; education; service; practice; and administrative responsibilities based on the faculty member's areas of contribution, strength, productivity, or other applicable parameters considered in light of the then goals, objectives, and mission of their College and the University.

#### **9.1.7 Periodic Review**

With the award of tenure, faculty have the responsibility to be productive and engaged with ongoing contributions to Jefferson's mission, goals and objectives, which the faculty member must carry out with competence and diligence as expected by virtue of one's faculty status, faculty rank, and assigned duties.

All faculty who are granted tenure on or after July 1, 2020, as well as faculty who were previously subject to formal periodic evaluation under Jefferson's policies, will be subject to a formal periodic evaluation ("Periodic Review") that will occur at least every five (5) years from the date tenure was granted as outlined in the Periodic Review of Tenured Faculty Policy.

#### **9.1.8 Loss of Tenure**

Faculty members may lose their tenured status under the following conditions:

1. Provisions regarding resignation, retirement, dismissal for cause, as described in the *Bylaws of the Schools and Colleges of Thomas Jefferson University* and the *Thomas Jefferson University Faculty Handbook*;
2. A change from full-time to part-time status will result in loss of tenured status. (Faculty may continue employment through a contract.); or
3. Failure to address performance deficiencies as outlined in the Periodic Review of Tenured Faculty Policy; or
4. Financial exigency of the University as determined by the Board of Trustees; or
5. Closure of a college, school, or program only after reasonable effort has been exercised to find an alternative position for the faculty member in another program, school, or college.

#### **9.1.9 Minimum Salary Guarantee**

The University provides a minimum salary guarantee for tenured faculty to provide a measure of economic security, with the actual compensation consistent with Jefferson policies and practices and determined in light of the faculty member's duties and responsibilities, including but not necessarily limited to, contributions to sponsored research, provision of formal educational instruction, clinical service, and provision of administrative services. The formula for the Minimum Salary Guarantee is set forth below.

The minimum annual salary guarantee for employed faculty working 12 months is: the lower of (1) the faculty member's highest Thomas Jefferson University salary or (2) 50% of the median of the Association of American Medical Colleges (AAMC) reported salary for a PhD-prepared faculty member in a Basic Science Department by rank for the most recent year available. *This amount will be prorated, as appropriate, for faculty working less than 12 months.*

## **9.2 Periodic Review of Tenured Faculty**

Tenure provides eligible full-time faculty members the ability to pursue their academic work through a continued employment opportunity.

This opportunity for continued employment, however, is accompanied by the responsibility of each tenured faculty member to maintain strong scholarship, teaching, and service in order to: generate new knowledge through their research and scholarly activities; contribute to the goals, objectives and missions of the University and the faculty member's College or School, including performing assigned scholarly, educational, administrative and clinical responsibilities at the functional level expected by virtue of the faculty member's status and rank; and by adhering to all University policies including the University's Code of Conduct.

After being awarded tenure, a faculty member's contributions and performance will be evaluated using the following processes:

### **9.2.1 Annual Performance Review (APR)**

Consistent with applicable University policy, each tenured faculty member will receive an APR from the faculty member's supervisor. The supervisor is typically a division/program director, department chair, school dean or college dean. The written APR will be copied to the dean and the provost if the performance rating is unsatisfactory.

### **9.2.2 Periodic Review**

Each tenured faculty member will receive a periodic evaluation or "Periodic Review" as described below. The general purposes of the periodic evaluation are to:

- Recognize and affirm the ongoing contributions of the tenured faculty to the University;
- Provide guidance for and input on continuing and meaningful faculty development;
- Assist faculty in enhancing their professional skills;
- In the context of APR goals, refocus academic and professional efforts, when appropriate; and
- Assure that faculty members are satisfying their responsibility to contribute to the goals, objectives, and missions of their college or school and the University.

The mandatory periodic review process will include input from the faculty member's supervisor and tenured senior faculty peers on the University Committee on Faculty Appointments, Promotions, and Tenure.

#### **9.2.2.1 Applicability**

This Policy is applicable to faculty members tenured under the Thomas Jefferson University Tenure Policy that became effective as of September 18, 2006 (i.e., Center City faculty). All faculty members who are tenured on or after July 1, 2020 will also be subject to this Policy.

Tenured faculty members holding administrative appointments, e.g. department chairs, deans and other senior administrative staff, are exempt from the periodic review during the time they serve in such roles. When no longer serving in administrative roles, they are subject to review as outlined herein.

#### **9.2.2.2 Procedures**

##### **9.2.2.2.1 Timeframe for Periodic Review**

Periodic evaluation of tenured faculty will be conducted at five-year intervals following the initial award of tenure. In addition to the mandatory five-year periodic review, a supervisor shall initiate a periodic review of a tenured faculty member prior to the end of the five-year timeframe if the faculty member has received more than one unsatisfactory APR since the faculty member was awarded tenure or since the faculty member's last periodic review, whichever was more recent. Any supervisor planning to perform an earlier periodic review due to an unsatisfactory APR must notify the University Committee on Faculty Appointments, Promotions, and Tenure so that the process is coordinated with the regular cycle of periodic reviews.

The University Committee on Faculty Appointments, Promotions, and Tenure will establish annually the applicable timeframes and procedures for 1) submission of supporting materials in connection with the periodic review, 2) the conduct of the periodic review and, 3) the issuance of the written evaluation report, including a summary performance rating for the faculty member (each as described below) (the "Periodic Review Report"). For each faculty member undergoing periodic review, the goal will be to complete the evaluation and issue a final periodic report no later than the end of the academic year in which the process began.

##### **9.2.2.2.2 Initiation of Periodic Review and Collection of Supporting Materials**

At the end of each academic year, in conjunction with the Colleges and Schools, the University Committee on Faculty Appointments, Promotions, and Tenure will identify (a) all eligible tenured faculty members entering the fifth year since their initial award of tenure (b) all eligible tenured faculty members entering the fifth year since their most recent periodic review and (c) any eligible tenured faculty members for whom earlier periodic review is requested by the faculty member's supervisor. The University Committee on Faculty

Appointments, Promotions, and Tenure will notify each faculty member subject to periodic review and his or her supervisor concerning the process and schedule for the evaluation.

The faculty member's supervisor will assemble and consider the following materials in connection with the periodic review:

- The APRs since the award of tenure or the last periodic evaluation, whichever was more recent.
- The performance goals established for the faculty member during the five-year review period;

The faculty member will provide:

- A copy of the faculty member's current unabridged *curriculum vitae*.
- A summary statement of the faculty member's accomplishments during the review period since the award of tenure or since the last periodic review, whichever was more recent. The summary statement should list the accomplishments in 1) research/scholarship/creative work, 2) education 3) institutional service and 4) service to the profession. This summary is generally expected to be 3 to 5 pages in length.

#### **9.2.2.2.3 Issuance of the Supervisor's Periodic Review Report**

After having considered the supporting materials described above and having met with the faculty member, the supervisor will prepare a written periodic review report, including a summary rating of "satisfactory" or "unsatisfactory" for the review period. In providing this assessment, the supervisor will consider:

- Whether the faculty member has succeeded in achieving the goals established for them by the supervisor during APRs and the preceding periodic review period; and
- Whether the faculty member's contributions during the review period reflect continued contribution to the University's goals, objectives and missions, including by performing the faculty member's assigned scholarly, educational, administrative, service, and clinical responsibilities, as appropriate, at the functional level expected by virtue of the faculty member's status and rank.

The faculty member will receive a copy of the supervisor's periodic review report.

The supervisor will deliver all supporting materials considered in the evaluation process, as well as their periodic review report, to the University Committee on Faculty Appointments, Promotions, and Tenure.



#### **9.2.2.2.4 Performance of Independent Periodic Review by the Committee**

The University Committee on Faculty Appointments, Promotions, and Tenure will review all materials provided by the faculty member and the supervisor and will provide an independent assessment of the faculty member's performance, including issuing its own summary assessment rating of "satisfactory" or "unsatisfactory" with respect to the review period.

The University Committee on Faculty Appointments, Promotions, and Tenure may request additional materials either from the faculty member and/or supervisor in order to complete its assessment. In addition, the Committee may request to meet with the candidate and/or supervisor as part of its assessment process.

The University Committee on Faculty Appointments, Promotions, and Tenure, under the direction of the Office of Faculty Affairs, will prepare a periodic review report, which will include the summary assessment rating as well as any specific recommendations for faculty development or remediation. In addition to providing a summary performance rating for the faculty member, the University Committee on Faculty Appointments, Promotions, and Tenure may make recommendations for the faculty member's continued professional development. The recommendations are not binding but rather offered in the spirit of constructive feedback for continued professional development.

A copy of the periodic review report will be delivered to the candidate, the supervisor, and the dean of the college.

#### **9.2.2.2.5 Dissemination of Periodic Review Report and Outcomes Satisfactory Assessment**

If both the supervisor and the University Committee on Faculty Appointments, Promotions, and Tenure determine that the faculty member's Periodic Review is satisfactory, the Chair of the University Committee on Faculty Appointments, Promotions and Tenure will send a notice of satisfactory periodic evaluation to the faculty member, with copies to the faculty member's supervisor and the appropriate dean; no further action will be required.

#### **Unsatisfactory Assessment**

If either or both the supervisor or the University Committee on Faculty Appointments, Promotions, and Tenure determines that the faculty member's periodic review is *unsatisfactory*, the Chair of the University Committee on Faculty Appointments, Promotions, and Tenure will send the periodic review reports of both the supervisor and the Committee, as well as all supporting materials considered in the evaluation process, to the appropriate dean for further action, as described below.

If the supervisor and the University Committee on Faculty Appointments, Promotions and Tenure disagree as to the summary performance rating for



the faculty member, the dean will make the final determination as to whether the rating is satisfactory or unsatisfactory. In the event that the performance rating is ultimately determined to be unsatisfactory (either by consensus opinion of both the supervisor and the University Committee on Faculty Appointments, Promotions and Tenure, or by the dean's final decision in the event that the supervisor and the Committee disagree), the dean will work with the supervisor to develop a written performance plan, including specific objectives to be met and dates for the accomplishment of the objectives, to address the performance deficiencies identified in the periodic review.

In the event that the faculty member's supervisor is the dean, then the provost will provide the functions referred to the dean.

#### **9.2.2.2.6 Subsequent Review After An Unsatisfactory Performance Rating**

For any faculty member whose periodic review results in the issuance of an unsatisfactory performance rating, the next periodic evaluation of the faculty member will be conducted no more than two (2) years after the issuance of the unsatisfactory performance rating (an "Interim Periodic Review"). The interim periodic review will be conducted using the same process described above for Periodic Review, subject to adjustments required for the modified timeframe.

If the supervisor and the University Committee on Faculty Appointments, Promotions, and Tenure conclude, as a result of an interim periodic review, that the faculty member's performance is now *satisfactory*, the faculty member will be returned to the five-year schedule for periodic review and will next be subject to periodic review in the fifth academic year after the interim periodic review, except that a supervisor may conduct a periodic review of a tenured faculty member earlier than every five (5) years as described above.

If the supervisor and/or the University Committee on Faculty Appointments, Promotions, and Tenure conclude as a result of an interim periodic evaluation that the faculty member's performance remains *unsatisfactory*, the University Committee on Faculty Appointments, Promotions, and Tenure will refer the matter to the appropriate dean for further consideration. If the supervisor and the University Committee on Faculty Appointments, Promotions, and Tenure disagree as to the summary performance rating for the faculty member, the dean will make the final determination as to whether the rating is satisfactory or unsatisfactory. If the performance rating is ultimately determined to be *unsatisfactory* (either by consensus opinion of both the supervisor and the University Committee on Faculty Appointments, Promotions, and Tenure, or by the dean's final decision in the event that the supervisor and the University Committee on Faculty Appointments, Promotions, and Tenure disagree), the dean may either (a) recommend another interim periodic review to occur no more than two (2) years after the most recent interim periodic review or (b) recommend to the supervisor that the faculty member be dismissed for cause in accordance with the *Bylaws of the Schools and Colleges of Thomas Jefferson University*.

Any tenured faculty member charged with dismissal for cause on the basis of unsatisfactory periodic review will be entitled to all applicable procedural rights afforded under the *Bylaws of the Schools and Colleges of Thomas Jefferson University* with respect to faculty members who are charged with dismissal for cause.

If the faculty member's supervisor is the dean, then the provost will provide the functions referred to the dean.

## **10 FACULTY DEVELOPMENT AND ACHIEVEMENT**

### **10.1 Faculty Orientation**

The Office of Faculty Affairs and Professional Development (OFAPD) conducts an orientation program for new employed, non-adjunct faculty members. Orientation covers organization and administration of the University; general expectations of employed faculty; an overview of appointment, promotion, and tenure; and resources for faculty, including professional development.

Colleges and Schools may offer additional orientation sessions to familiarize faculty with college-specific resources, opportunities, expectations, and policies.

Additionally, all employed faculty are required to attend the orientation program for new Jefferson employees provided by Human Resources.

### **10.2 Faculty Development Programs**

The University offers faculty many programs geared toward professional advancement and skills development. Programs include sessions in the areas of education, research/scholarship/creative work, and professional development and leadership. Additionally, OFAPD provides faculty with access to numerous self-directed learning modules and archived faculty development programs as well as other faculty development resources.

The Office of Faculty Affairs and Professional Development also supports Faculty Days, a conference organized around a current topic in pedagogy relevant to faculty. Faculty Days offers a variety of formats to enhance peer-to-peer learning.

### **10.3 Mentorship**

The University fosters a culture of mentorship for faculty to support the career development of early career faculty through promotion to professor. Mentoring occurs through structured and intentional programs and in informal ways. The University's mentorship initiatives seek to expedite orientation of new faculty; enhance acclimation and support career progression of faculty; and support the University's goal to recruit and retain the finest faculty to achieve its vision and mission.

### **10.4 Annual Performance Evaluation Policy**

Jefferson requires that all full-time faculty receive an Annual Performance Review (APR). The purpose of the APR is: (1) to connect annual goal setting and performance evaluation to University goals and values; (2) to clarify expectations and set goals for the upcoming

academic year for the faculty member; (3) to provide the faculty member with feedback about their performance to date including performance in the domains of teaching, research/scholarship/creative work, and service, and (4) to review achievement to date with respect to expectations and milestones for career development including progress towards promotion, and if applicable, tenure. An APR is conducted by a supervisor such as a college or a school dean, division chief, department chair, or program director. Faculty Awards Program Intrinsic to the University's core values is the recognition and celebration of achievement. Through its Faculty Awards program, the University celebrates its faculty and encourages them to pursue satisfying and productive careers at Jefferson as teachers, researchers, scholars, clinicians, practitioners, and citizens. The University's suite of awards recognizes excellence in teaching/education; research/scholarship/creative work; mentorship; citizenship/service; and team work and collaboration.

The Faculty Awards program offers college-specific awards that are selected at the college-level, as well as university-level awards submitted by each college and vetted by a university faculty committee.

Recipients of faculty awards are honored at the annual faculty awards event.

## **10.5 Scholarly and Professional Leave Program**

### **10.5.1 University Sabbatical Leave**

The University Sabbatical Leave Program affords dedicated time to pursue research, scholarship, or creative work that is aligned with the expectations for the faculty member's professional achievement relative to their rank and track. A sabbatical leave granted from typical duties is an investment in: the professional development of the faculty member and their intellectual and scholarly plans; the promise of advancing the discipline of study; and the University's mission to serve society through innovations and new knowledge.

Faculty must secure the approval of their supervisor and dean prior to applying for a University Sabbatical Leave.

Specifics of the sabbatical leave, including application eligibility and program requirements, are described in the University's Scholarly and Professional Leave policy.

The availability of sabbatical leaves is dependent upon financial resources.

### **10.5.2 Sponsored Scholarly Leave**

A sponsored scholarly leave of absence affords full-time, employed faculty dedicated time for research, scholarship or creative work or teaching, and is subsidized in whole or in part by a public or private institution or program, such as a Smithsonian Fellowship; Fulbright U.S. Scholar Program; Robert Wood Johnson Foundation; and the National Science Foundation Scholar-in-Residence Program. A sponsored leave is not employment elsewhere, but rather an externally-sponsored opportunity to pursue dedicated, professionally-enriching activities that contribute mutually to the faculty member's career and the University's mission.

Faculty must secure the approval of their supervisor and dean, in advance of applying for a sponsored scholarly leave. Applications to and awards for sponsored leaves of absence may be administered through research administration.

The procedures for requesting and receiving permission for such a leave is described in the University's Scholarly and Professional Leave Policy.

## **11 FACULTY RESEARCH**

### **11.1 Offices of Research Support Services**

#### **11.1.1 Research Administration Center of Excellence (RACE)**

RACE is a shared service center that provides faculty-centric research administration support across Jefferson. RACE also provides pre- and post-award research administration to all of the departments of Thomas Jefferson University and its affiliates. The RACE objectives are:

- enhance service for all researchers at Jefferson;
- ensure consistent processes and procedures across colleges and departments; and
- provide grants management staff a clear career path.

#### **11.1.2 Office of Research Administration (ORA)**

ORA, in collaboration with colleagues in RACE and JCRI Business Operations, assists researchers in applying for and managing sponsored funding. The ORA serves as the official point of contact for the various sponsors of scientific and scholarly activity, including human subjects research, and manages all sponsored projects in accordance with sponsor regulations and Jefferson policies.. The ORA also provides education and other resources to support the management of sponsored programs.

The ORA Contracts Team coordinates and collaborates with the OHR during and after contract negotiation and execution to ensure that the study will be conducted in a manner consistent with good clinical practices, the Statement of Investigator Form 1572 is signed by the principal investigator and on file with the sponsor; and all other applicable local, state and federal rules, laws and regulations, including without limitation privacy regulations promulgated pursuant to the Health Insurance Portability and Accountability Act of 1996 (HIPAA) are followed. While both OHR and ORA recommend commencement of the IRB and ORA processes simultaneously, a sponsored study may not be initiated and study drug/device will not be shipped before final IRB approval.

#### **11.1.3 Export Controls (EC)**

Housed within the Offices of Research Support Services, specifically, the Office of Research Administration, the Export Control Officer (ECO) assists researchers and scholars by serving as the primary point of contact for internal and external inquiries regarding export control, especially those related to research. Additionally, the ECO is responsible for the oversight and monitoring of export control processes to promote and facilitate compliance with federal laws and regulations and Thomas Jefferson University policies and procedures.

#### **11.1.4 Jefferson Clinical Research Institute (JCRI), Business Operations**

JCRI Business Operations supports industry funded clinical research (fixed reimbursed). All Jefferson faculty seeking funding for clinical research are required

work through the office of JCRI Business Operations to manage grant applications, contracts, budgets, and Medicare coverage analyses.

## **11.2 Research Conduct & Compliance**

Thomas Jefferson University and Jefferson Health's ("Jefferson's") Enterprise Research Compliance Program demonstrates Jefferson's commitment to ethical conduct and compliance in research by setting forth guidelines for conduct designed to prevent and detect violations of law related to research, uphold accreditation standards, comply with Jefferson policies, and encourage research compliance by providing support, training, and educational resources. The Enterprise Research Compliance Program is designed to assist Jefferson in fulfilling its compliance responsibilities by creating an operational structure that outlines and documents Jefferson's research compliance efforts and is designed to work in conjunction with other Jefferson compliance plans. Jefferson's research compliance activities rely on the combined efforts of researchers, support staff, and others, as well as collaboration among its units. Jefferson has designed its Enterprise Research Compliance Program to be proactive, transparent, and integrated to prevent problems before they happen without impairing research. Jefferson's Enterprise Research Compliance Program complements but does not replace or supersede any other policy applicable at Jefferson.

## **11.3 Office of Human Research Protection (OHRP)**

### **11.3.1 Office of Human Research (OHR)**

The OHR is the core of Jefferson's OHRP. The function of the OHR, which oversees Institutional Review Boards (IRBs) activity, is to review and approve biomedical and behavioral research involving human subjects that is conducted by faculty of the separate colleges of the University regardless of the source of funding and the location at which the research is performed. The authority to carry out this mandate is stated in 21 CFR 56.108(a)(1); 108(b)(3); 109(a)(f); 113 and 45 CFR 160,164. The OHR provides administrative support for the Thomas Jefferson University Institutional Review Boards (IRBs). The OHR accepts submissions for IRB review, creates IRB meeting agendas, distributes submitted materials to reviewers and maintains the clinical trials repository.

The OHR ensures that the IRBs review clinical research activities in compliance with all applicable regulations and policies. The OHR Quality Assurance and Improvement team conducts for cause and not-for-cause audits, performs consent observation and audits OHR/IRB functions on a regular basis. The OHR is in the Jefferson corporate structure. The Senior Compliance Officer has general oversight responsibilities for the OHR. The Director of OHR reports to the Senior Compliance Officer at weekly meetings or on an ad hoc basis. The Senior Compliance Officer reports directly to the University Provost.

### **11.3.2 Human Research Training**

All investigators and key personnel must receive training prior to their involvement in the conduct of human subjects' research. This training is available through the Collaborative Institutional Training Initiative (CITI). OHR maintains the training records. OHR also ensures that the appropriate training has been completed before issuing the approval letter for a new study or continuing review and before the addition of study personnel is approved.

These training requirements apply whether Jefferson personnel are engaged in research reviewed by a Jefferson IRB or a designated non-Jefferson IRB. For non-Jefferson personnel, OHR has the option of accepting certification of training that is comparable to that which is described in this policy.

#### **11.3.2.1 Jefferson's Institutional Review Boards (IRB)**

Jefferson's IRBs are committees established to review and approve research involving human subjects. The purpose of these boards is to ensure that all human subject research is conducted in accordance with all federal, institutional, and ethical guidelines.

The IRBs are established and empowered under the authority of the President of Thomas Jefferson University and the University's FWA with the Department of Health and Human Services. Jefferson requires that all research involving human subjects, or material or personal information from living humans, be reviewed and approved by one of the University's IRBs prior to initiation of any research activities.

The purpose of the IRBs is to protect the rights and welfare of human subjects participating in biomedical and behavioral research conducted at Thomas Jefferson University. The IRBs are responsible for the review, approval and oversight of such research to assure that it meets the ethical principles established for human subjects' research, and that it complies with federal regulations that pertain to human subjects' protection at 45 CFR, Part 46 and 21 CFR, Part 56 and any other pertinent regulations and guidance.

Consequently, the IRBs will review any and all human subjects research that:

- is sponsored by Jefferson;
- is conducted by or under the direction of any faculty of the University in connection with his/her institutional responsibilities;
- is conducted by or under the direction of faculty of the University using any property or facility of the University;
- involves the use of the University's or the University Hospital's nonpublic information to identify and contact human research subjects;
- involves the use or disclosure of protected health information; and
- does not fit any of the categories above, but is judged to be congruent with the University mission

#### **11.3.2.2 Activities Requiring IRB Review**

The Thomas Jefferson University Institutional Review Boards (IRBs) have responsibility to oversee the safety and welfare of human subjects participating in research, including compliance with applicable federal and local regulations. An allegation of noncompliance may identify a direct violation of a specific regulation or allege specific activity that is covered by a regulation.



## **11.4 Office of Animal Resources**

The use of animals in research is a highly regulated activity. At Thomas Jefferson University, the Office of Animal Resources and the Institutional Animal Care and Use Committee (IACUC) assist the researchers with the tasks necessary to be successful in initiating and conducting animal research.

Activities handled by the Office of Animal Resources include:

- Purchasing
- Creating Cage Cards
- Transferring between Protocols
- Providing Veterinary Consultation
- Maintaining Financial Data related to billing and usage
- Assisting in orientation and training

## **11.5 Investigator Responsibility and Delegation of Responsibility**

Jefferson is compliant with the Investigator Responsibility and Delegation of Responsibility Policy (Policy GA 125), which defines the responsibilities of the Investigator and members of the study team in conducting human subject research including FDA-regulated research. The Policy also identifies areas of accountability and the process for delegating the transfer of the Investigator's responsibilities to other designated individuals. It applies to a principal investigator and all other designated individuals involved in supervising, managing, or conducting human subjects' related research in the University.

# **12 FACULTY BENEFITS**

## **12.1 Faculty Benefits**

Jefferson provides full-time employed faculty members with a unique and exceptional total rewards package. Typically, coverage is effective immediately on the first day of the month following the first day of work.

Part-time employed faculty should contact Human Resources for details regarding part-time employee benefits.

Because the details of the programs are periodically changed, this section is only intended to be a summary of some of the main benefits. If questions arise, the plan documents, contracts, and insurance policies will always govern. For details on the benefits described below, contact Human Resources or go [Benefits - Benefits - Overview](#).

### **12.1.1 Health-related Benefits**

#### **12.1.1.1 Health, Dental, and Vision Insurance**

The University offers a choice of health insurance plans, which includes prescription coverage, as well as dental and vision insurance.

#### **12.1.1.2 Flexible Spending Accounts (FSA)**

The University also offers two pretax accounts, one for health expenses not paid by insurance and the other for dependent care/elder care expenses.

#### **12.1.1.3 Life and Accidental Death and Dismemberment Insurance**

The University provides life insurance and accidental death and dismemberment insurance, and faculty members may purchase additional amounts of insurance on themselves or for their dependents.

#### **12.1.1.4 Short-Term Disability**

The University provides a continuation of base salary for up to six months at no cost to the faculty member.

#### **12.1.1.5 Long-Term Disability**

The University provides a basic plan at no cost to the faculty member, who has the option to purchase additional amounts of coverage.

#### **12.1.2 Retirement**

Jefferson offers two types of 403 (b) retirement plans for faculty, providing the opportunity for elective tax-deferred retirement savings and employer contributions

#### **12.1.3 Vacation and Holidays**

Twelve-month faculty members receive vacation days and paid University holidays scheduled during the academic year. The list of University holidays is published at the beginning of each academic year and pertains to that specific year.

#### **12.1.4 Leaves of Absence**

Leaves of absence may be granted for Dependent Care, Education, Medical or Personal purposes as described by Jefferson policy. A leave of absence will be granted to eligible faculty members, subject to appropriate approval and when determined that the reason for the leave is satisfactory and will not unduly impinge on the operating requirements of the college or department.

#### **12.1.5 Employee Tuition Benefits**

Full-time faculty members are eligible for the tuition assistance program.

Part-time benefit-eligible faculty are also able to participate in the program. Certain limits will apply to part-time benefit eligible faculty members.

#### **12.1.6 Dependent Tuition Program**

Tuition assistance for dependent children enrolled in undergraduate programs is available. The benefit is established at the beginning of each fiscal year, which runs from July 1 through June 30.

#### **12.1.7 Wellness**

Jefferson's Wellness program was established to enhance the quality of life of Jefferson employees by promoting healthy lifestyles and reducing the risk of illness by utilizing Jefferson's wide range of educational and clinical resources to support physical, emotional, and financial wellness.



### **12.1.8 Voluntary Programs and Additional Voluntary Benefits**

Jefferson provides a variety of additional benefits, including daycare services and discounts, discounted home, auto, and pet insurance, prepaid legal services, JeffConnect telehealth, commuter services, recreation and fitness centers, and discounted entertainment services.

### **12.1.9 Expectant Parent Resources**

For those who are planning a parental (Maternity or Paternity) leave of absence or who are returning to work after becoming a new parent, refer to <http://hr.jefferson.edu> to learn more about preparing for leave, expectant parent workshops, parent and family education programs, employee lactation lounges, adoption guidance, and more.

### **12.1.10 Phased Retirement Program (PRP)**

Eligible faculty members can apply for Jefferson's PRP, which allows participants to begin a retirement "phase-out" period not to exceed three years. During the phase-out period, there will be a reduction in time worked and a proportionate reduction in base salary for the PRP participant. Certain benefits, such as health benefits, will continue during the phased-out period. The PRP is available to full-time employed faculty of Thomas Jefferson University who have:

- a) Been full time for the last 5 years.
- b) Attained sixty (60) or more years of age; and,
- c) Have a combination of age and years of service equal to or greater than seventy-five (referred to as the "rule of 75").

Eligible faculty members should contact the OFAPD for additional information about this program.

## **13 FACULTY GRIEVANCE**

### **13.1 Overview**

Thomas Jefferson University ("Jefferson") is committed to promoting and maintaining the highest standards of excellence in education, research, and associated clinical programs. Moreover, Jefferson is dedicated to strong principles of shared governance and peer resolution of internal disputes. The below grievance procedure is provided to advance those principles and to permit members of the Jefferson community to resolve their disputes in a fair and orderly manner, while at the same time conserving Thomas Jefferson University resources for education and research purposes rather than diverting resources to conflict resolution.

This policy is intended to provide a fair and comprehensive procedure whereby a faculty member may be heard and obtain a resolution of a grievance or dispute. This policy covers all faculty complaints, except as restricted below in the "Applicability" section, arising from or related to employed faculty status with Thomas Jefferson University.

### **13.2 Applicability**

This policy applies to all Voting Faculty of the University, as defined in the *Bylaws of the Schools and Colleges of Thomas Jefferson University*. This policy supersedes all prior faculty grievance procedures. This policy does not cover complaints against faculty members by non-faculty (i.e., administrators, staff employees, or students) and does not apply in situations in which there are other formal avenues of redress.

Accordingly, this policy does not cover complaints related to research misconduct, Institutional Review Board noncompliance, or corporate compliance, nor appeals on such issues. Those types of complaints are the subjects of separate complaint procedures described in "Thomas Jefferson University Policies and Procedures", See, e.g., Policies 107.15, 110.15 and 110.02. Also, this policy does not cover disciplinary actions taken against faculty members or Dismissal for Cause proceedings, both of which are subject to formal procedures outlined elsewhere in this *Handbook*.

Similarly, this policy does not cover complaints related to equal employment opportunity, discrimination, sexual harassment and other forms of harassment, reasonable accommodations, and retaliation, as those types of complaints, are governed by Thomas Jefferson University's anti-discrimination and equal employment opportunity policy. See Policy 200.79.

Further, this policy does not apply to disputes or disagreements over compensation or the non-renewal of faculty contracts. These matters should be referred directly to the University Office of Faculty Affairs for investigation and administrative resolution. Nor does this policy apply to policies or administrative decisions affecting the faculty at large or divisions of faculty, although a faculty member may challenge the implementation of such a policy or administrative decision as it affects them personally.

### **13.3 Procedure**

See Appendix I for Level I, Level II, and Level III procedures.

## **14 DISCIPLINE AND DISMISSAL FOR CAUSE**

### **14.1 Discipline**

Jefferson expects its faculty to comply fully and in a timely manner with the policies and procedures of the University, including its Code of Conduct, as well as with applicable federal, state and local laws, rules and regulations related to professional practice and personal conduct at the University (collectively, "the Policies"). Any faculty member who by action or inaction fails to comply with any part of the Policies may be subject to discipline in accordance with this Section.

In determining whether conduct is subject to discipline under this Section, due regard shall be given to the concept of academic freedom as described in the *Bylaws of the Schools and Colleges of Thomas Jefferson University*.

This Section shall not apply to the termination of a faculty member's employment for

cause, which is governed by the procedures outlined in this *Handbook*.

#### **14.1.1 Basis for Discipline**

Violations that may form a basis for discipline under this Section include, but are not limited to the following:

- Any conduct that, by action or inaction, violates any of the Policies;
- Incompetence in the performance of duties;
- Substantial neglect of duty.

#### **14.1.2 Investigation**

Any alleged violation forming the basis for discipline shall be investigated, as appropriate. The dean of the relevant College or School outside a College shall have the authority to impose a summary suspension on the faculty member with or without pay pending the completion of the investigation. An unpaid suspension lasting for more than 30 days shall be considered a Dismissal for Cause subject to the provisions outlined in this *Handbook*.

#### **14.1.3 Review and Evaluation**

The dean will review and evaluate the findings presented following investigation and impose the appropriate disciplinary action in the dean's sole discretion.

#### **14.1.4 Disciplinary Actions**

Possible disciplinary actions include, but will not be limited to, any or all of the following depending on the nature and seriousness of the violation. In determining the appropriate disciplinary action to be taken, the dean may consider, among other matters, the nature of the violation, whether the violation was willful, negligent or isolated, whether the faculty member reported or attempted to conceal the violation and any history of prior discipline or Policy-violating conduct.

- Formal admonition or reprimand;
- Suspension of privileges to apply for external funds and/or seek IRB approval;
- Termination of a sponsored activity;
- Suspension without pay for a maximum of 30 days;
- Termination of appointment and employment, where applicable (in which case the Dismissal for Cause Procedures outlined in this *Handbook* shall apply);
- Enforcement action mandated by a granting agency; or
- Any other actions or remedies as the dean may deem appropriate.

### **14.2 Right to Appeal Disciplinary Action**

A disciplinary action (including Dismissal for Cause) taken against any faculty member that has been imposed pursuant to any other College or University policy in which the faculty member has or had a right to a hearing and an appeal shall take precedence and shall be exhaustive and final, and the provisions in this section shall not apply.

Disciplinary action taken pursuant to this Section may only be challenged and appealed to the provost in writing within five (5) business days after the action being taken. The provost shall thereafter receive a report from the dean and consider the matter. The provost may thereafter affirm, reverse or modify the discipline imposed by the dean. The

decision of the provost shall be final.

### **14.3 Dismissal for Cause**

Any faculty member's appointment and employment may be terminated for Cause at any time. Causes for dismissal shall include, but are not limited to, conduct involving moral turpitude, personal misconduct or grossly offensive conduct, dishonesty, lack of integrity, academic or professional incompetence, neglect of duty, material insubordination, violation of College, School or University policy, and other acts or omissions substantially prejudicial to the University or one of its operating divisions or affiliates. In determining whether to pursue a dismissal of a faculty member for Cause and in the due process proceedings toward such dismissal, due regard shall be given to the principle of academic freedom as referenced in the *Bylaws of the Schools and Colleges of Thomas Jefferson University*.

For Procedures for Dismissal for Cause, see the Appendix I.

## **15 UNIVERSITY SERVICES AND RESOURCES**

The University has a robust infrastructure to support teaching and learning, research, and community engagement. The following is a brief list of the resources available to faculty in their various roles.

### **15.1 Campus Stores, Jefferson**

The Jefferson campus stores provide students, staff, faculty, and alumni with a wide range of quality products. They exist to serve the Thomas Jefferson University community by providing a specialized selection of reasonably priced products and services, including course materials, educationally priced computer products, art, architecture, and textile supplies, imprinted memorabilia, and various convenience items. The Jefferson campus stores are fully owned and operated by Thomas Jefferson University; store revenue supports university operations, campus improvements, facilities & programming. The campus stores are located in Kanbar Campus Center (East Falls) and Gibbon Building, 111 S 10<sup>th</sup> Street (Center City).

### **15.2 Philanthropy, Advancement, Development, and Alumni Relations**

#### **15.2.1 Office of Institutional Advancement**

Partnering with faculty, administration, and staff, the Office of Institutional Advancement (OIA) provides leadership and coordination for fundraising and engagement programs across the University and Health system. OIA grows loyalty and support that aligns with enterprise strategy, including raising funds for immediate use, endowment, capital projects, community initiatives, and crucial operations such as student aid, faculty support, academic and research program development, the patient experience, and infrastructure.

OIA's University Development Team works with alumni, parents, current and retired faculty, staff, and friends of the University to organize fundraising efforts for pan-University initiatives as well as college-, school-, and unit-based programs. The Clinical

Development Team works with donors and grateful patients to advance initiatives for all clinical campuses across Jefferson Health.

OIA also spearheads outreach and fundraising efforts with corporations, foundations, associations and national philanthropists who are dedicated to specific causes where partnering with Jefferson helps them to fulfill their philanthropic missions. OIA's Corporate and Foundation Relations team serves as a liaison between Jefferson and organizations with philanthropic intent, cultivating relationships to obtain funding for research, education, and patient care.

OIA's Office of Alumni Relations builds strong bonds and affinity on and beyond the University's two campuses. The team seeks to reach, serve, and engage all Jefferson alumni; to foster a lifelong intellectual and emotional connection between Jefferson and its graduates and to build connections between Jefferson alumni and current students; and to provide the institution with goodwill and support. The team sponsors a variety of activities such as social, cultural, and networking events; professional and educational workshops, panels, and seminars; alumni travel programs, and many online tools and resources. Alumni may access the website [alumni.jefferson.edu](http://alumni.jefferson.edu) for alumni news and information about benefits and events.

OIA's Office of Special Events promotes lifelong relationships with donors, alumni, parents, students, and friends through production of various events in Philadelphia and beyond, as well as in-person and digital engagement opportunities. OIA provides core fundraising operational services including gift processing and receipting, donor stewardship, proposal and case statement development, database ownership and management, research and data analytics, and training programs. The Advancement Communications Team produces integrated, strategic communications aligned with institutional priorities, including annual giving efforts, electronic and digital media, and alumni publications.

### **15.2.2 Alumni Relations Clearance to Solicit**

It is important to foster and maintain the most positive donor and prospective donor experience in all interactions with Jefferson. The clearance to solicit policy assists faculty, staff and leadership who encounter such individuals or organizations to present unified, coordinated and cohesive messaging regarding philanthropic opportunities and priorities so that the organization can optimize and coordinate engagement for the greatest benefit.

In accordance with the clearance to solicit policy it is the responsibility of all Jefferson employees to vet prospective donors and all activities around those prospective donors with the OIA.

## **15.3 Emergency Notification System (JeffALERT)**

Jefferson provides students, faculty, and staff with the JeffALERT Emergency Notification System. The system provides fast and efficient distribution of critical information during a major emergency.

With JeffALERT, Jefferson can send simultaneous alerts in minutes through text messaging, voicemail and email to numerous devices such as cellular phones and pagers and phone calls to cellular, work and office phones.

#### **15.4 Facilities Management Services**

Facilities management is responsible for the operation and care of the academic and research facilities and campus grounds of the University. The unit operates on a 24/7 basis university-wide. For questions about facilities-related issues, faculty should refer to the Facilities Operations and Management Services' campus-specific web page for information about contacts and service, and links to the work-order software.

#### **15.5 Fitness Facilities**

The University offers fitness facilities on the Center City and East Falls campuses for students, faculty, and staff located on those respective campuses.

#### **15.6 Information Services & Technology Solutions (IS&T)**

Jefferson's IS&T provides a foundation for access to the University's information technology resources. IS&T operates, maintains, and manages a wide array of hardware, software applications, and data resources for the University. IS&T also works with faculty and academic leadership to identify and deploy new solutions and resources to meet the needs of a research and teaching university. By collaborating with the Provost Office, the academic deans, faculty, and students the objective is to provide a high-quality experience for all Jefferson's constituent groups—students, faculty, staff, patients, and clinicians. To support that outcome, IS&T provides a Solution Center for those same constituents that can be reached at (215) 503-7975 or online at [https://jefferson.service-now.com/sc\\_portal](https://jefferson.service-now.com/sc_portal).

#### **15.7 Marketing and Public Relations**

Jefferson's Marketing and Communications department plays a vital role in strengthening the University's brand by enhancing awareness, fostering understanding, creating preference, and building loyalty for Jefferson's vision, mission, academic programs, and the achievements of its faculty and students. In collaboration with university leaders, faculty, and staff, the department develops comprehensive marketing and communications strategies and delivers services to advance the University's image and brand among internal and external stakeholders on a local, regional, national and international level. The team's expertise spans market research, brand development and management, recruitment marketing, advertising, internal and external communications, creative services, website development, digital marketing, content development, news and media, and special marketing events.

#### **15.8 Security**

The Security Department performs a variety of specialized services for the University and its campuses, and the hospitals. Whether, one is a student, faculty or visitor, Thomas Jefferson University places a high priority on personal safety. Department personnel enforce University regulations and coordinate contact with other law enforcement agencies to maintain the quality of safety on campus.

#### **15.9 Room Reservations**

The efficient use of University space and effective use of room reservations are critical to ensuring that University stakeholders have access to facilities that support teaching, learning, and research. In conjunction with the University Registrar, rooms are assigned to meet academic needs. Some University facilities are also used for meetings, activities, and other requests, which are handled through the University's room reservation systems.

# Thomas Jefferson University

## Faculty Handbook

### Appendix I

\* Faculty are expected to abide by all Jefferson policies

# 1. THOMAS JEFFERSON UNIVERSITY GUIDELINES FOR FULL-TIME FACULTY SEARCH AND SELECTION

## A. Introduction

The Thomas Jefferson University Guidelines for Full-Time Faculty Search and Selection applies to the colleges and schools that comprise Thomas Jefferson University, as defined in the *Thomas Jefferson University Bylaws of the Schools and Colleges*.

The Thomas Jefferson University Guidelines for Full-Time Faculty Search and Selection sets forth the standard for recruiting and hiring faculty for all employed, full-time faculty vacancies among the colleges and schools. These guidelines do not apply to the recruiting and hiring of part-time faculty, volunteer faculty, adjunct faculty, clinical adjunct faculty, or administrative positions.

In pursuit of its goal to be a visionary institution that sets new standards for comprehensive professional education, Thomas Jefferson University is committed to recruiting the best and brightest faculty who are creative, leading experts in their fields. “Jefferson faculty” are talented and engaged. They are leaders, who imagine, realize, and usher in the changes and innovations necessary to transform education, clinical care, and research, to better serve our students, patients, and society.

Additionally, we believe that a diverse and inclusive environment is fundamental to our ability to achieve our mission, vision, and values as they relate to education, research, and patient care.

A “Top Talent” faculty optimizes our true potential for creativity, innovation, educational excellence, quality patient care, and impactful research.

## B. Definitions

**Diversity:** Thomas Jefferson University defines diversity as the richness of human similarities and differences that make up the One Jefferson family. It is a core value, which embodies inclusiveness, mutual respect, and appreciation among perspectives.

**Health Equity:** Health Equity means efforts to ensure that all people have full and equal access to opportunities that enable them to lead healthy lives. Thomas Jefferson University is committed to the attainment of the highest level of health for all people.

**Inclusion:** Thomas Jefferson University defines inclusion as the ability to provide outstanding education and healthcare to all people and all communities while giving everyone a voice and the opportunity to be valued, respected and supported. It is attained by nurturing the climate and culture of the institution through professional development, education, policy, and practice; moreover, it fosters belonging, respect, and value for all and encourages engagement and connection throughout the institution and community.

**“Jefferson Faculty”:** Jefferson strives to recruit and retain a cadre of scholars who comprise and contribute to the Faculty of the colleges and schools of Thomas Jefferson University. “Jefferson Faculty” are recognizable, leading experts in their field who share our firm commitment to organizational values. In addition to outstanding professional qualifications and commitment to organizational values, “Jefferson Faculty” possess an institutional orientation. They demonstrate the following attributes in their professional work and contributions: (1) emotional competence; (2) strong communication skills; (3)



ability to function effectively as a member of a team; and (4) results in orientation/personal accountability.

### **C. Planning & Preparation**

#### **1. Assessment of colleges, schools and applicable departments and programs**

On an annual basis, each college or school dean or designee should meet with personnel from the Office of Faculty Affairs and Human Resources to update the college's plan for faculty recruitment and retention, which should include prioritization of the recruitment and retention of Top Talent. To prepare, the college dean or designee should solicit input from the college's Departments and Programs.<sup>1</sup>

#### **2. Requirements for the plan for faculty recruitment and retention**

Describe the recruitment needs of the college/school, including the strategy for identifying Top Talent. Outline anticipated mentoring and career development activities within the college/school, with attention to the climate within the college/school to fostering the mentorship and career development of faculty.

#### **3. Approval to Initiate Recruitment & Execute the Faculty Search Plan**

The college/school dean or their designee will work with the Office of Faculty Affairs to complete the necessary Position Authorization Request (PAR), Position Justification Form (PJF), Job Description and Advertisement. These documents are expected to be forwarded to the designated approvers as stated on each form.

### **D. Establish a Search Committee:**

1. The college/school dean or their designee will appoint a search committee prior to the commencement of the recruitment process, in accordance with any applicable college or school policies. The search committee should consist of at least three employed, full-time faculty members from the college or school. Committee members should be agreeable to active participation throughout the entire search process, including personal outreach to prospective candidates within their respective professional networks.

### **E. Charge to the Search Committee**

1. The dean or their designee should outline the responsibility of the Committee and work with those individuals to define the specific expectations for the position. These expectations should be used as guides in the search, interview, and hiring processes.

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1 For the Sidney Kimmel Medical college, department chairs should be responsible for updating a specific plan for faculty recruitment on an annual basis within the Department.

2. In order to achieve optimum results, the dean or their designee should endeavor to ensure that the search committee is:
  - a. Familiar with these guidelines and applicable University employment policies;
  - b. Oriented in best practices for recruiting
  - c. Incorporating some “core” interview questions into a relatively standardized format for screenings and interviews;
  - d. Aware that it may contact the Office of Faculty Affairs or Human Resources for support or with any questions.
3. The search committee should work to identify a pool of quality candidates.
4. The Committee should maintain documentation on the basis for selecting applicants for interviews, as well as the reasons for rejection of candidates interviewed but not selected. Such information should be recorded and provided to the Office of Faculty Affairs at the time an offer to the finalist candidate is approved. An applicant’s personal characteristics such as race, sex, age, religion, disability status or any other legally protected characteristic or classification should not be used as a basis either to interview, hire or refrain from interviewing or hiring the applicant.

## F. Search & Search Plan

A search is generally required for all positions and should be carried out in a manner likely to result in a highly qualified pool of candidates.

### Levels of Searches

1. **Search Waiver** - In appropriate circumstances, a search waiver request may be submitted to the Office of Faculty Affairs for review and approval.<sup>2</sup>
2. **Limited Search** – The position is posted externally for a period of time (no less than 30 business days) on University’s public facing website. No sourcing venues are utilized.
3. **Standard Search** – A search committee is established, and the available position is advertised through a minimum of two professional sourcing venues (journals, websites) reaching a national audience.
4. **Enhanced Search** – Human Resources will partner with the search committee to develop comprehensive and targeted sourcing strategies intended to ensure a qualified and skilled candidate pool. Additionally, Human Resources will track and monitor the applicant flow to ensure sourcing effectiveness.

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<sup>2</sup> Waivers will be granted only in exceptional circumstances including but not limited to the individual recruitment of a uniquely qualified individual on the basis of professional expertise; special requirement circumstances as approved by the provost.

5. **Third Party Search** – The college/school must receive approval from the Office of Faculty Affairs and the college's/school's Finance Officer prior to engaging a search firm. The use of a search firm (third party) to assist in the targeted recruitment for a vacant position should comply with all other aspects of these guidelines.

The search firm will utilize the recruitment materials provided by the search committee and Human Resources, make the credentials of all applicants available to search committee, and conduct the search in accordance with the University's equal opportunity practices and philosophy.

#### **G. Position Announcement**

1. The language of the job posting or advertisement should be reflective of the approved job description and advertised in a manner that allows a qualified applicant to understand the role and requirements of the position. Advertisements, postings, and position announcements may wish to include the name of the position, rank, required and preferred qualifications, required and preferred academic credentials, required materials candidates must submit, deadline to apply, and appropriate contact person.
2. Advertisements must be placed through Human Resources and identify Thomas Jefferson University as an Equal Opportunity Employer.

#### **H. Applicant Tracking**

1. Applicant data, such as ethnicity and gender, is requested and voluntarily provided by candidates in order to comply with federal regulations. Such data is not considered in making employment decisions.
2. All applicants must be directed to submit an online application. Search and applicant statistics shall be maintained.
  - a. Jefferson will maintain statistics regarding the self-identified demographics of the candidate pool for each open position. The acceptability of an applicant pool is typically under the charge of the search committee but is subject to review by the dean or his/her designee and the Office of Faculty Affairs.
3. Applicants will be categorized as follows:
  - a. **Applicant:** Anyone who submitted application material for the advertised position within the announced filing period, regardless of qualifications.
  - b. **Candidate:** Applicants who meet the minimum qualifications listed in the position description. Assessment of the candidate should be made based on specific college or school needs, and any and all requirements listed in the advertised job description.
  - c. **Interviewees:** Candidates who are competitive for the position and who the hiring unit proposes to interview.
4. Documentation will be kept for the following categories:

- a. **Applicants:** The basis for the elimination of an applicant should be recorded by Human Resources.
- b. **Candidates:** If a candidate is eliminated from further consideration the decision will be recorded by the search committee.
- c. **Interviewees:** The individuals selected for interviews will be recorded by the search committee.

## I. Candidate Evaluation & Selection

The search committee will strive to consider all candidates for the position.

- 1. The criteria used to evaluate candidates should be consistent and directly related to the approved position.
  - a. Factors such as the individual's education, training, and achievements to date should be considered.
  - b. In addition, the evidenced commitment to recruiting Top Talent, by evaluating a candidate's 1) institutional orientation; 2) emotional competence; 3) strong communication skills; 4) ability to function effectively as a member of a team; and 5) results orientation/personal accountability should be considered in the hiring process.
- 2. References should be checked according to procedures outlined by the Office of Faculty Affairs, and reference check summaries should be provided to the college dean or his/her designee.
- 3. The search committee will evaluate Candidates and forward recommendations to the college dean or their designee.
- 4. The college dean or their designee will review recommendations. The dean makes the final decision with regards to filling the position.

## J. Evaluation of Practices and Offer of Employment

- 1. Once a final candidate has been selected, all of the following should occur prior to an offer of employment:
  - a. The college/school dean or designee should review and approve the completed Search and Selection documents as provided by the search committee, including the applicant pool data.<sup>3</sup>
  - b. The college/school dean or designee should review reference summaries and other submitted materials specific to the finalist's qualifications.
  - c. The college/school dean or designee and search committee should work with the Office of Faculty Affairs to submit the completed paperwork including the Search and Selection documents and Reference Check Forms along with supporting documentation (if applicable) for review and approval of the request to extend an offer of employment.

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2 The college Dean or designee is welcome to consult with Human Resources to review and recommend corrective actions prior to submission. The college Dean or designee is welcome to consult with the Office of Faculty Affairs for additional support.

- d. Once signed and approved, the Office of Faculty Affairs will provide signed copies of the completed paperwork to both the college/school dean and other entities as appropriate.
  - e. Once the paperwork has been approved (signed and returned), the college/school dean or designee may formally extend the approved offer of employment by providing a draft of the official contract.
2. If the candidate wishes to proceed in the offer process, the dean or designee shall operate as follows:
- a. Obtain a signed copy of the Attestation and Release and conduct final reference checks using forms and procedures established by the Office of Faculty Affairs.
  - b. Request a final contract for the candidate from the Office of Faculty Affairs, subject to satisfactory review of the attestation and references and, at the discretion of the Office of Faculty Affairs, the further vetting of any credentials, references or information deemed necessary to vet appropriately the candidate for the specified faculty position.
  - c. Once the finalist has accepted the offer, the college should notify candidates not selected that the position has been filled.<sup>4</sup>

## **2. PROCEDURES FOR THOMAS JEFFERSON UNIVERSITY FACULTY GRIEVANCE POLICY**

### **A. Level I: Informal Resolution**

Faculty members are encouraged to attempt to resolve matters promptly. Grievances are waived if filed more than one (1) year after the grievant receives notice of the event on which the grievance is based. A grievance is considered “filed” for purposes of this waiver rule if the steps in paragraphs 1 and 2 below are completed, and the grievance is submitted in writing pursuant to paragraph 3 below.

- 1. An aggrieved faculty member must first attempt informally to resolve a dispute by discussing it with his or her relevant supervisor, department chair, dean, or designated official.
- 2. If the dispute cannot be resolved by discussion with the supervisor, department chairperson, dean, or designated official, the matter may be raised with the Faculty Ombudsperson, who shall proceed promptly to review and attempt to resolve the grievance collegially, informally and amicably. The Office of University Counsel may assist the Faculty Ombudsperson to resolve the grievance informally. If the dispute is with the Faculty Ombudsperson, or another clear conflict exists with the Faculty Ombudsperson, the grievant may omit this paragraph “B” and proceed under paragraph “C” below.

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<sup>4</sup> Communications with those individuals not selected can be coordinated through Human Resources.

3. If the Faculty Ombudsperson is unable to resolve the dispute, if the dispute is with the Faculty Ombudsperson, or if another clear conflict exists with the Faculty Ombudsperson, the grievance may be filed in writing with the Vice Provost for Faculty Affairs. The senior official in the Office of Faculty Affairs shall proceed promptly to review and attempt to resolve the grievance collegially, informally and amicably.

## **B. Level II: Hearing**

1. If the grievance is not resolved at Level I within thirty (30) business days of filing, the grievant may request in writing that the grievance proceed to a hearing. The request for hearing shall be addressed and shall proceed as follows:

The request for hearing shall be addressed to the senior official in the Office of Faculty Affairs, who shall direct the grievance to hearing. The hearing shall be conducted by three (3) members of the Faculty seated at the recommendation of the chair of the Faculty Advisory Council, in consultation with the provost. The chair of the Faculty Advisory Council shall designate one of the faculty members to be the chair of the grievance hearing committee. A faculty member may be disqualified due to a conflict of interests, and may otherwise decline to participate if they feel they cannot render a fair and impartial decision, in which case another faculty member shall be asked to participate as described above. Faculty members serving on the hearing panel shall agree to maintain the confidentiality of the facts presented at and otherwise related to the hearing.

2. A hearing at Level II shall be scheduled and held as promptly as practicable. The grievance hearing is the process of an academic institution and is not a legal proceeding. Accordingly, it is not governed by strict judicial, procedural or evidentiary rules. Evidence, including witness testimony, documents, and demonstrative evidence, may be admitted and considered based on its probative value to the committee at its sole discretion. The chairperson of the committee shall make all rulings with respect to procedure and presentation and admission of evidence. Minutes of the hearing shall be prepared, but no verbatim transcript is required. A representative from the Office of University Counsel, or another advisor appointed by the Office of University Counsel, may assist and provide guidance to the grievance hearing committee. The grievant has the right to one legal or other advisor of the grievant's choice to be present and serve in an advisory capacity only. Such an advisor may confer with the grievant, but may not participate in any way in the actual hearing.

The grievance hearing committee shall send a written report of its finding and recommendations, including any proposed remedies, to the dean of the corresponding college or dean of a school outside of a college within twenty-one (21) business days after the completion of the hearing process. If the dean is disqualified due to a conflict of interests, the report of the hearing shall be sent to the dean of one of the other colleges, as determined by the Vice Provost for Faculty Affairs.

3. The dean shall review the written report and recommendation as well as the minutes of the hearing, may take the oral argument from the parties if he or she chooses, and shall render a decision on the grievance, including any remedies, in writing within 14 business days.

### **C. Level III: Appeal**

1. Upon issuance of the dean's decision, the grievant will have seven (7) business days to file a written appeal of the dean's decision to the provost, a copy of which shall be sent to the dean and the chair of the grievance hearing committee.

The written reports of the grievance hearing committee and the dean will be sent to the provost within seven (7) business days of the appeal.

Within fourteen (14) business days thereafter, the provost will render a de novo decision in writing, including any remedies. The decision of the provost shall be final.

## **3. PROCEDURES FOR DISMISSAL FOR CAUSE**

If a dismissal action is to be instituted, the following procedure will be implemented.

### **A. Notice**

The faculty member charged with cause for dismissal shall be notified in writing by the dean of the relevant college or school outside of a college of the charges against the faculty member. This statement of charges shall specify the alleged grounds for dismissal in reasonable detail.

### **B. Fair Hearings**

Any faculty member against whom dismissal charges have been referred shall be granted a fair hearing before a hearing committee as described herein. In the course of any such hearing, the faculty member shall be entitled to the following:

1. At least 15 business days advance written notification of the charges and of the initial hearing date. If necessary, hearings may be continued at the discretion of the chairperson of the hearing committee.
2. Production of the documentary evidence to be used against them and the names of adverse witnesses to be called.
3. A right to be heard by the hearing committee.
4. A right to one legal or other advisor of their choice to be present and serve in an advisory capacity only. Such an advisor may confer with the faculty member, but may not participate in any way in the actual hearing.
  - a. A right to call witnesses on their own behalf.
  - b. A right to confront and question any witnesses against them.
  - c. A decision predicated upon documentary and testimonial evidence.



The faculty member must, at least five (5) business days prior to the hearing, produce copies of any documentary or other evidence to be used by the faculty member at the hearing, and identify in writing the names of all anticipated witnesses. Failure to produce the required information may lead to the non-produced evidence being excluded from the hearing. The faculty member may decline a hearing, in which case the faculty member's appointment and employment will be terminated pursuant to the dismissal charges.

### **C. Hearing Committee**

The hearing shall be conducted by three (3) members of the faculty seated at the recommendation of the chair of the Faculty Advisory Council, in consultation with the provost, from the full-time employed faculty. The chairperson of the hearing committee shall be appointed by the provost from among the three members. A faculty member may be disqualified due to a conflict of interests, and may otherwise decline to participate if they feel they cannot render a fair and impartial decision, in which case another faculty member shall be asked to participate as described above.

Faculty members serving on the hearing committee shall agree to maintain the confidentiality of the facts presented at and otherwise related to the hearing.

### **D. Hearing**

A hearing shall be scheduled and held as promptly as practicable. The hearing is the process of an academic institution and is not a legal proceeding. Accordingly, it is not governed by strict judicial, procedural or evidentiary rules. Evidence, including witness testimony, documents, and demonstrative evidence, may be admitted and considered based on its probative value to the hearing committee at the hearing committee's sole discretion. The chairperson of the hearing committee shall make all rulings with respect to procedure and presentation and admission of evidence. Minutes of the hearing shall be prepared, but no verbatim transcript is required. A member of the Office of the Provost or the Office of the Dean of the relevant college or school shall represent and advocate the position of the University. A representative from the Office of University Counsel or another advisor appointed by the Office of University Counsel may be present and advise the individual representing the University.

### **E. Report of Hearing and Decision**

A report of the hearing, with the findings and recommendation of the hearing committee, will be sent to the dean of the relevant college or school outside of a college and the faculty member within 10 business days after completion of the hearing process. Within ten (10) business days thereafter, the dean shall issue a decision affirming, reversing or modifying the hearing committee's recommendation, and shall forward such to the faculty member. Reversal of the hearing committee's decision by the dean must be with the concurrence of the provost.

### **F. Appeal**

If the faculty member wishes to appeal the decision of the dean, the faculty member must do so in writing to the provost (or, in the case of a reversal by the dean with the concurrence of the provost, to the University president) within five (5) business days after receipt of the dean's decision. Within ten (10) business days thereafter, the provost or president, as applicable, shall issue a written decision affirming, reversing or modifying the decision. The decision of the provost or president, as applicable, shall be final and binding.

In the event one or more of the roles of dean, provost and president are held by the same person, then that person must identify a separate designee to discharge the procedural duties under this policy of each of the lower level role or roles in order to retain the ability without conflict of interest to discharge the duties of the highest role held. For clarity and by way of example only, in the event a single individual holds the roles of dean, provost and president, then the individual must identify separate designees to discharge the duties of dean and provost, in order to retain the ability to discharge the individual's procedural duties under this policy as president.

## **4. SCHOLARLY AND PROFESSIONAL LEAVE POLICY**

The University Scholarly and Professional Leave Policy afford eligible faculty with dedicated time to pursue their research, scholarship, or creative work. A leave granted from typical duties is an investment in the professional development of the faculty member and their intellectual and scholarly plans; in the promise of advancing the discipline of study; and in the University's mission to serve society through innovations and new knowledge.

### **A. Availability**

The availability of University Scholarly and Professional Leaves for eligible faculty is dependent upon a number of factors including college/school and University priorities, , budgetary resources to support the leave, and consideration of resources needed to sustain the educational and research programs of the primary academic unit of the faculty member.

### **B. Types of Scholarly and Professional Leaves**

#### **1. University Sabbatical Leave**

##### **a. Description**

1. The University Sabbatical Leave Program affords dedicated time to pursue research, scholarship, or creative work that is aligned with the expectations for the faculty member's professional achievement relative to their rank and track.
2. A sabbatical leave is for an approved period of time, e.g. one semester or term, typically for no longer than six months, as applicable to the faculty member's typical duties.

##### **b. Eligibility**

1. Full-time, employed Senior Faculty members on un-prefixed tracks are eligible for a University sabbatical leave after seven continuous years of full-time service in a non-visiting faculty position following hire or a previous sabbatical leave.

##### **c. Administration**

1. Faculty members must discuss their plans to apply for a University sabbatical leave with their supervisor prior to submitting the application. Applications may be submitted only with the supervisor's permission.

2. The supervisor will review the request with the dean with a focus on whether the college or school can support the requested leave from a resource perspective. If the dean approves, the application is forwarded to the Committee on Faculty Affairs.
3. The Committee on Faculty Affairs reviews and renders a recommendation to the college Executive Committee.
4. If approved by the Executive Committee, the application is forwarded to the Office of Faculty Affairs for review with the provost.
5. If approved by the provost, the Office of Faculty Affairs will inform the college and work with the college on implementation of the leave.

## **2. Sponsored Scholarly Leave of Absence**

### **a. Description**

A sponsored scholarly leave of absence affords dedicated time for research, scholarship, or creative work or teaching, and is subsidized in whole or in part by a public or private institution or program, such as a Smithsonian Fellowship; Fulbright U.S. Scholar Program; Robert Wood Johnson Foundation; and the National Science Foundation Scholar-in- Residence Program.

A sponsored leave is not employment elsewhere, but rather an externally-sponsored opportunity to pursue dedicated, professionally-enriching activities that contribute mutually to the faculty member's career at Jefferson and the University's mission.

### **b. Eligibility**

1. Full-time, employed faculty members on un-prefixed and prefixed tracks are eligible to apply to an external program which sponsors scholarly leaves, with the prior permission of their dean and supervisor.
2. Time spent on sponsored scholarly leaves does not typically apply towards time-in- rank or time-in-track, nor does it apply towards the requisite continuous service for eligibility for a University Sabbatical Leave, as applicable.

### **c. Administration**

1. Faculty members must discuss their plans to apply for a sponsored scholarly leave of absence with their supervisor prior to submitting the application. Such plans shall also be discussed with the dean. Applications may be submitted only with the Supervisor and dean's permission.
2. Applications to and awards for sponsored leaves of absence are administered by the Office of Research Administration.

## **C. Administration**

### **1. Compensation and Benefits**

When on a University sabbatical leave, a faculty member may or may not receive salary from the University, as per their college's budgetary resources. If a faculty member is on a paid sabbatical leave, they may not receive compensation from another entity without prior permission from the provost.

In the case of a sponsored scholarly leave, the faculty member's salary is paid in whole or in part by the sponsoring entity, as described in the award agreement. This salary may be

remitted to the University for distribution through University payroll or remitted directly to the faculty member.

a. Benefits

Faculty members on a sabbatical leave or sponsored scholarly leave are considered active employees, and may receive faculty employment benefits from the University, per University policies as per the specific leave situation.

1) Requirements

a) Leave Report

Within 30 business days of return to regular activity, a faculty member shall submit to their supervisor a report describing their leave activities and accomplishments, relative to that which was described in their leave application. If such a report is not submitted by the deadline, the faculty member will not be considered for future Sabbatical Leaves.

Leave reports are provided to the college faculty affairs committee and the college executive committee, with a copy to the Office of the Provost.

b) Expectation to Return

Faculty members are obliged to return to the University for at least one (1) year following a sabbatical leave or sponsored scholarly leave.

## **5. GUIDELINES FOR SOLICITATION OF EXTERNAL REVIEWERS FOR FACULTY APPOINTMENTS AND PROMOTIONS TO SENIOR FACULTY RANKS AND FOR TENURE**

### **A. Overview**

Thomas Jefferson University looks to nationally (and where appropriate internationally) recognized experts external to the University to determine a faculty member's professional standing in their field. It is expected that external reviewers provide highly informed, candid, and comprehensive evaluations of the candidate's body of work under review and speak to the number and quality of the elements that compose the candidate's body of work, its appropriateness within, and contribution to, the discipline or field (including interdisciplinary fields), and to the expectation that Thomas Jefferson University may reasonably hold in regard to future professional direction and probability of success. Accordingly, the selection of external reviewers is a matter of critical importance. The following information is not intended to be exhaustive but to establish minimal acceptable standards.

### **B. Selection Criteria for External Reviewers**

External reviewers will be nationally and/or internationally recognized experts in their respective disciplines or interdisciplinary fields and come from academic or research institutions of high stature, typically at or above the stature of Jefferson. In some cases, an external reviewer may be affiliated with a highly regarded program at an institution not recognized to be at or above the stature of the University. In such a case, evidence must be provided that the choice of external reviewer is appropriate, for example, by

demonstrating that the program of the institution or the work of a specific peer is particularly important.

For promotion to Associate Professor or Professor, external reviewers must, at least, hold the rank for which the candidate is applying and should have a portfolio of work similar to that which is being evaluated. For instance, an external reviewer for a faculty member applying for promotion in a scholarship track should have a body of scholarship or creative work at least as rigorous as that being evaluated. For the tenure review, external reviewers will typically be members of the professoriate who hold tenure and, preferably, who hold the rank of “Professor,” although tenured Associate Professors may also be selected on some occasions for the review of Associate Professors applying for tenure. In addition, highly recognized individuals in non-academic positions may be consulted, provided they can provide a unique perspective on the candidate and ably interpret the standards for and implications of the granting of tenure.

External reviewers must be at “arm’s length” from the candidate. An external reviewer may not have served on the candidate’s dissertation proposal committee or dissertation committee or served as a supervisor or employer of the candidate. External reviewers will not be (or have been) co-authors or co-PIs of the candidate in the recent past (4-5 years). External reviewers should not have worked or trained with the candidate and should not be solicited from institutions where the candidate has worked or trained. However, individuals co-serving with the candidate in positions such as in professional societies or editorial boards may provide reviews, provided that there is no personal relationship.

External reviewers will be asked and are expected to disclose any personal or business relationships with the candidate and state their ability to make an independent and unbiased judgment on the candidate’s accomplishments.

Candidates are not permitted to have access to the evaluation materials provided by external assessors to ensure that the reviews are objective and unbiased.

Cover letters to external reviewers will provide information on the policies of the college and University regarding tenure and promotion as well as the criteria on which the candidate is being considered. The main issues to be addressed by external reviewers are 1) the impact of the candidate’s work on a field or fields and 2) the promise for future significant impact on the field or fields.

### **C. Number of External Reviewers**

Thomas Jefferson University requires at least four (4) external reviewers for promotion to Associate Professor or Professor (regardless of track), unless the faculty candidate has achieved the equivalent of the same rank and track for which the candidate is proposed at Thomas Jefferson University at a previous institution and is deemed by the dean and the chair of the college Faculty Affairs Committee to meet the college’s criteria for the rank and track proposed, in which case only two external reviewers are required.

Thomas Jefferson University requires at least six (6) external reviewers for the tenure review unless the candidate has achieved tenure at the previous institution and is deemed by the dean and the chair of the college Faculty Affairs Committee to meet Jefferson’s criteria for tenure, in which case only two (2) external reviewers are required.

#### **D. Selection Process for External Reviewers**

Individuals who may serve as potential external reviewers for appointments and promotions to senior faculty ranks and for tenure are to be selected by a college or department level faculty affairs committee. The list of potential external reviewers may be informed by the candidate under review, the candidate's supervisor, or the faculty committee. However, the final list of individuals to be solicited as reviewers will come from the faculty affairs committee, subject to approval of the dean of the college.

For tenure, at least two (2) of the reviewers must be recommended by the college Faculty Affairs Committee without input from the faculty candidate or the candidate's supervisor.

External reviewers should be contacted in advance to ensure their availability and willingness to serve. In rare instances, there may be no response from an external reviewer who has agreed to provide a review; this is to be reported but no conclusions will be drawn regarding the lack of response. Responses by all invited external reviewers must be included in the Committee's report on the candidate's case.

The minimum number of external reviews must be obtained before the packet can proceed to the college Faculty Affairs Committee for review.

The final list of external reviewers is confidential and should not be shared outside of the review process or with a candidate. Under no circumstances should a candidate contact the recommended reviewers or any individual invited to serve in this capacity.

#### **E. Feedback to the Candidate**

To the extent that a candidate is provided summative feedback from their external reviewers to aid in career development and growth, all citations and references will be redacted and/or presented in a summary form so as not to reveal the identity of the external reviewer.

### **6. CRITERIA FOR EMERITUS FACULTY APPOINTMENTS**

Faculty who meet the threshold criteria for an application for an emeritus appointment, will be considered by the college committee on faculty affairs committee, which will make a recommendation to the college Executive Committee.

When considering an application, the Committees will reflect on the faculty member's career of distinguished service, defined as achievement of a Senior Faculty rank and a record of exceptional contributions to the educational, research/scholarship/creative work, clinical, and/or administrative missions of the institution, such that they have established an enduring legacy at Jefferson.

Emeritus appointments are approved by the Board of Trustees.

## **7. THOMAS JEFFERSON UNIVERSITY GUIDELINES FOR SECONDARY FACULTY APPOINTMENTS**

All faculty members are expected to contribute to one or more missions of the University. As reflected in the *Thomas Jefferson University Bylaws of the Schools and Colleges*, members of the faculty contributing substantially to the teaching or research efforts of more than one college, school or department may hold a secondary appointment.

### **A. Criteria**

Collaboration with faculty colleagues and contributions to the broader University are expected. In and of themselves, they do not provide rationale for a secondary appointment. Rather, a secondary appointment recognizes, encourages, and facilitates significant, long-term collaborations between academic units, which create significant benefit to the college, school or department and to the University.

The criteria for granting of a secondary appointment are the actual and/or anticipated sustained contributions, which materially enhance the respective missions and demonstrable benefit to the University, the home academic unit, and the secondary academic unit.

Examples of appropriate justification for a secondary faculty appointment include but are not limited to:

1. A faculty member provides or is expected to provide significant and sustained effort to the educational or research missions of another college, school or department that is clearly beyond the scope normally expected of a faculty member.

And/or

2. A faculty member's primary site of work is within a college, school, or department other than their primary appointment.

And/or

3. A faculty member has academic or professional credentials that are synergistic with and may contribute substantively and in an ongoing way to mission of the secondary academic unit.

### **B. Appointment and Terms**

In the case where a secondary appointment is granted,

1. Expectations of faculty with secondary appointments are determined by the dean or chair of the secondary appointment.<sup>5</sup>
2. Contractual commitments to the faculty member, including tenure and consideration for promotion, shall apply only to the primary appointment. Promotion is considered and granted by the primary department. For a promotion application, letters of support from the deans or chair of the secondary appointment are required and shall confirm the intent to maintain the secondary appointments with the proposed promotion.

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<sup>5</sup> Contributions may include participation in faculty meetings and other similar events of or service to the department.



Initially, a secondary appointment must be supported by the deans or chairs, as applicable, of the respective academic units, and is subject to the review by the college's Faculty Affairs committee in which the secondary appointment resides. In performing its role, the college-level Faculty Affairs Committee shall consider the University-level criteria for a secondary appointment.

3. Renewal of a secondary appointment is automatic on an annual basis, unless discontinued by the dean or chair of the secondary appointment. Reasons for discontinuation may include, but not be limited to, that the faculty member no longer contributes to the college, school or department at a level that meets the University criteria for a secondary appointment.

### **C. Multiple Secondary Appointments**

If a faculty member seeks permission for more than one secondary appointment, they must meet the expectations for each.

More than one secondary appointment for a single individual requires approval of the respective deans and/or chairs, as well as the provost.

## **8. GUIDELINES ON WORKLOAD FOR FULL-TIME EMPLOYED FACULTY**

As defined in the *Thomas Jefferson University Bylaws of the Schools and Colleges*, the primary duties of a Jefferson faculty member are teaching; research/scholarship/creative work; service; and, where appropriate, professional practice. Toward this end, each college shall establish faculty workload guidelines, which adhere to these provisions; satisfy the fiduciary responsibility associated with resource management; and fulfill our core missions of education, research, and service to society.

### **A. Workload Philosophy**

The University acknowledges that colleges, schools, departments and academic programs vary in their offerings, e.g. from undergraduate education, graduate education, clinical education, to primarily research programs. Some have a large number of degree programs and students in the majors/programs, others provide general education to all undergraduates, and others prepare doctoral students. Faculty annual terms vary from 9- to 12-months with different expectations. Furthermore, faculty tracks may have different emphases and evaluative criteria.

Toward this end, the University establishes principles about faculty workload that should be described by the colleges and their academic units. A college's workload guidelines should be reviewed by the dean and approved by the provost.

A college's workload guidelines should be congruent with academic program needs; compliant with all University policies; and applied through annual performance evaluation.

## **B. Expectations for Colleges**

A college's guidelines should describe the areas of faculty work, i.e. teaching; research/scholarship/ creative work; service; and, professional practice, where appropriate. They should strive to ensure that faculty and administrators understand the types of academic activities assigned within each category and their relative importance and weighting.

The goal is to ensure that faculty are fully engaged in their areas of work and focus, which is assessed through annual performance evaluations, as per applicable University policy.

## **C. Expectations for Faculty**

Regardless of track and rank, faculty must meet general University expectations.<sup>6</sup> These expectations include, but are not limited to:

- Regularly scheduled instruction, appropriate to the academic unit and position;
- Effective conduct of and participation in the faculty member's academic program, as appropriate;
- Advising, mentorship, and academic supervision of students, as appropriate;
- Participation in university, college, and program-level service, as appropriate; and
- Engagement in research/scholarship/creative work and/or professional practice, as appropriate.

A college's guidelines must be sufficiently flexible to enable an academic leader to meet the needs of the department within the budgetary framework. Towards that end, differential workload loads may be based on the expectations and circumstances, such as faculty track, pre-tenure status, external grants, administrative assignments, significant advising responsibility, instructional method, class size, team teaching arrangements, and productivity in research/scholarship/creative work.

## **D. Annual Evaluation**

A faculty member's workload and productivity will be evaluated in the annual performance evaluation processes.

## **E. Monitoring and Reporting**

Colleges will monitor faculty workload and effort as part of its academic administration.

Reporting may be required as part of budgeting for instruction, research, and administrative services, and for externally-sponsored research, as appropriate.

## **F. Periodic Review**

Assessment of a college's guidelines should occur on a regular five-year cycle.

Recommendations for revisions to a unit's guidelines are subject to approval by the dean and provost.

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<sup>6</sup> Workload for a faculty with a secondary appointment should be coordinated with and clearly delineated among the sponsoring units. Expectations for career progression should be outlined accordingly.

## **9. UNIVERSITY GUIDELINES ON INTERNAL BUY- OUTS**

The University encourages collaboration among the colleges and schools as well as its centers and institutes. It is understood that University faculty are accomplished in their areas of expertise and may make meaningful and important contributions, such as teaching or research, in units outside of their primary appointment. It is also understood that these arrangements may also be professionally enriching to faculty members.

In the event that one academic unit wishes to engage a faculty member with a primary appointment in another academic unit in a new assignment such as teaching, research, or service, it is incumbent upon the requesting unit to secure permission from the appropriate leadership in the faculty member's primary appointment. And further, if the faculty member's workload must be adjusted to accept the new assignment, the requesting unit will buy-out the effort associated with the new assignment.<sup>7</sup>

Buy-outs will be calculated as a percentage of the faculty member's time that will be released for the new assignment, at his/her base salary. Buy-outs are not remitted to the faculty member as compensation. Rather, they are used to replace the faculty member's effort in his/her primary appointment.

## **10. UNIVERSITY-LEVEL COMMITTEES: CHARGES AND GENERAL COMMITTEE PROCEDURES**

### **A. Shared Governance Committee**

#### **1. Charge**

The Shared Governance Committee (SGC) serves as the facilitative committee for shared governance at the university. The SGC supports and promotes effective collaboration among the students, faculty, and university administration through regular dialogue. The members of the SGC may bring to the SGC recommendations pertaining to university policies and other matters of general concern to the university. The SGC shall consider matters brought before it and make its recommendations to the provost.

#### **2. Membership**

The SGC is comprised of the provost; the chairs of standing committees of the university; the deans of the colleges and schools outside of a college; three elected, at-large Senior Faculty from three different colleges or schools; and two non-voting members from the student body.

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<sup>7</sup> Buy-outs can be accomplished through interdepartmental transfers or extramural grants.

a. Faculty members

Elected members of the SGC serve to represent the collective concerns of the university, not a particular department, program, or academic unit.

Nonetheless, elections of at-large faculty members to the SGC should ensure a distribution of representatives from the major disciplines within the university. Therefore, the faculty of the colleges and schools outside of a college shall be considered in three general divisions 1) medicine; 2) the undergraduate and graduate health fields; and 3) the undergraduate and graduate humanities, social and life sciences, engineering, architecture and allied disciplines, and design disciplines. In its oversight of at-large elections, the Faculty Advisory Council shall strive for rotation of college representation within these divisions in election cycles.

b. Student members

Student members serve in an at-large capacity representing the collective concerns of University students. Student members are non-voting members of SGC.

The Office of Student Life and Engagement shall oversee the selection of students for seats on the SGC.

c. Other members

Non-voting, *ex officio* members may be appointed by the provost in consultation with the chair of SGC. Such members shall be selected to ensure the committee is well supported and effective in achieving its charge.

### 3. Leadership

The SGC is chaired by the chair of the Faculty Advisory Council.

### 4. Terms

a) Faculty Membership

Elected at-large faculty members shall serve for a one-year term.

b) Other Members

At-large student members serve one-year renewable terms.

### 5. Conduct of meetings

The SGC shall meet at least four times per academic year, on a schedule determined by the chair in consultation with the provost.

### 6. Committee Procedures

The SGC shall establish procedures related to its charge and function. These procedures should ensure opportunities for effective collaboration among the students, faculty, and university administration through regular dialogue

### 7. Other Considerations

As described in the *Thomas Jefferson University Bylaws of the Schools and Colleges*, the provost may establish other University-level committees including ad hoc committees after consultation with the SGC.

In the event that a college or school is unable to meet a requirement for membership to a university committee or in the event that a university committee is unable to meet the

rank requirement for election of a chair to a university committee, then the matter shall be referred to the SGC for resolution, in which case the SGC shall have the authority to deviate from the Bylaws' requirement for membership to such committee or for chair rank.

As described in the *Thomas Jefferson University Bylaws of the Schools and Colleges*, the chair of a University-level committee may recommend additional members, subject to the approval of the SGC. Likewise, the provost may appoint additional members to University-level committees after consultation with the SGC.

The SGC may form subcommittees and ad hoc committees necessary to fulfill its charge.

## **B. Faculty Advisory Council**

### **1. Charge**

As described in the *Thomas Jefferson University Bylaws of the Schools and Colleges*, the Faculty Advisory Council (FAC) shall advise the provost on matters relating to the general welfare of the faculty, particularly as they relate to the ability of the faculty to contribute to the academic mission of the University. As necessary, the chair of the FAC, in consultation with the Office of Faculty Affairs, shall appoint faculty members to grievance and dismissal-for-cause hearing committees, as described in the *Faculty Handbook*. The chair of the FAC shall serve as chair of the University Shared Governance Committee (SGC).

In advising the provost on matters relating to the general welfare of faculty, the FAC shall:

- 1) Provide a forum for faculty to voice concerns about issues that impact the faculty generally.
- 2) Review periodically policies that impact faculty and provide suggestions for policy revisions that improve faculty recruitment, retention, development, and effectiveness.
- 3) Assess periodically faculty engagement and satisfaction with educational resources and academic infrastructure.
- 4) Maintain communication with the University's Committee on Educational Resources and Committee on Research to ensure that relevant matters are handled by the appropriate committee in an effective manner.

In its role in Shared Governance, the FAC shall solicit nominations and oversee elections for at-large seats on University-level Committees.<sup>8</sup>

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<sup>8</sup> In conducting University-wide elections, the FAC shall use a Ranked Choice Voting Method (also known as Instant Runoff Method). In this system, voters rank candidates in order of preference. In the event that one candidate fails to achieve a sufficient majority of first-preference rankings, the candidate with the fewest number of first-preference rankings is eliminated and those votes redistributed to the voters' second-preference rankings, the process being repeated until one candidate achieves the required majority.

## 2. Membership

### a. Faculty membership

As described in the *Thomas Jefferson University Bylaws of the Schools and Colleges*, the Faculty Advisory Council is comprised of elected members of the Voting Body of the General Faculty, as defined therein, as well as at least one and up to two members of the adjunct faculty.

Members of the Faculty Advisory Council shall be distributed in number as per a method described in the *Faculty Handbook* but must include, at minimum one representative from each college and school outside of a college, and at least one and up to two representatives of the adjunct faculty.

### b. Other members

Non-voting ex officio members may be appointed by the provost in consultation with the chair of the Faculty Advisory Council. Such members shall be university administrators, such as the Vice provost of Faculty Affairs or ancillary provosts, or the Vice President of Human Resources of the University. Ex officio members shall be selected to ensure the committee is well supported and effective in achieving its charge.

## 3. Representation

In electing its representative, each college and school outside of each college shall consider the needs of the college or school and that only members of the Senior Faculty may be elected to serve as chair. The Sidney Kimmel Medical college shall have two elected members of the Voting Faculty. All other colleges and schools outside of a college shall have one elected member of the Voting Faculty.

The Voting Body of the Faculty shall elect four (4) at-large faculty members, representing the following faculty cohorts:

1. One at-large adjunct faculty member;<sup>9</sup>
2. One at-large educator<sup>10</sup> faculty member;
3. One at-large research faculty member; and
4. One at-large clinical faculty member.

Each college and school outside of a college shall identify an alternate for each elected member from the college or school, other than the chair. Alternates may be the runner up in the college vote or may be selected by the dean in consultation with the elected member.<sup>11</sup> The method shall be determined by the college's Executive Council in consultation with the Committee on Governance. Alternates shall attend the Faculty

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<sup>9</sup> As per the *Bylaws of the colleges and schools*, up to two representatives of the adjunct faculty members may serve on the Faculty Advisory Council. The second adjunct faculty representative may be added upon request of the Faculty Advisory Council to the Shared Governance Committee.

<sup>10</sup> To qualify as at-large educator, at-large research, or at-large clinical faculty representatives, faculty must dedicate at least half of their full-time effort at the University to those respective duties.

<sup>11</sup> An individual may serve as only one alternate per meeting.

Advisory Council meetings in the absence of the elected member. Notification of an elected member's absence and attendance by the alternate shall be provided in writing to the chair of the Faculty Advisory Council prior to the meeting. In the event that a vote is taken at a meeting when the alternate is present, the alternate will vote in lieu of the elected member.

#### **4. Committee Chair and Vice Chair**

a) Chair

The chair serves in an at-large capacity. After the results of committee leadership are finalized, the chair's college or school outside of a college shall hold an election for another representative member.

The chair shall serve for a two-year term, and may be elected to a second two-year term as chair, as per the term limits described herein.

b) Vice Chair

The vice chair shall serve for one-term.

If a vice chair fulfills their elected term on the Faculty Advisory Council, they will be replaced through the election process described herein.

#### **5. Selection of a Chair and Vice Chair**

The procedure for selection of committee leadership, e.g. chair and vice chair, shall be in accordance with the standard procedure outlined in the *Faculty Handbook*.

#### **6. Terms**

As per by *Thomas Jefferson University Bylaws of the Schools and Colleges*, an eligible faculty member may represent a college or school outside of a college for two consecutive, two-year terms. An eligible committee member may serve as chair for two consecutive two-year terms. Notwithstanding the foregoing, a faculty member shall not serve for more than six (6) consecutive years on the FAC.

#### **7. Meetings**

The FAC shall meet at least six times per academic year, on a schedule determined by the chair.

#### **8. Assessment**

On a five-year cycle, a subcommittee of the FAC will conduct an assessment of the University-level Committee structure, charges, and membership distribution. The subcommittee will bring findings and recommendations to the FAC before presenting final recommendations to the provost regarding revision of any aspect of the University-level structure.



## **C. Committee on Educational Resources**

### **1. Charge**

The Committee on Educational Resources (JCER) is advisory to the provost and evaluates the university's educational infrastructure, including the libraries; information and educational technology; and academic services that support the educational mission. The JCER advises the Office of Faculty Affairs on faculty development programs in pedagogy and provides recommendations to the provost on recipients of university faculty teaching awards; intramural awards for pedagogical scholarship; and candidates for education-focused external grant and award programs accepting a limited number of university applicants.

### **2. Membership**

#### **a. Faculty Membership**

The JCER is comprised of at least one member of the voting body of the faculty elected from each college and school outside of a college, chosen by a method determined by the unit.

#### **b. Other Membership**

Other, non-voting members may be appointed by the provost in consultation with the chair of SGC. The provost shall determine the need for such members, who may include University Registrar; University Librarian; ancillary provosts in faculty development and faculty affairs; director/s of the center for teaching, faculty development, and inter-professional practice, as appropriate; director/s of academic advising and student support services or their designees; and senior-level leadership from academic technology-resources.

The provost may identify other university offices that may be helpful to the JCER in fulfilling its charge, such as Institutional Advancement and Facilities, and may extend periodic invitations to attend. The chair may recommend additional voting members subject to the approval of the SGC.

### **3. Leadership**

The chair of the JCER shall be selected from among the elected Senior Faculty membership.

### **4. Terms**

Faculty members shall serve for a two-year term and may be elected or appointed for a maximum of two consecutive terms. Ex officio and invited members serve one-year renewable terms.

## **5. Conduct of meetings**

The JCER shall meet at least four (4) times per academic year, on a schedule determined by the chair.

## **6. Committee Procedures and other considerations**

The JCER shall establish procedures related to the review and evaluation of university faculty teaching awards, intramural awards for pedagogical scholarship, and candidates for education-focused external grant and award programs accepting a limited number of university applicants.

# **D. Committee on Research**

## **1. Charge**

The Committee on Research (JCOR) evaluates the university's research infrastructure, including research administration services and other shared services and resources for research. The JCOR advises the provost on recipients of institutional research grant programs and awards and recommends the best candidates for research-focused external grant and award programs accepting limited university applicants. The JCOR advises the Office of Faculty Affairs on faculty development programs related to research skill development.

## **2. Membership**

### **a) Faculty Membership**

The University Committee on Research shall be comprised of elected members from the Voting Body of the General Faculty. The number of members from each college or school outside of a college shall be determined by the provost, in consultation with the Shared Governance Committee, who shall consider, among other factors, the external research funding of the college or school in comparison to the other colleges and schools. Notwithstanding the foregoing, the Committee shall include at least one member from each college and school outside of a college. The number of elected members from an individual college or school outside of a college may not exceed 25.

### **b) Other Invited attendees**

The provost may appoint at least 1 and up to 5 members of the provost's Senior Administrative staff as ex officio, voting members.

## **3. Leadership**

The chair of the JCOR shall be selected from among the elected Senior Faculty membership.

#### **4. Terms**

Faculty can serve continuous terms without limit if elected by their college as its representative or appointed by the provost. A chair may be reelected to consecutive terms not to exceed 6 years.

The Committee shall typically meet monthly on a schedule determined by the chair, and as necessary to conduct its business.

#### **5. Committee Procedures and Other Considerations**

The committee shall establish procedures related to the review and evaluation of institutional grant programs and awards and for review of faculty for nomination for research focused external grant and award programs accepting limited university applicants. These procedures should ensure that opportunities are advertised to all university faculty in a manner that allows faculty sufficient time to apply for the opportunities once provided notice. Existing procedures should be reviewed by the committee at least annually and made available to the faculty.

The JCOR may form subcommittees necessary to conduct its business.

### **E. Committee on Student Affairs**

#### **1. Charge**

As described in the *Thomas Jefferson University Bylaws of the Schools and Colleges*, the Committee on Student Affairs (JCSA) is tasked with the following:

- a) participating in the oversight of the university's student services and student-experience programming;
- b) assisting in ensuring that student conduct at the university aligns with applicable university policies and procedures, including university and program-specific community standards policies, academic integrity policies, and professionalism policies;
- c) assisting in creating and administering university-level student-affairs policies; and
- d) providing oversight, where appropriate, of program-specific student policies and handbooks.

#### **2. Membership**

##### **a. Faculty Membership**

The JCSA is comprised of at least one (1) member and up to three (3) members of the Voting Body of the General Faculty from each college and school outside of a college, chosen by a method determined by the college. Colleges with programmatic offerings at different levels, e.g. undergraduate, graduate, evening/adult; in different formats, e.g. on-campus, online, and rotation; and with students who are residential, commuter, and online, are encouraged to tailor their representatives accordingly.

##### **b. Student members**

At least three (3) and up to six (6) students will be selected to represent the various student constituencies, e.g. traditional undergraduate, graduate, evening/adult students

enrolled at the University. Students will be selected to serve one-year terms and may serve for three consecutive one-year terms. The nominations and selection of student representatives will be administered by the office of student affairs.

c. Other members

Other voting members may be appointed by the provost after consultation with the SGC. The provost shall determine the need for senior-level leadership to the JCSA such as ancillary deans and provosts; directors of student life and affairs within the university's student affairs division; and director/s of offices of academic advising and student support services to ensure that the committee has sufficient input to fulfill its functions and charges.

The provost may identify other university offices that may be helpful to the JCSA in fulfilling its charge, such as Dining Services; Campus Safety; Athletics; Wellness and Recreation; Health Services and Counseling Services, and may extend periodic invitations to attend.

### **3. Leadership**

The chair of the JCSA shall be selected from among the elected Senior Faculty membership.

### **4. Terms**

Faculty members shall serve for a two-year term and may be elected or appointed for a maximum of two consecutive terms. Ex officio and invited members serve one-year renewable terms.

### **5. Conduct of meetings**

**The JCSA shall meet at least six (6) times per academic year, on a schedule determined by the chair.**

### **6. Subcommittees**

The JCSA may create subcommittees and ad hoc committees. Regular subcommittees will address topics such as the student experience and resources and policies. These regular subcommittee will meet at least two (2) times per year, as necessary to conduct business.

The members of subcommittees shall be derived from the standing committee members, including faculty, ex officio, and invited members. Additional members may be added in consultation with the SGC.

The chair of the Subcommittee on Student Experience shall be selected from among the elected Senior Faculty membership. The chair of the Subcommittee on Resources and Policies shall be selected from among the Ex Officio members described herein.

## **7. Other**

The JCSA shall establish procedures related to its oversight role in student services and student- experience programming; administration of Student Code of Conduct, hearings and hearing board; and universal role in assuring integrity of policies and procedures across the university. These procedures should ensure transparency, equity, and input, as appropriate. Existing procedures will be reviewed by the JCSA at least annually and will be made available to the campus community by way of the University Student Handbook.

Campus-specific student meetings, as appropriate, will be convened by a designated member of the JCSA.

## **F. Committee on Student Affairs**

### **1. Charge**

As described in the *Thomas Jefferson University Bylaws of the Schools and Colleges*, the Committee on Educational Quality (JCEQ) participates in oversight of the assessment practices and activities for academic programs and curricula, per policies and procedures established by the university.

### **2. Membership**

#### **a) Faculty Membership**

The JCEQ will generally be comprised of chairs of the college-level assessment committees and one representative from each school outside of a college. A college may elect to appoint a representative other than the chair, from its college-level assessment committee. Faculty members shall be voting members of the JCEQ.

#### **b) Other members**

Other members may be appointed by the provost after consultation with the SGC. The provost shall determine the need for senior-level leadership to the JCEQ including University Academic Liaison Officer for Middles States Commission on Higher Education and ancillary provosts and directors of assessment.

The provost may identify other individuals such as college-level assessment officers; directors of the center for teaching; and director/s institutional research, as appropriate.

### **3. Leadership**

The chair shall be selected by and from the voting faculty members of the JCEQ.

### **4. Terms**

Faculty members serve as ex-officio representatives of their college and shall continue on the JCAPP for the duration of their ex-officio appointments. Ex officio and invited members serve one-year renewable terms.

### **5. Conduct of meetings**

The Committee shall meet as needed to conduct its business.

## **6. Committee Procedures and Other Considerations**

The JCEQ shall establish procedures related to its oversight of the assessment practices and activities for academic programs and curricula, per policies and procedures established by the university.

The JCEQ may create a special or ad hoc committees to address special initiatives, e.g. such as revision of institutional learning goals, or time-limited substantive matters, e.g. regional re- accreditation.

## **G. Committee on Academic Programs and Policies**

### **1. Charge**

As described in the *Thomas Jefferson University Bylaws of the Schools and Colleges*, the Committee on Academic Programs and Policies (JCAPP) has general authority and responsibility for curricula and academic policies that span multiple colleges or impact students from multiple colleges and will make recommendations about such matters to the provost in accordance with policies and procedures as described in the Faculty Handbook.

### **2. Membership**

#### **a. Faculty Membership**

The JCAPP will generally be comprised of the chairs of the college-level curriculum committees and one representative from each school outside of a college. A college may elect to appoint a representatives other than the chair, from its college-level curriculum committee.

#### **b. Other members**

Other members may be appointed by the provost after consultation with SGC.

#### **c. Ex Officio, Voting Membership**

The provost shall determine the need for senior-level academic leadership, such as the director of general education; director of writing across the curriculum; director of Honors; ancillary provosts for academic affairs, enrollment management, and academic infrastructure, etc., respectively; and the University Registrar, ensure that the JCAPP has sufficient input to fulfill its functions and charges.

#### **d. Other invited, Non-Voting members**

The provost shall determine a need for other non-voting members, representing University offices, such as the University Librarian; offices of academic advising and student support services; and academic technology-resources, to ensure that the JCAPP is sufficiently informed to perform its functions.

The provost may appoint additional members after consultation with the SGC.

### **3. Leadership**

A chair will be selected by and from among the faculty members of the JCAPP.

If the Committee chair is also the chair of the college-level curriculum committee, s/he will be replaced at the college level by another eligible member of that committee.

### **4. Terms**

Faculty members serve as ex-officio representatives of their college and shall continue on the JCAPP for the duration of their ex-officio appointments. Ex officio and invited members serve one-year renewable terms.

### **5. Conduct of meetings**

The JCAPP shall meet as needed to conduct its business. The meeting schedule and associated review period shall be prepared and distributed to the University community at the beginning of the academic year.

### **6. Committee Procedures and Other Considerations**

The JCAPP shall establish and communicate review periods and procedures related to its responsibility for oversight of curricula and academic policies that span multiple colleges or impact students from multiple colleges, per policies and procedures established by the university. These procedures should ensure that the review schedule is understood and permits program proponents sufficient time to seek approval of new programs or proposed policies.

### **7. Subcommittees and Ad Hoc Committees**

The JCAPP may create subcommittees to study academic matters and policies that span multiple colleges or impact students from multiple colleges and/or host ad hoc committees on short-term or ongoing initiatives specific to its mission of trans-college curricula and academic policies. Subcommittee recommendations are advisory to the provost in accordance with policies and procedures as described herein. Subcommittees and ad hoc committees will provide year-end reports to the chair, who will include them as appendix to the Committee's annual report to SGC.

## **H. Committee on Academic Standing**

### **1. Charge**

The Committee on Academic Standing (JCAS) will oversee the following actions for undergraduate students in programs without specialty accreditation requirements for academic standing:

- 1) Administer the university's academic standing policies;
- 2) Oversee dismissal and readmission hearings; and
- 3) Review academic implications and procedures as they relate to individual students, such as those who are granted medical leave of absence, as per procedures established by the university.



The Committee may also make recommendations to the JAPPC regarding academic standing policies and other related policies.

## **2. Membership**

### **a. Faculty members**

The JCAS will be comprised one member of the Voting Body of the General Faculty from the colleges and schools that refer matters to the committee, as outlined in the Faculty Handbook, selected in a manner determined by the college.

Each college and school outside of a college shall identify an alternate for the elected member from the college or school. Alternates may be the runner up in the college vote or may be selected by the dean in consultation with the elected member. The method shall be determined by the college's Executive Committee in consultation with the Committee on Governance. Alternates shall attend the JCAS meetings and hearings in the absence of the elected member. Notification of an elected member's absence and attendance by the alternate shall be provided in writing to the chair prior to the meeting or hearing. In the event that a vote is taken at a meeting or hearing when the alternate is present, the alternate will vote in lieu of the elected member.

### **b. Other members**

Colleges, schools or academic units that refer cases, but do not have faculty that meet the requirements for membership, shall designate an administrative representative.

Other, non-voting members may be appointed by the provost in consultation with the SGC. The provost shall determine the need for such members, who may include a representative of the Registrar's Office; Academic Success Center and designated advisors; Student Life; and Financial Aid.

The committee may invite guests to general business meetings only.

## **3. Leadership**

The faculty chair of the JCAS shall be selected from among the elected faculty membership. An administrative vice chair shall be the representative from the Academic Success Center, who shall provide continuity and summer coverage.

## **4. Terms**

Faculty members shall serve for a two-year term and may be elected or appointed for a maximum of two consecutive terms. Ex officio and invited members serve one-year renewable terms.

## **5. Meetings**

The JCAS shall meet at least six (6) time per year, on a schedule determined by the chair. The Academic Dismissal and Readmission Appeal Hearings will occur at the end of each semester at a date determined by the committee in consultation with the Registrar.

## **6. Committee Procedures**

For Academic Dismissal and Readmission Appeal Hearings, the membership from all colleges/schools/units must be in attendance.

Administration of appeal hearings, including official notification to appellant students, will be administered by the Committee Vice chair and the University Registrar's Office. Committee members and other non-voting members should be oriented to the requirements for confidentiality in discussion of student records and cases.

## **7. Other Considerations**

The co-chairs may form subcommittees necessary to conduct general business. Membership on the subcommittee need not be confined to JCAS, unless specified otherwise.

## **I. Committee on Faculty Appointments, Promotion and Tenure**

At the direction of the provost, the University may establish more University Committee on Faculty Appointments, Promotion and Tenure

### **1. Charge**

Committees on faculty appointments, promotions and tenure will review college recommendations for initial faculty appointments and subsequent faculty promotions to Senior Faculty ranks and for the awarding of tenure. The committee will make recommendations to the provost, in accordance with policies and procedures as described in the *Faculty Handbook*.

### **2. Membership, Leadership, Terms, Conduct of Meetings, Committee Procedures and Other Considerations will be established for FY 2021.**

## **11. NOMINATIONS AND ELECTIONS FOR AT-LARGE POSITIONS ON UNIVERSITY-LEVEL COMMITTEES**

Nominations and elections for the at-large positions on University-level committees is administered by the Faculty Advisory Council. At-large members of University-level committees shall be elected from among the candidates determined in the nominating process.

### **A. Nominating Process**

During a nomination period determined by the Faculty Advisory Council and announced to the General Faculty, the Faculty Advisory Council shall call for nominations from among the eligible members of the General Faculty for at-large members of University-level Committees. The nominee must be eligible for the position as described in the *Thomas Jefferson University Bylaws of the Schools and Colleges* and the *Faculty Handbook*; accept the nomination; and be willing to serve, if so elected.

To be recognized by the Faculty Advisory Council as a candidate and appear on a ballot, a nominee must have at least three (3) nominators from members of the General Faculty. Once a nominee is recognized by the Faculty Advisory Council as a candidate, the nominee shall prepare a Candidate's Statement, which will be made available to the Voting Body of the Faculty.

## **B. Election Process**

Candidate's Statements will be made available to the Voting Body of the Faculty in advance of and along with ballots.

A Ranked Choice Voting Method<sup>12</sup> shall be followed:

1. If there is only one nominee, there will be a Vote of Confirmation rather than an election.

If a plurality of the votes are cast in support of the nomination, then the candidate shall be declared the At-large Member of the relevant committee.

2. If there are two or more candidates, then the candidate receiving a majority of first- preference votes of the votes cast shall be declared the At-large Member.
3. In the event there are only two candidates remaining at the end of a Ranked Choice Voting Process and those two candidates have the same number of votes (i.e., a tie), there will be another round of balloting with only the tied candidates' names appearing on the ballot. If this second round of balloting results in a tie vote, then both candidates' names will be presented to the provost, who shall consult with the Shared Governance Committee and decide.

## **12. SELECTION OF LEADERSHIP OF UNIVERSITY- LEVEL COMMITTEES**

Selection of leadership of University-level Committees will be conducted after general elections for college representatives and at-large members, as appropriate.

### **A. Nominating process**

When an existing chair of a University-level committee is nearing the end of their two-year term as chair, the following nomination process shall be followed.

1. If the existing chair is willing to serve for a second term, then a member of the committee who agrees not to be on the ballot for chair shall serve as a chair Selection Coordinator.
2. If the existing chair is not willing to serve a second term, then the existing chair shall oversee the nomination process.

The chair or chair Selection Coordinator, as appropriate, shall call for nominations among eligible committee members. Self-nominations are permitted.

The chair or chair Selection Coordinator shall prepare a ballot of candidates willing to and eligible to serve, as per the term limits imposed by the *Bylaws* or this *Faculty Handbook*.

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<sup>12</sup> In conducting elections for at-large position, Committees shall use a Ranked Choice Voting Method (also known as Instant Runoff Method). In this system, voters rank candidates in order of preference. In the event that one candidate fails to achieve a sufficient majority of first-preference rankings, the candidate with the fewest number of first-preference rankings is eliminated and those votes redistributed to the voters' second-preference rankings, the process being repeated until one candidate achieves the required majority.

## **B. Election process**

Voting shall be conducted by secret ballot during an election period determined by the Committee. Such election period shall provide each member with a reasonable opportunity to vote. It is the responsibility of each Committee member to cast a ballot. Abstentions are permitted for good reason, e.g. conflict of interest or close personal relationship.

At the close of the election period, the ballots shall be counted by the existing chair or chair Selection Coordinator, as appropriate.

A Ranked Choice Voting Method<sup>13</sup> shall be followed:

1. If there is only one nominee, there will be a Vote of Confirmation rather than an election.
2. If a plurality of the votes are cast in support of the nomination, then the candidate shall be declared the chair.
3. If there are two or more candidates, then the candidate receiving a majority of first-preference votes of the votes cast shall be declared the chair.

In the event there are only two candidates remaining at the end of a Ranked Choice Voting Process and those two candidates have the same number of votes (i.e., a tie), there will be another round of balloting with only the tied candidates' names appearing on the ballot. If this second round of balloting results in a tie vote, then both candidates' names will be presented to the provost, who shall consult with the Shared Governance Committee and decide.

## **C. Vice Chair of Faculty Advisory Council**

As described in the *Thomas Jefferson University Bylaws of the Schools and Colleges*, the members of the Faculty Advisory Council shall select both a chair and vice chair. The vice chair shall be selected annually and serve a one-year term, as described herein.

## **D. Maintenance of Committee Chairs and Lists**

The names of the new chair and vice chair, as appropriate, along with the election results, shall be forwarded to the Office of Faculty Affairs, which maintains the official committee membership lists.

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<sup>13</sup> In conducting elections for Committee chair and vice chair, as appropriate, committees shall use a Ranked Choice Voting Method (also known as Instant Runoff Method). In this system, voters rank candidates in order of preference. In the event that one candidate fails to achieve a sufficient majority of first-preference rankings, the candidate with the fewest number of first-preference rankings is eliminated and those votes redistributed to the voters' second-preference rankings, the process being repeated until one candidate achieves the required majority.

# Thomas Jefferson University

## Faculty Handbook

### Appendix II

This section of the *Thomas Jefferson University Faculty Handbook* is intended to provide a brief overview of selected Thomas Jefferson University policies\* that may be of interest to faculty. It is not intended to be a summary of all Thomas Jefferson University policies or all Thomas Jefferson University policies that may be relevant to faculty, nor does it replace the need for faculty to be familiar with the entirety of the policies referenced. Additionally, policies may from time to time be updated, and it may be the case that not all updates are reflected in this handbook. Accordingly, faculty should review policies in their entirety before relying or taking action based on them.

Faculty may access Thomas Jefferson University policies by logging in to the University network or VPN and navigating to <https://tjuh.jeffersonhospital.org/policy/index.cfm/universitypnp>

\* Faculty are expected to abide by all Jefferson policies.

### **1. Acceptable Use of Electronic Communication Systems [Policy No: 126.03]**

The purpose of this policy is to outline the acceptable use of electronic communication systems utilized to maintain and improve the efficiency of information flow in support of business operations.

### **2. Administration of Clinical Trials [Policy No: 127.42]**

This policies specifies the requirements and processes for registering clinical trials and reporting results on [clinicaltrials.gov](http://clinicaltrials.gov) to ensure compliance with federal regulations.

### **3. Adoption Assistance [Policy No: 200.59]**

The Adoption Assistance Benefit provides financial assistance toward eligible expenses incurred in the adoption of a child under age 18. All regular full-time faculty and senior administrators, house staff and non-bargaining employees are eligible after completion of the probationary/introductory period. If a child is adopted by eligible parents who are both employed by Jefferson, each parent is eligible for reimbursement of expenses up to \$4,000 each, without duplicating expenses.

### **4. Authorship [Policy No: 110.04]**

Faculty, Staff, Pre, and Postdoctoral and other Fellows, Trainees, Visiting Scientists and Students enrolled or affiliated with Thomas Jefferson University (the “University”). Scholarly integrity and the responsible conduct and reporting of research are essential for maintaining public trust in the research enterprise, and for community benefit from research discovery. Scientific and scholarly publications, defined as articles, abstracts, presentations at professional meetings and grant applications, provide the main vehicle to disseminate findings, thoughts, and analysis to the scientific, academic, and lay communities. For academic activities to contribute to the advancement of knowledge, they must be published in sufficient detail and accuracy to enable others to understand and expand upon the results. For the authors of such work, successful publication improves opportunities for academic funding and promotion while enhancing scientific and scholarly achievement and repute. At the same time, the benefits of authorship are accompanied by a number of responsibilities for the proper planning, conducting, analysis, and reporting of research, and citing the content and conclusions of other’s scholarly work. As a respected member of the academic community, it is the responsibility of the University and its faculty, staff, and students to help protect these fundamental elements of the scientific and scholarly process. This policy provides an educational resource describing the essential considerations and requirements in responsible authorship and publication at the University.

### **5. Bereavement Leave [Policy No: 200.52]**

Bereavement leave is granted in the event of a death in the immediate family of an employee. All regular full-time and part-time faculty and senior administrators, house staff and non-bargaining employees are eligible after completion of the probationary period. Immediate family as it pertains to this policy is defined as the employee's parents, step-parents, spouse, children, step- children, brothers, sisters, mother-in-law, father-in-law, grandparents or grandchild.

## **6. Campus/Workplace Violence Policy [Policy No: 131.03]**

Thomas Jefferson University and its controlled affiliates (Jefferson) are dedicated to the well-being and personal safety of students, faculty, employees, patients, and visitors. Jefferson has adopted this zero-tolerance policy, which strictly prohibits campus violence. Acts of violence and/or threats of violence, whether expressed or implied toward any individual(s) at the Jefferson campuses, are prohibited and will not be tolerated. All reports of such incidents will be taken seriously and will be addressed appropriately. This policy defines prohibited conduct, as well as general procedures and potential responsive steps in the event that campus violence occurs. Education related to violence prevention will begin at orientation and will also be provided as needed.

## **7. Clery Act [ <https://www.jefferson.edu/university/academic-affairs/schools/student-affairs/student-handbooks/university-policies.html> ]**

The Clery Act, originally enacted by the Congress and signed into law by President George Bush in 1990 as the Crime Awareness and Campus Security Act of 1990, was championed by Howard & Connie Clery after their daughter Jeanne was murdered at Lehigh University in 1986. Amendments to the Act in 1998 renamed it in memory of Jeanne Clery.

The law, as a part of the Higher Education Act of 1965, is a federal law that requires colleges and universities to disclose certain timely and annual information about campus crime and security policies. All public and private institutions of postsecondary education participating in federal student aid programs are subject to it.

Thomas Jefferson University is proud to be the first university to receive the National Jeanne Clery Award for our efforts in making Thomas Jefferson University and Thomas Jefferson University Hospital a safe and secure environment. We are also proud to be working together to make our campuses safer for our employees, students and visitors.

## **8. Code of Conduct and Ethical Behavior [Policy No: 102.26]**

Members of the Thomas Jefferson University and Jefferson Health\* community (collectively referred to as “Jefferson”) share responsibility to maintain excellence and integrity in all we do. This shared responsibility forms the foundation of our Code of Conduct and Ethical Behavior (the “Code”).

As we reimagine and revolutionize healthcare and education, our commitment to integrity will intensify. Jefferson enjoys an unparalleled reputation for excellence because members of our community remain committed to the principles and standards embedded in this Code.

As Jefferson expands to include more organizations, our commitment to excellence and integrity will remain intact. We will update our Code to ensure its continuing relevance to everyone within our organization.

We are counting on you to make a personal pledge of commitment to integrity and ethics. When you uphold our Code, without exception, you are ensuring that Jefferson remains a center for excellent academic, clinical, innovative, and philanthropic activities.

## **9. Communication with Public Relations and New Media Policy [Policy No: 102.44]**

The purpose of this policy and procedure is to ensure the image of Thomas Jefferson University, including its administrators, faculty, staff and students, is accurately portrayed in the public and news media, and to develop, using mass communications, public understanding of Thomas Jefferson University programs, activities and events. This policy and procedure describes Thomas Jefferson University's position with respect to interacting with news media representatives. For the purpose of this policy and procedure, news media shall refer to representatives of newspapers, magazines, newsletters, online publications, television and radio.

The Department of Marketing and Communications provides assistance and counsel for all Thomas Jefferson University communications and news media needs in support of and consistent with Jefferson's teaching, research and service mission. The Department of Marketing and Communications' Public Relations/News unit serves both Thomas Jefferson University community and the news media as the central resource and primary point of contact for all news media representatives.

The Department of Marketing and Communications' Media Relations team is responsible for disseminating all news releases, media advisories and other Thomas Jefferson University information to media outlets and will otherwise make all media contacts for the Thomas Jefferson University. Any questions regarding media contacts or coverage should be directed to the vice president and chief communications officer.

All externally targeted news releases are required to route through the Department of Marketing and Communications.

The vice president and chief communications officer serves as the official spokesperson for Thomas Jefferson University. In addition, the director of news and media relations may designate an official media spokesperson for Thomas Jefferson University on a case-by-case basis, as approved by the vice president and chief communications officer. The Department of Marketing and Communications prefers to arrange media interviews with Jefferson administrators, faculty, staff and students through its office due to media deadlines. This ensures Thomas Jefferson University not only serves as a valuable source, but also meets media deadlines for stories, delivering excellent service in support of the working press.

Faculty may respond to media directly on matters related to their professional expertise. Faculty who respond to media inquiries on matters related to their professional expertise are asked to send, via email or phone call, a brief communication to the director of news and media relations since the Department of Marketing and Communications tracks and reports all media coverage of Thomas Jefferson University.

Because faculty have a special status in the community, faculty have a responsibility and an obligation to indicate when expressing personal opinions that they are not institutional representatives unless specifically authorized as such. Should faculty members need assistance or advice in responding to an inquiry, they should immediately contact the Department of Marketing and Communications prior to responding. The Department of Marketing and Communications is pleased to provide assistance in responding to any media inquiry.

For the full media relations policy, please refer to the Marketing and Communications Policies and Procedures.



## **10. Conflict of Interest [Policy No: 107.03]**

One of the primary responsibilities of the Board of Trustees and the Senior Officers is to safeguard the tangible and intangible assets of Thomas Jefferson University. In this regard, systems of internal review are established to ensure that the University's objectives are not compromised by the actions of any employee or faculty member. As part of a system of internal review, the Statement of Principles Regarding Avoidance of Conflicts of Interest for Employees of Thomas Jefferson University (Attachment 1) (the "Statement") was developed.

In order to ensure understanding of the Statement and the corresponding policies and procedures, all newly hired employees will be provided with, and shall read, a copy of the Statement. The Statement is intended to serve as a guide for all "covered individuals" (See definition in Attachment 2) in structuring their relationships with industry and other outside ventures in view of their academic responsibilities for teaching, research, and patient care, as well as relevant federal regulations, including 42 CFR Part 50, Subpart F-Responsibility of Applicants for Promoting Objectivity in Research for which PHS Funding is Sought and 45 CFR, Subtitle A, Part 94-Responsible Prospective Contractors. All covered individuals are expected to make reasonable inquiry as to whether their relationships and activities fall within the provisions of the Statement and the corresponding policies and procedures. It is the intent of the University to enable covered individuals to recognize situations that may be subject to question and ensure that such situations are properly reviewed and, if necessary, eliminated, reduced, or managed.

## **11. Cost Sharing and Matching Funds for Sponsored Projects [Policy No: 127.38]**

This policy establishes responsibility for compliance with Uniform Guidance, Subpart E-Cost Principles for cost sharing on Sponsored Projects.

## **12. Drug and Alcohol Policy [Policy No: 200.75]**

In compliance with the Drug-Free Workplace Act and the Drug-Free Schools and Community Act, Jefferson maintains a drug-free campus and prohibits the unlawful manufacture, distribution, dispensing, use or possession of illicit drugs or alcohol on its campuses or as part of any university activity. To comply further with the Act, the following information is made available to all students, volunteers, independent contractors, medical staff and employees at Jefferson. These standards and regulations apply to all students, volunteers, independent contractors, medical staff and employees at Jefferson and are designed to prevent substance abuse in Jefferson's environment.

## **13. Establishment and Management of Sponsored Project Accounts [Policy No: 127.30]**

This policy establishes uniform requirements for the management and establishment of research accounts for Sponsored Projects for Principal Investigators who are faculty at Thomas Jefferson University; and implements uniform requirements for the management and establishment of research accounts for Sponsored projects for PIs who are not Thomas Jefferson University employees but who conduct research on-site at Thomas Jefferson University and/or use Thomas Jefferson University Research Services, and to ensure consistent and appropriate practices and post award management for all Sponsored Projects involving Jefferson

## **14. Faculty Benefits Eligibility [Policy No:200.57]**

To be eligible for faculty benefits, a faculty position must meet all of the following criteria:

1. Full-time paid employee status; and

2. Paid full-time appointment to faculty of College of Architecture and the Build Environment, Kanbar College of Design, Engineering and Commerce, College of Health Professions, College of Humanities and Sciences, College of Nursing, College of Population Health, College of Pharmacy, College of Rehabilitative Sciences, Sidney Kimmel Medical College, School of Continuing and Professional Education.

### **15. Family and Medical Leave/Health Families Leave [Policy No: 200.63]**

Employees may be eligible for leave in accordance with the Family and Medical Leave Act ("FMLA". Leave under this policy will be referred to as FMLA). An employee is eligible for FMLA if, on the date the FMLA commences, he/she: a) has been employed for at least twelve (12) months; and b) has worked one thousand, two hundred and fifty (1,250) hours during the rolling twelve (12) month period prior to the FMLA .

If an employee is not eligible for FMLA at the commencement of a medical leave, but meets the eligibility requirements during the leave, he/she shall become eligible for FMLA; absences associated with the leave shall become FMLA when the employee meets the eligibility requirements. Prior to becoming eligible, the leave will be treated as any other absence.

Employees, shall be eligible for a total of no more than twelve (12) workweeks of FMLA in any twelve (12) month rolling period, notwithstanding the number of certifications completed in the twelve (12) month rolling period.

Where medically necessary, Family and/or Medical Leave covered by FMLA may be taken continuously, intermittently or on a reduced-leave schedule depending upon the information provided in the Medical Certification to the Designated Third Party Administrator. However, employees must attempt to schedule such intermittent or reduced-leave so as to minimize the disruptions to Jefferson's operations.

The Employee must indicate at the time an absence is requested, to both his/her department according to his/her call out procedure and the Designated Third Party Administrator, that the absence is pursuant to an approved FMLA in order for the intermittent absence to be recorded as FMLA. Employees on intermittent or reduced-schedule leave may be reassigned to an alternative position (at the same pay and benefits) which better accommodates Jefferson's business needs during the employee's leave.

In order to receive FMLA, the employee must contact the Designated Third Party Administrator and provide a complete and sufficient Certification of Health Care Provider form appropriate for the FMLA the employee is seeking.

This policy also addresses Leaves of Absence pursuant to Philadelphia's Healthy Families Leave Ordinance.

This policy will be administered consistently with Policy No. 200.79, as that policy relates to reasonable accommodation due to disability.

For those who are planning a parental (Maternity or Paternity) leave of absence or who are returning to work after becoming a new parent, refer to <http://hr.jefferson.edu> to learn more about preparing for leave, expectant parent workshops, parent and family education programs, employee lactation lounges, adoption guidance, and more.

**16. FERPA** [ <https://www.jefferson.edu/university/academic-affairs/schools/student-affairs/student-handbooks/university-policies.html> ]

Student records are held by the University in joint agreement with the student and the University for the benefit of the student. In such an agreement, the student's records are the property of the University but may be released upon the written request of the student. The records of the student are held in trust by the University and are maintained in a confidential manner. THE FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT (more commonly known as "The Buckley Amendment" or FERPA) is a federal law that affords students certain rights with respect to their education records. These rights include:

1. The right to inspect and review the student's education records within 45 days of the day the University receives a request for access. Students should submit to the University Director of Student Records a written request that identifies the record(s) they wish to inspect. The University Director of Student Records will make arrangements for access and notify the student of the time and place where the records may be inspected. If the records are not maintained by the University Director of Student Records to whom the request was submitted, he or she shall advise the student of the correct official to whom the request should be addressed.
2. The right to request the amendment of the student's education records that the student believes is inaccurate or misleading. Students may ask the University to amend a record that they believe is inaccurate or misleading. They should write to the University official responsible for the record, clearly identify the part of the record they want changed, and specify why it is inaccurate or misleading. If the University decides not to amend the record as requested by the student, the University will notify the student of the decision and advise the student of his or her right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.
3. The right to consent to disclosures of personally identifiable information contained in the student's education records, except to the extent that FERPA authorizes disclosure without consent. One exception that permits disclosure without consent is disclosure to School officials with legitimate educational interests. A School official is a person employed by the University in an administrative, supervisory, academic or research, or support staff position (including law enforcement unit personnel and health staff); a person or company with whom the University has contracted (such as an attorney, auditor or collection agent); a person serving on the Board of Trustees; or a student serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her tasks. A School official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibility. Upon request, the University, at its discretion, may disclose education records without consent to officials of another school in which a student seeks or intends to enroll.

4. The right to file a complaint with the U.S. Department of Education concerning alleged failures by Thomas Jefferson University to comply with the requirements of FERPA. The name and address of the Office that administers FERPA is:

Family Policy Compliance Office  
U.S. Department of Education  
400 Maryland Avenue, SW  
Washington DC, 20202-4605

The University, at its discretion, may provide directory (public) information in accordance with the provisions of the Act to include: the student's name, address, telephone listing, date and place of birth, major field of study, academic schedule, participation in officially recognized activities and sports, dates of attendance, degrees and awards received, identification photo, University e-mail address and previous educational institutions attended by the student. Students wanting directory information withheld should notify the University Director of Student Records in writing within two weeks of each year's initial academic enrollment.

#### **17. Industry Relationship Policy [Policy No: 107.25]**

Thomas Jefferson University recognizes that relationships with Industry, when properly structured according to the principles listed below, foster health sciences and enhance patient care. Conversely, failure to structure these relationships appropriately may subject Thomas Jefferson University and its Personnel to potential liability and public scrutiny. In order to achieve an appropriate balance between these competing considerations, this Policy provides guidance on variety of potential relationships between Thomas Jefferson University Personnel and Industry and, in all cases, is intended to minimize the likelihood of biased decisions by academic health care providers, promote an influence-free environment for health care trainees and optimize the benefits inherent in principled relationships between Thomas Jefferson University Personnel and Industry. This Policy does not address research relationships between Industry and Thomas Jefferson University Personnel.

#### **18. Institutional Base Salary for Sponsored Projects [Policy No: 110.26]**

This policy establishes Jefferson's definition of Institutional Base Salary and the basis for calculating faculty salaries for allowable activities for Sponsored Projects, including sponsored proposals.

#### **19. Intellectual Property Policy [PENDING]**

##### **A. Patent Policy [Policy No: 102.15]**

Thomas Jefferson University ("the University") recognizes that patentable inventions may be made by its faculty, staff, and students in the course of research, teaching, clinical, consulting and other activities. It is the goal of the Patent Policy to protect the equities of all parties contributing to inventions and to serve the public interest by making inventions available to the public at the earliest possible time. The University recognizes that these goals may best be attained through the patenting and licensing of inventions. Therefore, to evaluate the practicality of inventions, to appraise and determine relative rights and equities of all parties concerned, to facilitate patent applications, licensing, and equitable distribution of royalties, if any, to obtain funds for research, and to provide a uniform procedure in patent matters where such originate within the University, the policy herein set down is adopted by the Board of Trustees of the University.

## **B. Tangible Research Property Policy [Policy No: 102.36]**

This Tangible Research Property Policy covers ownership, administration, and distribution of tangible (or corporeal) research property (TRP) that is produced in the course of activities supported by the University, supported by external sponsors at the University, or produced with University facilities, resources, or personnel. TRP includes, but is not limited to, biological materials (for example, cell lines); computer software and databases; circuit diagrams; engineering drawings; computer chips; laboratory notebooks; prototype devices; and equipment. TRP is separate and distinct from intangible or intellectual property such as patents, copyrights, trademarks, and trade secrets, which are subject to other University policies and procedures. Individual items of TRP, however, may be associated with one or more intellectual properties. TRP normally is either owned by the University or is subject to the ownership and other provisions of contracts and grants. In accordance with the University's function and mission, it is the University's objective to promote the timely and open exchange of TRP with scientific colleagues, while protecting the University's name and assets.

## **C. Tangible Research Property (TRP) [Policy No: 110.05]**

This policy and its procedures are directed toward the retention of tangible research property (TRP) that is owned by the University and/or controlled by the University and its faculty. TRP includes, but is not limited to, biological materials (for example, cell lines); computer software and databases; circuit diagrams; engineering drawings; computer chips; laboratory notebooks; prototype devices; and equipment. TRP is separate and distinct from intellectual property such as patents, copyrights, trademarks, and trade secrets, although individual items of TRP may be associated with one or more intellectual properties. Policy No.102.36, Tangible Research Property, defines the ownership and control of TRP that is produced in the course of activities supported by the University, supported by external sponsors at the University, or produced within University facilities or with University resources or other personnel.

### **20. Jury Duty Leave [Policy No: 200.55]**

This policy allows time off to any employee who is summoned for jury duty to meet his/her legal obligation on a scheduled work day. As soon as the employee is summoned for jury duty, and no less than two weeks in advance, the employee must notify his/her manager. Furthermore, Jefferson will pay the employee who receives a summons for jury duty the employee's regularly scheduled normal earnings so that employees may perform jury duty without loss of pay. For example, if an employee is regularly scheduled for a 12 hour shift the employee will be paid 12 hours for jury duty time.

Jury duty time off is allowed only for the time that the employee is serving on jury duty that conflicts with his/her scheduled work. Employees must report to work on those days when they are not required to be present for jury duty.

In the case of a 2nd or 3rd shift employee, the employee will be granted off the evening or night of jury duty. If an employee works a 3rd shift, the employee may opt to not report to work the night before jury duty and get paid with ETO hours, if available, the night before jury duty.

## **21. Lactation Policy [Policy No: 200.72 ]**

The University encourages nursing and supports breast-feeding employees. A faculty member who is breastfeeding her child will be provided with suitable private space to express milk. In some campus locations, there are permanently designated lactation lounges. In other campus facilities, the lactation space is subject to change. In all instances, a faculty member will be provided with a space that is clean and sanitary and will never be required to express milk in a restroom or supply closet. Nursing mothers wishing to identify space should contact their supervisor or Human Resources to make the necessary arrangements.

Faculty may store breast milk in University refrigerators or may make alternative arrangements. Faculty members who store milk in appropriate public refrigerators assume all responsibility for the safety of the milk and risk of harm for any reason, including improper storage, refrigeration, and tampering.

## **22. Leave of Absence [Policy No: 200.49]**

The purpose of this policy is to address Leaves of Absence, not covered by the Family and Medical Leave Policy No. 200.63, that are continuous pre-arranged periods of absence for Dependent Care, Education, Medical or Personal purposes in excess of seven (7) calendar days during which an employee is authorized to be absent from active employment in accordance with the procedures stated herein.

A leave of absence may be granted for Dependent Care, Education, Medical or Personal purposes as described below. An eligible leave of absence, or an extension of the leave of absence, will be granted to an eligible employee, subject to the appropriate approval and when determined that the reason for the leave is satisfactory and will not unduly impinge on the operating requirements of the department.

Unless stated otherwise in this Policy, no employee may take a leave of absence beyond the duration set forth in this Policy for any purpose or combination of purposes for each leave type in a rolling twelve month period.

Prior to returning to work from an approved leave in excess of ninety (90) days, a background check will be required and the employee must report to University Health Services upon return or five (5) days prior to the return to work date, for a drug screen and physical exam clearance. Failure to return by the date identified without notification of a delay shall be considered an unauthorized absence and is subject to termination.

Approval of an Educational, Personal, Medical or Dependent Care Leave of Absence by a department does not guarantee reinstatement to that position or Jefferson employment. However, in the event that you return to your previous position or another position at Jefferson within (60) sixty days of the expiration of your leave of absence, your seniority will be preserved. If your position has been filled then you may apply for available job opportunities.

## **23. Military and Family Leave Policy [Policy No: 200.73]**

The purpose of this policy is to address military service and military family leaves of absences that are pre-arranged periods of absence in excess of seven (7) calendar days during which an employee is authorized to be absent from active employment in accordance with the procedures stated below.

## **24. Nepotism Personal and Prohibited Relationship Policy [Policy No: 200.91]**

The purpose of this policy is to prospectively establish guidelines regarding the employment, promotion, and transfer of people who maintain or engage in a close personal relationship with Jefferson employees (including, but not limited to, senior officers, managers, supervisors, employees, faculty, residents, trainees and applicants) and to minimize any potential problems in the area of favoritism or conflict of interest with the selection, transfer, placement, promotion, performance management, scheduling, improper reporting relationships or termination of employees.

Romantic relationships between certain categories of individuals affiliated with Jefferson risks undermining the essential educational purpose of Jefferson and can result in abuse of authority, unfair treatment, and can disrupt the workplace and learning environment.

## **25. New Academic Program Approval Policy [Policy No: 125.02]**

New academic programs are defined as those leading to an academic degree or certificate not currently in existence. This policy describes the process for initiating, reviewing, approving and implementing new academic programs, degrees and certificates.

## **26. Non-Discrimination, Anti-Harassment, Anti-Retaliation and Reasonable Accommodation Policy [Policy No: 200.79]**

This policy applies to all of Jefferson's officers, managers, supervisors, employees, faculty, applicants, and any individuals who provide services to Jefferson. All such individuals are both protected under and restricted by this policy.

Conduct prohibited by this policy is unacceptable in the workplace and in any work-related setting outside the workplace, such as during off-site presentations or seminars, business trips, business meetings and business-related social events.

Jefferson will not engage in or tolerate unlawful discrimination (including any form of unlawful harassment) on account of a person's sex, age, race, color, religion, creed, sexual preference or orientation, gender identity, marital status, pregnancy, national origin, ancestry, citizenship, military status, veteran status, handicap or disability or any other protected group or status.

### **A. Reasonable Accommodations**

Jefferson will provide reasonable accommodations which do not impose an undue hardship to qualified individuals with known disabilities or handicaps in accordance with the Americans with Disabilities Act and applicable state and local laws. Jefferson also will provide reasonable accommodations which do not impose an undue hardship for employees based upon their known religious observances, beliefs or practices in accordance with Title VII of the Civil Rights Act of 1964 and applicable state and local laws.

In accordance with the Philadelphia Fair Practices Ordinance, Jefferson entities covered by such ordinance, will provide eligible employees with reasonable accommodations which do not impose an undue hardship with regard to the employee's known pregnancy, childbirth or related medical conditions. Likewise, in accordance with the New Jersey Law against Discrimination, Jefferson entities covered by such law, will provide eligible employees with reasonable accommodations which do not impose an undue hardship with regard to the employee's known pregnancy, childbirth or related medical conditions. Jefferson will also comply with any obligations it may have to provide reasonable accommodations which do not impose an undue hardship with regard to an employee's known pregnancy pursuant to the Pregnancy Discrimination Act and any other applicable law.

## **B. Requesting an Accommodation**

An employee may request an accommodation for medical (including pregnancy) or religious reasons through the employee's supervisor, manager, or department director, or by contacting her/his department's Human Resources Business Partner (HR Business Partner) or contacting the Human Resources Service Center at (215) 503-HRSC.

### **27. Recognizing & Helping Students In Crisis Documents**

[\[https://www.jefferson.edu/university/academic-affairs/counseling-center/services/faculty.html\]](https://www.jefferson.edu/university/academic-affairs/counseling-center/services/faculty.html)

Upon recognizing a student in need of assistance, Jefferson faculty and staff can help students get connected with the Student Personal Counseling Center by informing them about the services available through the SPCC and supporting them in making an appointment. Many students may be hesitant to make that "first step" in seeking counseling, so giving them some information about the process can do a lot to help. To schedule an appointment to see a SPCC counselor, Jefferson students can call the SPCC at (215) 503-2817 or from an on-campus phone, can call 5- HELP for counseling, health services, and support group information at Jefferson.

### **28. Religious Holidays Policy and Procedure**

[\[https://www.jefferson.edu/university/academic-affairs/schools/student-affairs/student-handbooks/university-policies/religious-accommodation-policy.html\]](https://www.jefferson.edu/university/academic-affairs/schools/student-affairs/student-handbooks/university-policies/religious-accommodation-policy.html)

The University respects the rights of faculty, staff, and students to observe religious holidays.

Faculty observing religious holidays that conflict with their teaching schedule should give appropriate advance notice to students, as well as the relevant academic leadership of their college to allow for accommodation and alternate planning.

Faculty should also be familiar with the Student Religious Observance Policy, which sets forth procedures for students who wish to observe religious holidays that fall on scheduled class days and affirms that instructors will work with students to make alternate arrangements as necessary, absent undue hardships.

Please see: <https://www.jefferson.edu/university/academic-affairs/schools/student-affairs/student-handbooks/university-policies/religious-accommodation-policy.html>

### **29. Responding to Alleged Misconduct in Research [Policy No: 110.02]**

Thomas Jefferson University, Center City is committed to fostering a climate conducive to the conduct of health-related research. This commitment entails an obligation by the University, all of its employees, and other members of the University community to conduct all research-related activities with honesty, integrity and professionalism. Occasionally, the research environment may give rise to allegations of scientific misconduct. When such allegations are made, the academic collaborative process is jeopardized, and the public trust and pursuit of scientific truth are endangered. Accordingly, the University is obligated to fully investigate such allegations and take all necessary corrective actions. This policy serves as a formal framework to address and resolve allegations of scientific misconduct.



### **30.Social Media [Policy No: 102.43]**

The purpose of this policy is to outline the acceptable uses of Social Media – which includes but is not limited to blogging, tweeting, social networking, using photo sharing sites, posting or sharing videos online, Wikipedia, websites or future social media tools or networks – by Thomas Jefferson University and Jefferson Health (“Jefferson”) employees and staff when engaging in Jefferson business or activities or postings that contain Jefferson related brands or names. This policy primarily addresses the use of social media while at work. It also applies to the use of social media connected to Jefferson when away from work and when the Jefferson affiliation is identified, known, presumed or could be inferred.

### **31. Security and Emergency Procedures [Policy No: 126.11]**

This policy establishes a consistent reporting and response team for security incidents at Jefferson. The responsibilities for the team may include identification, investigation, containment, response and resolution of known or suspected problems that may threaten the confidentiality, integrity and availability of applications, systems, networks and data.

A security incident meets one or more of the following conditions:

- Any potential violation of federal or state law of Jefferson’s policies involving computer applications, systems or networks.
- A breach, attempted breach, intrusion or other unauthorized access of Jefferson's computer networks, systems, servers or data. The incident may originate from the Jefferson’s network or an outside entity.
- Any worms, viruses, ransomware or other malicious software attack.
- Any conduct using, in whole or in part, a computer asset which could be construed as misuse, harassing, or in violation of Jefferson’s policies.
- Any security event involving a software application, computer network or computer equipment.
- Loss or theft of a device.
- Unavailability of a service critical to hospital operations relating to a security incident.
- Notification from external sources of heightened security alerts.

Jefferson maintains a comprehensive internal security control program, which is coordinated by the Information Services & Technology Department. The internal security incident reporting process is the mechanism of the security control program, which allows for the organization to identify, investigate, respond, and resolve known and suspected security breaches and incidents. The reporting of security incidents should be initiated via notification to appropriate support locations such as the IS&T Customer Service Center or Abington’s Help Desk.

**For downed systems believed to be from a security incident or any Cyber Attack, the support locations should contact the Enterprise Information Security Officer (EISO) for appropriate review and escalation of the incident as deemed necessary.**

Regardless of mode of receipt, a chain of command process is used to first address and resolve the issue, and then communicate to all workforce members as a core component of training any necessary curriculum changes resulting from the incident(s).

### **32.Student Sexual Misconduct Policy [Policy No: 117.01]**

The University recognizes that anyone can be subjected to or contribute to Sexual Misconduct regardless of age, sex, race, religion, disability status, national origin, sexual orientation, gender identity or other protected characteristics. As such, this policy applies to all members of the University community, including students, employees, volunteers, visitors, and any individuals having any official capacity at the University. This policy applies to conduct occurring on

University property or at University events or programs that take place off campus; any off-campus behaviors that have an adverse impact on the University or any member of the University community fall under this policy.

Title IX of the Education Amendments of 1972 prohibits discrimination on the basis of sex in educational programs and activities that receive federal financial assistance. Thomas Jefferson University is committed to providing an environment free of discrimination on the basis of sex, including, but not limited to, sex-based disparate treatment, sexual misconduct and sexual harassment. Thomas Jefferson University implements and maintains prevention and awareness programs designed to avoid sexual misconduct and sexual violence.

### **33. Student Survey Policy [Policy No: 125.04]**

Students are frequent subjects for surveys by the University, outside agencies, and other sources. This policy sets forth guidelines for the centralized coordination and approval of student survey administration.

### **34. Substance Abuse/Drug-free Workplace [Policy No: 200.75]**

#### **A. Drug and Alcohol Screening**

Screening for drugs and alcohol may be required of employees and students and members of Thomas Jefferson University Hospital's Medical Staff or Other Professional Personnel ("OPP") for the following reasons:

- Pre-employment screening for employees and students electing to take paid positions at Jefferson;
- Pre-appointment screening to the Medical Staff or OPP
- Pre-placement prior to a rotation at an outside site, if required by the outside institution;
- For reasonable suspicion.

Employees, students, and members of the Medical Staff or OPP will sign consent for testing with acknowledgement that the results of the tests may be shared with Jefferson administrators. Refusal to sign the consent or submit to drug and alcohol screening will have the same effect as a positive test result.

#### **B. Reasonable Suspicion Screening**

If a manager, administrator, instructor, or clinical supervisor in Pennsylvania reasonably suspects that an employee, student, or member of the Medical Staff or OPP is impaired while in class or unfit for duty, on the job or Campus, the supervisor must refer the employee or student to Jefferson Occupational Health Network for an evaluation. Jefferson – New Jersey will continue to follow its Impaired Associate Policy 608 (see Attachment 1) Please refer to and complete Appendix A to this policy, which includes some common signs of impairment. The results of the evaluation will be shared with the department of Human Resources or Jefferson administrators for further action or referral, if needed. Off hours evaluations will be performed through the Emergency Department of the hospital where the employee works. Information regarding the evaluation of suspected impairment done through outside institutions through the course of a student's placement will be shared with Jefferson Occupational Health Network and Jefferson administrators.

#### **C. Random Drug and Alcohol Testing**

Jefferson may require random drug and/or alcohol testing of an employee who has undergone drug or alcohol rehabilitation, even in the absence of evidence that the employee is impaired, if Jefferson reasonably believes that the employee would pose a direct threat in the absence of such testing. In determining whether to require that an employee submit to drug and/or alcohol testing in such a situation, Jefferson will consider the safety risks associated with the position

the employee holds, the ability of the employee to satisfactorily to do his or her job, the reason(s) the employee will pose a direct threat, and other relevant factors.

#### **D. Awareness/Training**

Jefferson will promote awareness of the effects of drug and alcohol abuse through a variety of means, including training programs, articles in Jefferson publications, and the periodic distribution of informational literature on the topic.

#### **E. Disciplinary Sanctions**

It is expected that students and employees will comply with all Jefferson policies and the laws regulating alcohol and prohibited drugs.

- Students who fail to comply will be subject to disciplinary action as published in the Statement of Student Rights, Freedoms and Responsibilities.
- Employees who fail to comply will be subject to disciplinary action pursuant to Jefferson policies and practices. These disciplinary sanctions may include suspension or termination