



# FACULTY MANUAL

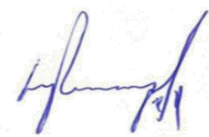
## ***Welcome Letter from the President***

Dear Faculty,

Welcome to San Juan Bautista School of Medicine, where your expertise and commitment are central to shaping the future of healthcare across medicine, nursing, physician assistant and public health. As a vital member of our faculty, you have the profound responsibility and privilege of advancing knowledge, inspiring future healthcare professionals, and impacting community health. This faculty manual serves as your essential resource, guiding you through the policies, procedures, and support systems designed to help you thrive. We are dedicated to championing your professional development, equipping you with the tools and resources to excel, innovate, and leave a lasting legacy in healthcare.

Thank you for your dedication to excellence in medical education.

Sincerely,



Yocasta Brugal Mena, MD  
President

### **General Mailing**

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## **I. INTRODUCTION**

The San Juan Bautista School of Medicine publishes the Faculty Manual to serve as a guide for all faculty members of the San Juan Bautista School of Medicine. This manual contains information of special interest to the faculty, regarding the policies and procedures that regulate institutional lifestyle. Also includes policies and procedures for the appointment, contract renewal, promotion, tenure and dismissal of teaching faculty.

The Faculty Manual is considered a work in progress and, as such, faculty members are invited to make suggestions or recommendations for improvement of future editions thru the Faculty Board. The information is subject to change from time to time and the School reserves the right to depart from the terms of this manual for good cause and without notice from any policy or procedure referred to in this Manual. The Manual is not intended to and should not be regarded as a contract between the School and any faculty member. Throughout this Manual, School Policies and Regulations are referenced. The following basic resources have been used in the preparation of this Manual: Faculty by-laws, Institutional Catalogue, Policies, Guidelines, Executive and Administrative Orders. These documents are subject to changes and modifications. Approval of this Faculty Manual is the responsibility of the President.

The San Juan Bautista School of Medicine is an Equal Opportunity Employer and is committed to excellence.

## **II. NON-DISCRIMINATION STATEMENT** (see Executive Order 2006-04)

San Juan Bautista School of Medicine does not discriminate in admission or access to, or treatment or employment in, any program or activity on the basis of age, creed, gender identity, national or ethnic origin, race, sex, sexual orientation, religion, disability or color.

## **III. HARASSMENT MISTREATMENT STATEMENT** (see Executive Order 2018-04)

San Juan Bautista School of Medicine is committed to fostering an environment that encourages academic, ethical and professional success of faculty and students. The achievement of such success is dependent on an environment free of behaviors, which can undermine the mission of the institution. To ensure an atmosphere of mutual respect, collegiality, fairness and trust, SJBSM has established a proper set of guidelines for faculty and students that provides a list of corresponding responsibilities; a description of inappropriate behavior for each group; and the avenues provided by the institution to address any violation. Examples of inappropriate conduct include, but are not limited to: unwanted physical contact,

sexual harassment in any manifestation; loss of personal civility including shouting, humiliation, temper displays such as throwing objects; requests to perform inappropriate personal errands; grading and/ or evaluations based on criteria not related to performance.

#### **IV. CONFLICT OF INTEREST STATEMENT** (see Executive Order 2015-04)

San Juan Bautista School of Medicine (SJBSM) defines a conflict of interest as one that occurs when a person (including a member of his/her immediate family) or an affiliate (engaged with SJBSM in direct or indirect business transactions) is involved in interests or activities (financial or otherwise) that may present a potential or actual conflict with the interests of SJBSM and/or adversely affect independent decision making. This definition is applicable to all members of the institution's governing board, faculty, researchers, administrative staff, and to its employees. Each one is expected to review the policy and sign Certification and Disclosure Form annually. The requirements and expectations pertaining to COI are specifically addressed in the COI Policy.

#### **V. SCHOOL BACKGROUND**

##### **A. Historic Background**

The San Juan Bautista School of Medicine is a private non-profit institution of higher education. The School was established in 1978 in the city of San Juan, Puerto Rico. The Treasury Department of the Commonwealth of Puerto Rico and the Internal Revenue Service of the United States recognize it as a not-for-profit corporation.

Within the School, academic activity is primarily conducted throughout its Faculty and Departments. The academic program is directed toward developing the skills and attitudes necessary to comply with the School's mission. Each program has an academic structure that allows for curricular design, revisions, management and implementation of curricular changes, in order to keep up with ongoing trends in education. The name of this academic structure is the Executive Curriculum Committee (ECC). The President, working in close collaboration with the ECC, has the responsibility of assuring that the curriculum stays attuned to the principles and values inherent in the school's mission and in compliance with requirements of accreditation agencies. The curriculum for the MD program is structured in a coherent and longitudinal sequence, through four years of study, in two phases: two years of Biomedical Sciences and two years of Clinical Sciences. The two phases are integrated vertically and horizontally to prepare students with the essential knowledge, skills and attitudes necessary to provide effective, compassionate health care within a rapidly evolving health care environment. SJBSM requires students to achieve proficiency in eight competency domains: Patient Care, Knowledge for

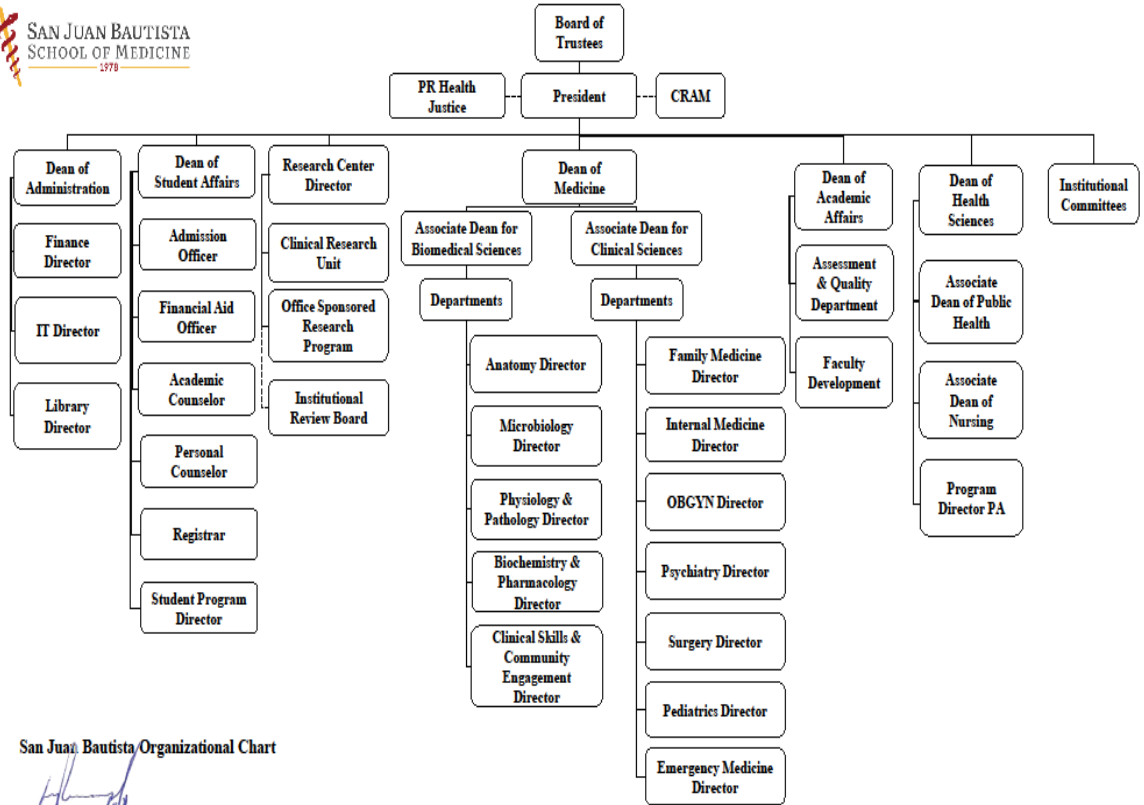
Practice, Problem Base Learning and Improvement, Interpersonal and Communication Skills, Professionalism, System Based Practice, Interprofessional Collaboration, and Personal and Professional Development.

The curriculum of the BSN is structured in coherent and longitudinal sequence of four years and the MPH sequence is of two years. The PA curriculum is of 28 months sequence and all programs prepare students with the essential knowledge, skills and attitudes necessary to provide effective, compassionate health care within a rapidly evolving health care environment. SJBSM requires students to achieve proficiency in competency domains as stipulated by the academic program.

The Master of Public Health program from the San Juan Bautista School of Medicine is a two-year program [six quarters and one summer session] of 58 contact credit hours. The Program allows students to apply the skills learned directly to real-world experiences. Students apply research methods to develop a high-quality scientific manuscript with publication potential and participate in hands-on training with a community-based organization to develop two products that contribute to the solution of a public health issue.

The Physician Assistants Program at SJBSM is a 28-month sequence program that prepares medical professionals to hold an advanced degree so that they can provide direct patient care. They will work with patients in all specialty and primary care areas, diagnosing and treating common illnesses, prescribing medications, and performing procedures. Graduates will have the necessary knowledge and skills needed to practice in a variety of clinical and specialty settings. Graduates will have the necessary knowledge and problem-solving skills required for life-long learning, which will enable them to become excellent providers, clinical researchers, valuable members of the health care team, and leaders of the PA Profession. The PA Program offers a robust curriculum that prepares PA graduates to successfully enter the healthcare profession.

As of August 2024, SJB offers Doctor of Nursing Practice (DNP) with a specialty in Primary Care Adult-Gerontology Nurse Practitioner designed to focus on prevention, health promotion, and maintenance while preparing students to become leaders in nursing and advancing evidence-based practice. The program offers two entry pathways: BSN to DNP and MSN to DNP, each with a tailored curriculum sequence. The curriculum aligns with national nurse practitioner standards, incorporating the essentials outlined by the Commission on Collegiate Nursing Education (CCNE) and the curricular guidelines from the National Organization of Nurse Practitioner Faculties (NONPF). It integrates both didactic and clinical courses, preparing graduates to meet the requirements for certification through the American Association of Nurse Practitioners (AANP) or the American Nurses Credentialing Center (ANCC). Throughout the program, students will develop the skills to conduct comprehensive and focused health assessments, order and interpret diagnostic studies, establish differential and final diagnoses, create and implement treatment plans—including pharmacologic and non-pharmacologic therapies—and refer patients to interprofessional healthcare teams as necessary.



San Juan Bautista Organizational Chart

*[Signature]*  
Yocasta Brugal, MD  
President  
October 21, 2024  
Approval Date

**B. Agencies that have granted accreditation to the School**

1. The Board of Postsecondary Institutions, which is part of the Office of Registration and Licensing of Educational Institutions (ORLIE) under the Department of State, oversees the licensing standards of postsecondary education in Puerto Rico within the regulatory framework established by Plan and Law 212-2018. The SJBSM has received a Renewal License from the Board of Postsecondary Institutions to continue its operations as a postsecondary education institution in Puerto Rico for a period of five years (July 28, 2021, to July 27, 2026), encompassing all academic programs.
2. Middle States Commission on Higher Education (MSCHE): The MSCHE was established in 1919 as a voluntary, non-governmental, association dedicated to educational excellence and improvement through peer evaluation and accreditation. The Commission is committed to the principles of cooperation, flexibility, openness, and responsiveness to the needs of society and of the higher education community. As a recognized leader in promoting and ensuring quality assurance and improvement in higher education, the Commission defines, maintains, and promotes education excellence and responds creatively

to a diverse, dynamic and global higher education community that is continually evolving. The Commission supports its members in their quest for excellence and provides assurance to the public that accredited member institutions meet its standards. MSCHE granted accreditation to the San Juan Bautista School of Medicine since 2004.

3. Liaison Committee on Medical Education (LCME): The LCME was founded in 1942. It is the Department of Education recognized accrediting body for educational programs leading to the MD degree in the United States and Canada. The LCME is sponsored by the Association of American Medical Colleges (AAMC) and the American Medical Association (AMA). Accreditation to SJBSM was granted since 2007.
4. Commission on Collegiate Nursing Education (CCNE) CCNE is an autonomous accrediting agency that provides a voluntary, self-regulatory process for baccalaureate, graduate, and residency programs in nursing. It serves by assessing and identifying programs that engage in effective educational practices; encouraging continuing self-assessment; supporting continuing growth and improvement of collegiate professional education and nurse residency programs. CCNE approved SJBSM accreditation in 2020. The next accreditation visit will be in Spring 2025.
5. ARC-PA is an independent accrediting body authorized to accredit qualified PA educational programs leading to the professional credential, Physician Assistant (PA). Accreditation is a process of quality assurance that determines whether the program meets established standards for function, structure, and performance. The ARC-PA does not accredit any academic degree awarded by the sponsoring institution of the PA program.

## **VI. VISION, MISSION AND OBJECTIVES**

The San Juan Bautista School of Medicine a Community-Based Medical and health related School.

- A. Vision: To hold a leadership position among the purveyors of quality education in community medicine and primary care to support and strengthen the efforts of state and local governments in improving the health conditions and access to care to urban and rural communities.
- B. Mission Statement: We are committed to educating a culturally and linguistically diverse generation of physicians and other health professionals. Graduates will have the knowledge, skills, values, and competence to pursue career options in medicine, public health, nursing and physician assistant, deliver high quality care services, and conduct clinical research. The school's special interest is centered



on community health, conducting research on translational community medicine, and on graduating physicians and other health professionals who are responsive to the health needs of underserved and medically vulnerable populations.

C. Goals and Objectives: To achieve its Mission, the SJBSM will accomplish the following goals.

1. Provide medical education, with graduates well trained in integrated and team-based care, ethics, and outcome standards to optimally manage the care of individuals and entire communities.
2. Integrate the disciplines of medicine, physician assistant, nursing and public health in medical education to enhance the connection between prevention, promotion and treatment of disease and improve population health.
3. Cultivate community engagement and community-based experiences by creating collaborative alliances with public and private agencies.
4. Cultivate translational, clinical, behavioral and academic research by creating collaborative alliances among basic scientists, clinical faculty and community practitioners.
5. Maintain and enhance the use of information technology as a tool for teaching, research, performance measurement, faculty development and enhancing communication within the school and surrounding communities.
6. Continue to reinforce the diverse network of clinical and community sites for rotations and hands-on training to strengthen students' clinical skills, research, public health, cultural competency and health systems management.
7. Maintain an institutional environment that is conducive to and supportive of uni-professional/interprofessional education, life-long learning, research, students' services, and a culture of continuous quality improvement.
8. Recruit and retain outstanding, culturally and linguistically diverse faculty, students and staff in order to increase diversity and recognize their contributions to the learning environment.
9. Continue to manage the school resources with fiscal responsibility and explore new avenues for expanding funding sources.
10. Develop a system to accurately evaluate the academic and non-academic measurable outcomes of medicine, public health, nursing and physician assistant academic programs.

## VII. GOVERNANCE

A. Board of Trustees: seven-member Board of Trustees appoints the President and governs the San Juan Bautista School of Medicine. This body serves the best interest of the school, oversees the administrative operation of the School and has the authority to exercise the necessary power to assure that the institution complies with its mission and objectives. All members are committed to the institution's well-being.

### B. School Officers

#### 1. President/Chief Executive Officer:

The President serves as the Chief Executive Officer (CEO) of the San Juan Bautista School of Medicine (SJBSM). This role holds primary responsibility for the overall strategic and administrative management of the institution, ensuring alignment between the school's objectives, academic mission, and long-term strategic goals. The President provides leadership and oversight for all aspects of the institution, including both human and financial resources, academics, finance, planning, student affairs, enrollment, and institutional advancement. In this capacity, the President creates the blueprint and builds the commitment that leads SJBSM toward fulfillment of its goals.

The duties of the President include the following, among others:

##### a. Institutional Representation:

- Acts as the official representative of SJBSM in all external matters, fostering relationships with government entities, accrediting bodies, public and private organizations, and the broader community.

##### b. Oversight of Deans and Senior Administrators:

- Serves as the immediate supervisor of all deans and senior administrators, including human resources, ensuring collaboration across the institution's leadership.
- Conducts evaluations of deans, potentially involving various sectors of the university community as necessary.

##### c. Board of Trustees Interaction:

- Attends the meetings of the Board of Trustees and its committees, providing regular updates on the institution's activities, challenges, and achievements.
- Prepares and submits an Institutional Strategic Plan for the approval of the Board of Trustees.
- Presents annual reports, budgets, and capital project updates to the Board for approval.

**d. Strategic and Financial Planning:**

- Provides leadership in the development and implementation of SJBSM's long-term strategic initiatives.
- Ensures the fiscal stability of the institution through effective budget administration and by identifying and securing additional fiscal resources.

**e. Academic and Research Excellence:**

- Oversees the quality of academic programs and research activities at the university, ensuring alignment with institutional goals.
- Promotes continuous improvement in academic offerings and research endeavors to maintain high standards in medical education, as well as fostering scholarly activity.

**f. Collaboration and Partnerships:**

- Fosters effective collaborations with other higher education institutions, both in Puerto Rico and internationally, to expand SJBSM's academic reputation and opportunities for partnership.
- Establishes and sustains relationships with local healthcare providers, hospitals, and community organizations, contributing to public health initiatives and fulfilling the institution's commitment to serving the broader community.

**g. Institutional Accountability and Compliance:**

- Ensures compliance with institutional policies and external accreditation standards, coordinating with the Board of Trustees to maintain adherence to the institution's mission and continuous improvement strategies.

**h. Fiscal Responsibility:**

- Assures the fiscal stability of SJBSM through effective administration of the budget and by identifying additional fiscal resources necessary to support institutional growth and sustainability.

**i. Community and Public Engagement:**

- Builds and sustains effective relationships with government entities, professional and social organizations, as well as the public and private sectors, ensuring SJBSM's role as a leader in healthcare education and public health.

**j. Additional Responsibilities:**

- Carries out all other duties delegated by the Board of Trustees, as it deems appropriate, to ensure the continued success and growth of SJBSM.

**2. Dean of Medicine:**

The Dean of Medicine serves as the Chief Academic Officer for the medicine program and reports directly to the President. This role holds primary responsibility for academic leadership, curriculum oversight, faculty

development, student advancement, and operational management within the medical program. The Dean ensures that the medical program's academic mission aligns with SJBSM's strategic goals while upholding the quality of medical education, research, clinical training, and administrative functions.

The duties of the Dean of Medicine include the following, among others:

a. **Academic Leadership:**

- Oversees all academic affairs of the medical program, including curriculum development, faculty oversight, teaching standards, and student learning outcomes.
- Ensures that the medical education program complies with accreditation standards and adapts to evolving trends in healthcare education.
- Plans, organizes, and directs the offering of academic courses in the diverse programs and departments attached to the School of Medicine.
- Coordinates necessary arrangements with hospitals for clinical rotations.

b. **Curriculum Development and Improvement:**

- Leads the ongoing development, assessment, and revision of the medical curriculum to ensure that students are prepared for modern medical practice.
- Engages faculty and students in the curriculum review process, incorporating feedback to adapt the curriculum to changing healthcare needs.
- Oversees clinical training programs to ensure they meet required competencies and standards for medical students.
- Oversees continuing education, elective courses, and the Center for the Development of Clinical Skills.

c. **Student Affairs and Advancement:**

- Oversees the admissions process for medical students, ensuring that admissions policies reflect the institution's mission of diversity and inclusion.
- Maintains direct contact with students and faculty to address and resolve issues related to teaching and academic concerns.
- Approves decisions regarding student progression, advancement, and graduation, ensuring academic integrity and fairness.
- Promotes student well-being by ensuring access to support services, counseling, and academic resources tailored to medical students.

d. **Faculty Leadership and Development:**

- Recruits, appoints, supervises, and evaluates faculty members, including associate deans and department chairs, following university procedures and bylaws.

- Collaborates with the university president and committees to establish policies related to faculty recruitment, selection, hiring, and evaluation.
  - Oversees and evaluates the work of directors of basic and clinical sciences.
  - Oversees faculty development programs, providing opportunities for mentorship, professional growth, and continuing education.
  - Provides final authority on matters of faculty appointment, reappointment, promotion, and tenure, ensuring adherence to due process.
- e. **Research and Scholarly Activity:**
- Promotes and supports research initiatives by faculty and students, fostering an environment that encourages scholarly activity and innovation.
  - Encourages collaboration with external institutions and partners to advance research and secure external funding.
  - Actively participates in scientific research activities and promotes dissemination through publications and conferences.
- f. **Accreditation and Compliance:**
- Ensures compliance with accreditation standards set by the Liaison Committee on Medical Education (LCME) and other regulatory bodies.
  - Coordinates with the president and deans on matters related to the medical program's accreditation, including LCME and Middle States Commission on Higher Education (MSCHE).
  - Prepares and submits reports to accrediting bodies and ensures adherence to their standards.
  - Oversees internal audits, site visits, and accreditation reviews to maintain program compliance.
- g. **Community Engagement and Partnerships:**
- Builds and sustains relationships with local healthcare providers, hospitals, and community organizations relevant to the medical program.
  - Advocates for public health initiatives and ensures the program's contributions to the broader healthcare landscape.
  - Coordinates support services for faculty to enhance the offering of academic programs.
  - Represents the medical program in national and international forums as designated by the President.
- h. **Collaborations and Academic Networks:**
- Establishes relationships with other medical institutions and healthcare organizations to enhance collaboration and academic networking opportunities.

- Promotes partnerships that provide students and faculty with research, clinical, and academic opportunities beyond the institution.
  - Facilitates participation in national and international medical education and research networks.
- i. **Operational and Financial Management:**
- Oversees the financial management of the medical program, including budgeting, resource allocation, and fundraising initiatives.
  - Ensures operational efficiency of the medical program, including staffing, facilities management, and technology infrastructure.
  - Secures funding and resources to support program goals and growth through collaboration with institutional leadership.
- j. **Additional Responsibilities:**
- Submits reports related to the duties of the Dean of Medicine as required by the President's office.
  - Appoints and directs committees necessary to meet the teaching and service objectives of the medical program.
  - Performs other functions delegated by the President.
  - Participates as an active member of various institutional committees by appointment from the President.

### 3. **Academic Dean**

The President appoints the Academic Dean. The Academic Dean is responsible for overseeing all academic activities of the medical school and ensuring alignment with the institution's mission and strategic goals.

#### Duties and Responsibilities:

- Represents the institution in all academic matters as delegated by the President.
- Fosters a positive environment for teaching, research, creative activity, and service.
- Supervises and reviews processes related to educational programs, ensuring alignment with institutional goals.
- Directs, coordinates, and assesses the medical education program.
- Coordinates the preparation and administration of the educational budget and submits it to the President.
- Submits an annual report to the President on academic matters and progress within the medical school.
- Keeps the Dean of Medicine informed on issues regarding teaching, research, and service.
- Promotes external grants and funding proposals to support academic initiatives.
- Supervises the work of Department Chairs and faculty members.

- Promotes the professional development of faculty and academic support staff through ongoing training and mentoring programs.
- Coordinates with the Dean of Medicine and Department Chairs to ensure equitable distribution of effort within academic units.
- Assists the Dean of Medicine in the appointment, promotion, renewal, tenure, and evaluation of faculty members, ensuring a fair and transparent process.
- Ensures compliance with institutional policies, procedures, and accreditation standards.
- Identifies and implements technology solutions to enhance the efficiency of academic affairs.
- Assumes additional responsibilities as delegated by the Dean of Medicine.
- Oversees all processes related to accreditation and evaluation visits, preparing necessary institutional reports and ensuring readiness for external reviews.

#### 4. **Dean of Student Affairs**

The President appoints the Dean of Student Affairs. This Dean supports students by providing programs, services, and activities that promote academic success and enhance the quality of campus life. Programs and services are geared toward supporting the mental, social, and physical growth and development of students in a healthy, safe, and intellectually stimulating environment.

##### Duties and Responsibilities:

- Plans, directs, supervises, and coordinates all activities of the Office of the Dean of Student Affairs.
- Supervises counseling programs for students, ensuring they are able to resolve problems interfering with effective learning.
- Coordinates activities that promote the emotional well-being and recreation of students, such as cultural, sports, social, and religious activities.
- Coordinates and supervises the Student Program Office that provides student accommodation and career advising.
- Coordinates and supervises the Financial Aid Office, Law of Educational Opportunities, and Legislative Scholarships, among others.
- Prepares and submits reports required by federal and state agencies related to loan programs, scholarships, and others.
- Responsible for processing admissions and orientation for new students.
- Advises students on fee collection, financial aid disbursement policies, and other information related to student services.
- Advises the Dean of Medicine and other officials on student matters.

- Prepare reports of all activities sponsored by the Dean of Student Affairs.
- Supervises the Registrar's Office.
- Assumes other duties, as delegated by the Dean of Medicine.

## **5. Dean of Administration and Human Resources**

The Dean of Administration and Human Resources reports to the President. The Dean provides leadership in areas of budget, accounting, auxiliary services, communication, infrastructure, safety and security, equipment, maintenance, transportation, and facilities management. The Dean of Administration also advises faculty and staff on personnel policies and business procedures and ensures compliance with affirmative action policies.

### Duties and Responsibilities:

- Provides leadership to the administrative unit consistent with the mission of the.
- Supervises the maintenance and operations of the administration office, including information technology services. School
- Oversees maintenance and operations of the school.
- Ensures that institutional effectiveness efforts are implemented.
- Prepares and implements an annual budget related to the goals and operational needs of the deanship.
- Maintains effective communication within the administrative unit.
- Maintains effective communication with other Deans to enhance administrative affairs.
- Provides responsible stewardship of the school's resources.
- Supervises maintenance and operations of physical facilities.
- Promotes a safe and secure environment for the school by implementing safety guidelines and monitoring compliance with state and federal regulations.
- Ensures compliance with the school's administrative processes and procedures.
- Reconciles operating budgets, accounts payable, and receivable.
- Provides training to foster success among administrative staff.
- Supervises auxiliary services to address students, faculty, and staff needs.
- Identifies computer and information technology needs to enhance administrative services, assisted by the Academic Dean, Associate Deans, and Director of the Library.
- Assumes other duties and responsibilities as delegated by the President



## **6. Dean of Health Sciences**

The President/Dean appoints the Dean of Health Sciences. The Dean responds to the President.

Duties and responsibilities are as follows:

- Represents the Institution in all academic matters related to MPH, Nursing Program and PA, as delegated by the President.
- Fosters a positive environment for teaching, research, creative activity, and service.
- Supervises, review processes of educational programs.
- Directs, coordinates and assesses MPH, Nursing and PA programs.
- Recommends to the President the appointment of the Associate Deans of the Programs.
- Coordinates the preparation and administration of the educational budget, and submits it to the President.
- Submits to the President an annual report on the academic matters of the programs.
- Keeps the President informed on matters regarding teaching, service and research.
- Promotes grants and external funding proposals.
- Supervises the work of the Associate Deans and through them, the work of Faculty.
- Oversees recruitment and attention of full-time, part-time, ad-honorem faculty
- Promotes the professional development of faculty and academic support staff.
- Coordinates, along with President equitable distribution of effort within the academic unit.
- Assists the President and Associate Deans in faculty promotion and tenure processes.
- Deals with appointments, promotions, resignations and dismissals of teaching faculty.
- Ensures compliance with institutional policies and procedures.
- Identifies computer and information technology needed to enhance the tasks performed by programs.
- Assumes additional responsibilities as required by the President
- Oversees all processes for accreditation and evaluation visits and prepares institutional reports, as requested.

## **7. Associate Deans:**

Associate Deans work under the direct supervision of the Dean of Medicine and include the Associate Dean for Biomedical Sciences, Associate Dean for Clinical Sciences, Associate Dean for Master in Public Health and Associate Dean for Science in Nursing. Each Associate Dean holds specific responsibilities within

their academic domain to ensure the effective implementation of the curriculum and academic standards.

### **7.1. Associate Dean for Biomedical Sciences**

The Dean of Medicine based on the recommendation of an ad-hoc evaluation/search committee appoints the Associate Dean for Biomedical Sciences. As a voting member of the Executive Curriculum Committee (ECC), the Associate Dean is responsible for the promotion, maintenance, evaluation, and viability of the curriculum for the first two years of the medical education program leading to the MD degree.

#### **Duties and Responsibilities:**

- Participates as an ECC member in all academic matters related to the biomedical sciences (pre-clinical), including new educational developments, techniques, and systems.
- Coordinates academic activities to strengthen and develop the biomedical sciences curriculum.
- Conducts ongoing evaluations of the academic program, directs necessary improvements and adjustments, and reports results to the ECC.
- Supervises courses offered by the biomedical sciences departments.
- Discusses, in coordination with the Academic Dean, budget proposals for the Associate Deanship of Biomedical Sciences.
- Recommends appointments of Department Chairs, faculty members, and administrative personnel to the Dean of Medicine and the Academic Dean.
- Initiates, promotes, supervises, and reports on efforts to upgrade teaching staff, ensuring continuous faculty development.
- Supervises and evaluates the Department Chairs, ensuring compliance with their responsibilities.
- Performs additional duties as delegated by the Academic Dean and/or President.
- Establishes, promotes, and enforces norms and standards for faculty members and the academic program.

### **7.2. Associate Dean for Clinical Sciences**

The Associate Dean for Clinical Sciences is appointed by the Dean of Medicine based on the recommendation of an ad-hoc evaluation/search committee, in consultation with the Academic Dean. As a voting member of the ECC, the Associate Dean is responsible for the promotion, guidance, maintenance, evaluation, and viability of the curriculum for the third and fourth years of the MD degree program.

Duties and Responsibilities:

- Participates as an ECC member on all academic affairs related to clinical clerkships and courses, including new educational developments, techniques, and systems.
- Initiates, promotes, and enforces norms and standards for faculty members and the academic program.
- Coordinates academic activities to ensure the strengthening and development of the clinical curriculum.
- Discusses budget proposals for the Clinical Sciences Associate Deanship with the Academic Dean.
- Supervises the program of lectures and ensures timely implementation according to the curriculum schedule.
- Conducts ongoing evaluations of the clinical curriculum, directs improvements and adjustments, and reports results to the ECC.
- Recommends the appointment of Department Chairs, Clerkship Directors, and faculty members to the Academic Dean.
- Initiates, promotes, supervises, and reports efforts to enhance teaching staff in the clinical sciences.
- Oversees the Residents as Teachers Program and ensures its effectiveness.
- Ensures compliance with the goals and objectives of clinical clerkships and rotations at each clinical site.
- Supervises and evaluates Department Chairs and Clerkship Directors to ensure they meet their responsibilities.
- Performs other functions as delegated by the Dean of Medicine.

**7. 3. Associate Dean for Masters in Public Health**

The President based on the recommendation of an ad-hoc evaluation/search committee appoints the Associate Dean for Masters in Public Health. This Associate Dean is responsible for the promotion, guidance, maintenance, evaluation, and viability of the curriculum for the Master in Public Health (MPH) Program.

Duties and Responsibilities:

- Participates as a Curriculum Committee member on all academic affairs related to the MPH Program.
- Initiates, promotes, and enforces norms and standards for faculty members and the academic program.
- Coordinates academic activities to strengthen and develop the MPH curriculum.

- Discusses, in coordination with the Dean of Health Sciences, budget proposals for the MPH Program.
- Supervises the program of lectures and ensures proper implementation according to the schedule.
- Coordinates Clinical Rotations with hospitals and institutions for the practice of Students.

#### **7. 4. Associate Dean of Science in Nursing**

The Associate Dean of Science in Nursing is appointed by the President, acting upon the recommendation of an ad-hoc evaluation/search committee. The Associate Dean, as a voting member of the Curriculum Committee, is responsible for the promotion, guidance, maintenance, evaluation, and viability of the curriculum for the BSN (Bachelor of Science in Nursing) Program.

##### Duties and Responsibilities:

- Participates as a Curriculum Committee member on all academic affairs related to the nursing program courses, clinical experiences, new educational developments, techniques, and systems.
- Initiates, promotes, and enforces norms and standards for faculty members and the academic program.
- Coordinates academic activities to ensure the strengthening and development of the curriculum.
- Discusses, in coordination with the Dean of Health Sciences, the budget proposals for the BSN program.
- Supervises the program of lectures and oversees the implementation according to the schedule.
- Conducts ongoing evaluation of the academic program, supervising improvements and adjustments, and reports results to the Curriculum Committee.
- Recommends to the Dean of Health Sciences the appointment of faculty members, as well as administrative personnel.
- Initiates, promotes, supervises, and reports to the Dean of Medicine the efforts to upgrade teaching staff.
- Supervises and evaluates the faculty and ensures compliance with their responsibilities.
- Oversees compliance with clinical experience goals and objectives at each clinical site.

## **8. Department Chairs**

The Department Chair provides leadership and supervision to the department. The Department Chair must be a full-time member of the faculty and is responsible for teaching, research, department administration, and the supervision and evaluation of its faculty members. The Department Chair is also responsible for implementing assessment programs and educational methodology.

### Duties and responsibilities:

- Calls and presides over departmental meetings.
- Appoints a secretary who will keep the minutes of the meetings.
- Presents the consensus of the department on matters of policy at Faculty Board meetings.
- Supervises the courses/clerkships/rotations syllabus and educational tools.
- Supervises the courses/clerkships/rotations general and specific objectives.
- Supervises the courses/clerkships/rotations teaching techniques.
- Identifies and presents recommendations for appointments, promotions, and tenure for department faculty.
- Supervises and provides written evaluations of faculty members, ensuring they comply with their responsibilities.
- Ensures that departmental rules and regulations are effectively and fairly enforced.
- Submits the departmental budget to the Academic Dean, through the Associate Dean.
- Submits an annual report on the performance of the department to the Academic Dean, through the Associate Dean.

## **9. Course Coordinator/Clerkship Directors**

Under the direction of the Department Chair, the Course Coordinator/Clerkship Directors perform various duties to enhance the teaching and learning environment by providing services and educational experiences to medical students. They serve as on-site liaisons and facilitators between the faculty, students, and Department Chair.

### Duties and responsibilities:

- Participates in academic activities such as lectures, student supervision, formative sessions, integrated activities, case discussions, and evaluations.
- Prepares and coordinates teaching sessions in accordance with the curriculum.
- Serves as a voting member of the Curriculum Subcommittee.
- Prepare the courses/clerkships/rotations syllabus and educational tools.
- Prepares the courses/clerkships/rotations general and specific objectives.

- Participates in direct teaching for medical students in courses assigned by the Department Chair.
- Attends departmental meetings and meetings programmed by curriculum subcommittees, the Associate Dean for Biomedical Sciences, Faculty Board, Academic Dean, and/or the President.
- Provides ideas and suggestions to improve and modernize the medical program.
- Collaborates in the selection of questions for NBME exams and serves as a proctor during exams.
- Participate in and attend meetings of assigned committees.
- Collaborates in the academic progress monitoring and orientation of medical students, either individually or collectively, during the course.
- Participate in service learning and extracurricular community service activities.
- Coordinates with visiting professors, providing objectives and schedules.

## **10. Academic Deans Board**

The President is the Chief Executive Officer and presides over meetings of the Academic Deans Board. The Board's primary purpose is the continuous improvement of the academic programs at the institution. It identifies issues affecting academics and develops strategies to achieve the school's mission and vision. Additionally, it addresses policies guiding the institution in its service, programs for the advancement of institutional management, and support for the Deans' leadership role in guiding the school toward excellence in education, research, and patient care.

The following officials constitute the Academic Deans Board:

- a. President
- b. Dean of Medicine
- c. Academic Dean
- d. Dean of Administration and Human Resources
- e. Dean of Students Affairs
- f. Associate Dean of Biomedical Sciences
- g. Associate Dean for Clinical Sciences
- h. Associate Dean of Master in Public Health
- i. Associate Dean of Science in Nursing
- j. Program Director of Physician Assistant Program

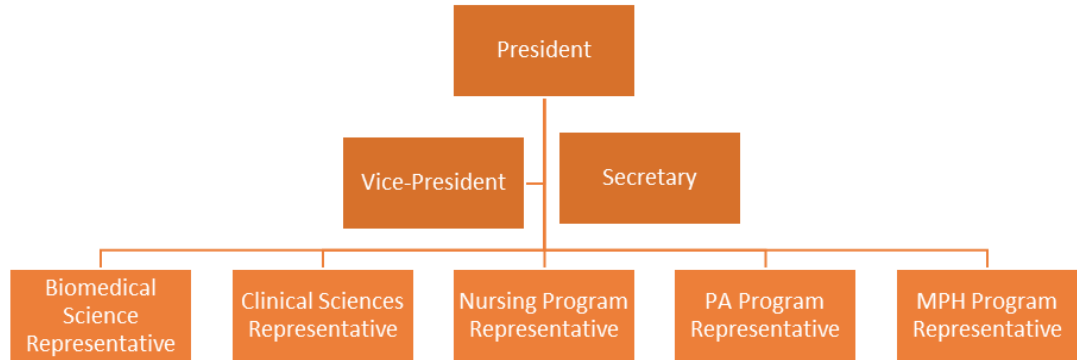
The President calls for regular meetings of the Academic Deans Board three times a year. Each member provides a brief oral report of the activities carried out by their office during the previous months. Extraordinary meetings are called when necessary. A simple majority achieves a quorum for meetings. Agendas for meetings are distributed to Academic Deans Boardmembers before each meeting, and minutes are taken and approved at the next ordinary

meeting. To ensure faculty participation, the President appoints faculty representatives at each meeting.

**11. Faculty Board**

The mission of the Faculty Board is to represent the faculty in the shared governance of San Juan Bautista School of Medicine, serving as the collective voice of the faculty. The Faculty Board is the governance body for faculty in the School of Medicine, Public Health, and Nursing programs. Its purpose is to promote interaction and collaboration among members of the faculty in all programs with the President and the Executive Committee on common issues affecting the faculty and their responsibilities in teaching, practice, research, and service.

The Faculty Board consists of a President, Vice President, Secretary, and a representative from each of the following areas: Biomedical Sciences, Clinical Sciences, Public Health, and Nursing. Nominations and elections for these positions are held during the first meeting, which takes place every two years. The Board convenes twice a year, with additional meetings scheduled as needed in response to significant matters raised by any representative.




**President of the Faculty Board:**

- Represents faculty members with pacesetting leadership, promoting excellence and self-direction to enhance performance and align career goals with the institution's objectives.
- Presides over all meetings of the Faculty Board.
- Follow up on issues raised by faculty members, communicated through the spokespersons.
- Present issues or concerns to the Executive Committee after the necessary processes have been completed.
- Keep the faculty informed of the progress and final decisions related to recommendations submitted to the President.

**Vice-President of the Faculty Board:**

- Assume the duties of the President in the event of the President's absence due to illness or other circumstances.
- Assist the President with their responsibilities and support the smooth operation of Faculty Board activities.
- Participate in meetings and discussions of the Faculty Board, ensuring that faculty members' concerns are addressed.
- Take on additional duties as assigned by the President or by majority vote of the Faculty Board.

**Spokesperson of the Faculty Board:**

- Meet with the faculty from their respective programs to discuss any issues or concerns affecting faculty members. Written communication is required.
- Facilitate the exchange of information and discussions during meetings.

**Secretary of the Faculty Board:**

- Call for meetings and oversee administrative tasks, including issuing certifications, preparing agendas, and taking minutes.
- Distribute minutes and other necessary documents to the members of the Faculty Board.
- Assume the duties of the President and Vice President when neither are present due to illness or other reasons.
- Perform additional duties as assigned by the President of the Faculty Board or by majority vote of the faculty body.

**Program Representatives of the Faculty Board:**

- Meet with the faculty from their respective programs to discuss issues or situations affecting any faculty member.
- Provide written communication on concerns, as required.
- Facilitate the exchange of information and participation in discussions during Faculty Board meetings.
- Keep the faculty in their respective programs informed on relevant matters.



### **Others with the Right to Attend and Speak by Invitation:**

- A Faculty Committee may invite non-members from the University to attend meetings of the Faculty Board, granting them the right to speak and participate in discussions.
- A Faculty Committee may invite external individuals to attend Faculty Board meetings, particularly when their expertise is relevant or beneficial.
- The Faculty Board may approve requests from non-members of the Faculty Committee, such as the Dean, Associate Dean, Directors, Course Coordinators, and students, to attend meetings with rights of audience and debate.

### **Faculty Board Meetings:**

- a. The Faculty Board shall meet at least three times per academic year.
- b. The President of the Faculty Board may convene special meetings to address specific issues or resolutions and must do so upon receiving a formal written request.
- c. When a special meeting is called, the notice must:
  - Clearly outline the issue or resolution to be discussed.
  - Provide reasonable advance notice under the circumstances given.

### **Faculty Board Meeting Procedures:**

All faculty and special meetings of the Faculty Board will follow these procedures:

#### **a. Agenda**

An electronic copy of the agenda and the minutes of the previous meeting will be distributed to all members at least two working days before each meeting. In the case of a special meeting, if two days' notice is not feasible, the agenda will be distributed as soon as possible. Minutes of special meetings shall be distributed before and approved at the next regular meeting.

The agenda is the responsibility of the Secretary of the Faculty Board. Items for regular meetings may be placed on the agenda by the President, any faculty committee, or by any two-faculty members.

#### **b. Quorum**

A quorum is defined as 50% of all eligible faculty voting members for both regular and special meetings.

- c. The Faculty Board follows the standing orders of the Academic Board and its committees to guide and regulate proceedings.

#### **d. Voting**

Voting will generally be by a show of hands, unless the President, the Faculty Committee, or at least ten members of the Faculty Board request a ballot. In the case of a ballot, it will be conducted confidentially under the direction of the Chair.

Non-members, observers, and visitors may attend meetings but do not have voting rights.

## **VIII. ACADEMIC PROGRAMS**

- A. Medicine Departments
  - 1. Biomedical Sciences
    - a. Anatomy
    - b. Clinical Skills and Community Engagement
    - c. Biochemistry / Pharmacology
    - d. Microbiology
    - e. Physiology / Pathology
  - 2. Clinical Sciences
    - a. Family Medicine
    - b. Internal Medicine
    - c. Obstetrics and Gynecology
    - d. Pediatrics
    - e. Psychiatry
    - f. Surgery
    - g. Emergency Medicine
- B. Master of Science Physician Assistant
- C. Master in Public Health
- D. Bachelor of Science in Nursing
- E. Doctor of Nursing Practice

## **IX. STANDING COMMITTEES**

- A. Description:
  - 1. Every faculty member shall have the opportunity to serve on at least one standing committee. Unless otherwise specified in the Faculty Bylaws, each standing committee shall include at least a minimum of one Faculty representative. from each academic program.
  - 2. Unless otherwise specified in the Faculty Bylaws, the duration of the term that members appointed or elected to a standing committee will last is to be determined according to the needs.

3. The membership of a standing committee will extend over a period of time.
4. The official report shall be by a majority vote of the committee.
5. The committees make recommendations to the Executive Committee when deemed necessary.
6. Standing committees shall report to the Faculty at the last meeting of the academic year. Each committee may seek faculty advice through the deliberations. Minutes of meetings shall be kept and will be made available to any faculty member upon request. Ad-Hoc committees may be appointed by the President/De and shall function under the general rules outlined in this section.
7. A secretary of the Faculty shall be elected during the first ordinary meeting.
8. Minutes shall reflect attendance of committee members as present, absent and excused. Shall be submitted to the chair to be edited before distribution. The Chair of the Committee shall maintain minutes of all meetings of the committees.
9. Members must attend all meetings. Failure to attend meetings may affect promotion and employment relationships. If attendance is not possible due to academic activities or illness, the Chair of the Committee shall be notified prior to the meeting.
10. The rules contained in Roberts's Rules of Order, Newly Revised shall guide the Committees deliberation in all cases applicable.

B. Agenda:

The agenda for each ordinary meeting should be sent to members of the committee at least three (3) days before the meeting. The agenda must indicate: (1) quorum (2) reading and approval of minutes of previous meeting (3) report by the President of the Committee pending business; (4) reports and recommendations of members; (5) new business; and (d) adjourn. The order of the agenda can be changed by a vote adopted by two-thirds of members attending the meeting.

C. Quorum:

Is by simple majority (half of voting members plus one). A meeting without quorum may start and continue if no one openly challenges or questions the quorum. A point of no quorum may be raised at any time during the meeting.

D. Student Participation:

At least two students shall be invited to attend to most of the committee meetings, except for those in which confidential topics related to students are discussed. The Student General Council will nominate the students. The names of those selected shall be given to the Secretary of the Faculty at the beginning of the academic year.

E. Guests:

Before a meeting a member may ask that an individual or group of individuals be invited to attend a meeting or part of it either as observers or as participants in a

particular discussion. With the concurrence of a majority of the Committee, the Secretary of the Committee will proceed with the invitations.

#### F. Committee Membership

##### 1. Faculty

###### a. Unless stipulated otherwise:

- Members of all standing committees shall be voting members, except ex-officio members
- Committee membership should reflect a reasonable balance of academic ranks.

##### 2. Students

###### a. Unless stipulated otherwise:

- General Student Council shall select medical student members for one-year term.
- In the absence of student members, Committees are empowered to continue to perform their duties.

#### G. Organization

1. To conduct their business efficiently and effectively, committees maintain communication with the Academic Dean.
2. Committees shall keep the faculty informed of important issues being considered; and make a reasonable effort to conduct open informed discussions.
3. The Chair of a committee, unless stipulated otherwise, shall be:
  - a. Faculty member
  - b. Appointed for a one-year term, but may be re-appointed
4. If the Chair of a Committee is absent or declines to call a meeting, a meeting may be called by two or its members.
4. Recommendations for changes in committee duties or composition may be included in an annual report.

#### H. Committee Description

1. Institutional Review Board (IRB): The purpose of the IRB is to protect the rights and welfare of individuals who serve as subjects in research projects, conducted by faculty and students and to assure institutional compliance with those ethical considerations contained in the Code of Federal Regulations. To meet these obligations, the IRB maintains guiding principles and operating policies demanding the highest professional standards in dealing with human subjects and reviews all research projects involving human subjects to ensure that appropriate standards are met and the research procedures do not infringe upon the safety, health, welfare or life of those subjects. The IRB is responsible for the review and approval, required modifications in, or rejects all research activities, involving human beings as subjects. Approval of the

consent document by the committee is required. This committee is appointed by and responds to the President.

2. Admissions Committees: are responsible for the evaluation of candidates for each academic program including: admission application, and interview. This committees have the final authority for selecting the students who will be admitted. The Admissions Committees has ultimate authority regarding admission offers, including acceptance of students from the wait list. The Admissions Committees does not allow political or financial considerations to influence the selection of applicants. The admissions Committee is comprised primarily of faculty members and is governed by the medical school bylaws and other admissions-specific policies.
3. Student Evaluation and Promotions Committee: the purpose of the Student Evaluation and Promotions committee is to evaluate student performance and nominate students for certification of graduation as being suitable in terms of meeting the academic, professional, and technical standards for the practice. The Committee conducts detailed reviews of the total performance of any student referred to it. Review of student performance within the curriculum is not limited to the scores from evaluations of courses and clerkships. Review by the Committee includes professional attitudes and behavior. Programs education involves the mastery of didactic, theoretical, and technical material, the demonstration of appropriate professional and interpersonal behavior, sensitivity, sense of responsibility, and ethics, and the ability to conduct oneself suitably with patients, colleagues, and co-worker.
4. Executive Curriculum Committee (ECC): this committee oversees current school curriculum and works towards a curriculum that best prepares students. The ECC is the committee responsible for the oversight, management and periodic review of the entire medical curriculum. The ECC provides guidance to the Biomedical Sciences Curriculum Sub-Committee and Clinical Sciences Curriculum Sub-Committee, and approves curricular design, revisions, management, and implementation of curricular changes, in order to keep up with ongoing trends in medical education.
5. MPH Curriculum Committee (MPHCC): The MPHCC is the committee responsible for the oversight, management and periodic review of the entire MPH curriculum. It approves curricular design, revisions, management, and implementation of curricular changes, in order to keep up with ongoing trends in MPH education.
6. Nursing Curriculum Committee (NCC): this committee oversees current Nursing Program curriculum and works towards a curriculum that best prepares students to become quality nursing professionals. The NCC is the committee responsible for the oversight, management and periodic review of the entire undergraduate nursing curriculum. The NCC provides guidance to

the faculty, and approves curricular design, revisions, management, and implementation of curricular changes, in order to keep up with ongoing trends in nursing education.

7. Library/Information Resources and Technology: this committee is in charge of evaluating the needs of the institution's library. It makes recommendations for the improvement and proper maintenance of library collections and technological facilities.
8. Faculty Ranks and Promotions: this committee is responsible to evaluate the requirements necessary for discharging the functions and duties of the faculty for a rank and/or promotion. According to the faculty evaluation and requirements, the committee makes a recommendation to Dean of Medicine.
9. Continued Medical Education: this committee is in charge of organizing and sponsoring a Continued Medical Education Program. It promotes lectures, conferences and workshops in various disciplines; is responsible for obtaining and maintaining the Continuing Medical Education license, extended by the Board of Medical Examiners of Puerto Rico.
10. Strategic Plan Core Committee: this committee developed and adopted an Institutional Development Plan, based on the institutional vision, mission, goals and objectives; through strategic initiatives and institutional academic and student service imperatives. This planning process will support the institutional development of our organization, and will serve as a roadmap for the implementation of future academic strategic initiatives and action plans.
11. Institutional Research Committee: This Committee is responsible for the promotion and development of research at the School. It shall respond directly to the Research Center Director, who will be an ex-officio member of the committee. The Committee studies the needs and support available for research and serves as the advisory body to the Research Center Director in the evaluation of research proposals presented by the Faculty. The Committee convenes as frequently as required throughout the academic year, to evaluate research proposals and any other issues related to research activities.
12. Diversity and Inclusion Committee: This committee is focused in creating an environment in SJBSM's community that embraces diversity and inclusion in its broadest forms, encompassing and exploring the dimensions of race, ethnic diversity, sex, gender, gender identity, sexual orientation, religion, disability, and socioeconomic background.
13. Continuous Quality Improvement Committee (CQIC): monitors compliance with accreditation agencies and their standards. It ascertains both long- and short-term goals, implements necessary systematic processes to collect and review data, and disseminates outcomes to appropriate school officials. The

CQIC will also collaborate with leadership and administration to achieve goals, as evidenced by measurable outcomes.

14. MD Executive Committee (EC): This committee is responsible for recommending policies to the Dean of Medicine and serving as the liaison between the Dean and the faculty by discussing all matters brought before it. The EC is a standing committee that oversees the work of the curriculum governance operations committees and makes recommendations for consideration. The institution grants the EC authority to implement curricular decisions as needed to facilitate more nimble operation and responsiveness of curriculum implementation and quality improvement.

## **X. FACULTY APPOINTMENT**

- A. Faculty Composition: The Faculty is composed of all that hold an academic rank and also of all those designated as teaching personnel. Those faculties appointed with academic rank must fulfill administrative duties on a part time or full-time basis.
- B. General Selection Criteria: Academic appointment, for faculty members are to be considered, taking into consideration following criteria:
  1. Quality content of the candidate's curriculum vitae
  2. Command of the specialty to be taught and capacity to integrate it to related areas.
  3. Capacity to research or creative work
  4. Teaching experience and capacity to apply knowledge or expertise.
  5. Published works and/or scientific presentations.
  6. Identification with the philosophy and objectives of the School's mission and goals.
  7. Professional and ethical attitudes.
  8. Community service evidence.
- C. Procedure of initial selection and appointment:
  1. Department Chair or Associate Deans identifies the departmental need for new faculty recruitment.
  2. Departmental Chair with the corresponding Associate Dean or Associate Deans reviews credentials and conducts an interview. Faculty is provided with information on responsibilities, type of appointment, tenure, tracks and ranks.
  3. Departmental Chair or Associate Deans forward recommendation to the Dean and, if they concur, the Dean recommends the candidate to the Faculty Rank and Promotion Committee.
  4. The Faculty Rank and Promotion Committee review and recommends rank and track to the Dean for final approval.
  5. In case that the candidate brings a rank from another institution it will be granted.

6. Other Faculty that wants to become part of the SJBSM Faculty can submit a formal letter with credentials to the Faculty Ranks and Promotion Committee. This committee shall forward faculty request to the respective Department Chair for evaluation and start the appointment process described above.
7. Human Resources Office will provide the hired with written agreement, benefits, institutional manuals, and policies and procedures.

D. Type of Appointments

1. **Full-time faculty:** One who fulfills academic workload of 40 hours per week distributed in 5 weekly work days or as required by his/her contract and serves as attendant to students with school pay or that is supported by an affiliated institution.
2. **Part-time faculty:** one who fulfills academic workload of less than 40 hours distributed in 5 weekly workdays or as required by his/her contract with pay and serves as attendant to students or that is supported by an affiliated institution.
3. **Ad honorem (volunteer):** One with recognized expertise in a specific field that renders academic/clinical teaching services without receiving payment by the school or affiliated institutions.
4. **Interim:** fulfills duties and responsibilities for a given period with pay.
5. **Probationary:** has an appointment to a regular position, full time, but has not completed five years of experience for granting tenure with pay.
5. **Permanent:** has completed five years of satisfactory services and has been granted tenure, full time with pay.
6. **MPH:** Full time faculty – offers minimum of 5 credits in academic year. Participates in the program committee, administrative meetings and community activities.; in supervision and mentoring of students through practical rotations, participate in the accreditation process, in faculty development activities, in institutional and/or external research project and collaborates with a health agency or non-profit organization.
7. **MPH:** part-time faculty-Offers courses in a maximum of 8 credits, participates in community activities with students, in the program meetings, in the faculty development activities and collaborates with a health agency or non-profit organization.

- E. Renewal of Appointment: Faculty appointments, except those with tenure, are subject to the institution decisions concerning reappointment. Decisions to renew faculty appointments are made by the Dean of Medicine on the recommendation of the Academic Dean. Recommendations for reappointment shall be based on merit as determined through the evaluation of faculty performance. Faculty appointment are also subject to institutional needs and goals such as academic needs of the program; availability of resources to support the program or position, financial as well as physical; and other institutional and programmatic



considerations not directly related to the merit of the individual under consideration for reappointment. Faculty appointment must be approved and renewed annually unless the individual is tenured. Members on tenure start their careers in a probationary period for five years with annual renewal until tenure is granted.

- F. Non-Renewal of Appointment: The decision of not renewal of appointment should be notified in written by Dean 60 days in advance. There is no minimum requirement for notice of non-continuance of part-time faculty.
- G. Probationary Period: Evaluation and Recommendation: Any recommendation regarding contract renewal or tenure should be reached in accordance with procedures approved by the faculty.
- H. Opportunity to Submit Material: Probationary faculty members are advised of the time when decisions affecting contract renewal and tenure are ordinarily made, and they have the opportunity to submit material that they believe will be helpful. They will be counseled by the Faculty Board.
- I. Notice of Reasons: A major responsibility of the institution is to recruit and retain the best-qualified faculty within its goals and means. In a matter of such fundamental importance, the institution, through the appropriate faculty committees, must be accorded the widest latitude consistent with academic freedom, equal opportunity, and the standards of fairness.

## **XI. TENURE**

- A. Tenure for the faculty members in the Educator and Research/Educator tracks is to be granted to those who work full-time, occupy probationary positions within the budget of the San Juan Bautista School of Medicine and have served satisfactorily during the five years probationary period.
- B. Probationary period: At SJBSM, the probationary period (that is, the maximum period of employment to obtain tenure, if there are no extensions) is 5 years. A probationary period is the period of service, prior to the granting or denial of tenure, credited to a faculty who has received a probationary appointment. The normal period of probation shall be a total of five (5) years of full-time probationary service and credited service, if any. Any deviation from the normal five (5) year probationary period shall be the decision of Dean of Medicine following his/her consideration of recommendations from the department or equivalent unit and appropriate administrator(s).
- C. Procedures for granting Tenure

1. Department Chair and/or Associate Dean complete the evaluation process and recommend granting tenure to the Dean of Medicine.
2. Dean of Medicine makes the final decision on the approval.
3. Candidate must have at least five years in probationary period.
4. Candidate must be notified of the termination of his/her probationary period.
5. At least three months before starting the fifth year, the candidate must be notified about the intention and reasons to keep his probationary status.
6. The faculty member shall be granted tenure in the academic rank in which he served during the probationary period.
7. Tenure shall not be granted to faculty who perform temporary or part-time functions. The time achieved under such conditions can be accredited to the probationary period requirement, wherever the faculty get a full-time position.
8. To complete the years required to qualify for tenure, no time will be credited for a period of special leave, services rendered by contract, or as consultants, visiting lecturers or Ad-honorem lecturers.
9. If a person resigns the academic appointment, and is employed back, he will start again five years of probationary status towards tenure.

## **XII. ACADEMIC TRACKS**

- A. SJBSM employs three academic tracks for appointment of individuals to both part-time and full-time faculty. These tracks are aligned with the school's mission and vision, including research, teaching, and clinical and community service. The tracks will guide the faculty in their evaluation for appointments or promotions. The three faculty employment tracks are: The Educator Track, the Research/Educator Track, and the Clinical Educator/Researcher Track. Only the Educator Track and the Research/Educator Track are eligible for tenure. The Faculty Rank and Promotions Committee has defined the responsibilities of faculty for each track. A criteria summary per track is presented below; scholarly activity, as defined for each track, is required for promotion and/or tenure.
- B. Educator Track: Part-time and full-time faculty members whose primary responsibility are in education and service. Faculty members in this tract are required to demonstrate a high level of effectiveness in these two activities. Educational activities involve lectures, small discussion groups and seminars, and the supervision of students and staff trainees in the laboratory and clinical care settings. In addition, the faculty must have a role in the development and planning of current and new courses, or new and effective approaches to teaching. Service involves participation of faculty members in service-learning activities, voluntary community service and support to student interest groups and student's association. Evaluations of the individual's effectiveness as a teacher will be assessed formally by the Department Chair or Associate Deans.
  1. Continuous inclusion of new evidence-based knowledge
  2. Effectiveness in organizing and clarity

3. Ability to guide and evaluate student learning and to stimulate student creativity.
4. Sensitivity to the needs of students.
5. Excellent ratings on course evaluations or other evaluations from administrators, peers and students.
6. Development of new or substantially revised courses, clerkships or other teaching strategies, assessment methods and/or other educational activities.
7. Faculty members on this track are encouraged to participate in research activities.
8. Development of educational materials, including designing new courses and formative/summative assessment tools; publishing textbooks or other publications that make a unique contribution to the quality and methods of teaching.

C. Research/Educator track: Part-time and full-time faculty members whose primary responsibility is research (up to 60% of the time-effort) and dedicate rest of the time to education and service. Research and/or scholarship activities includes the discovery, development, and dissemination of new knowledge or understanding regardless of whether this takes place in a laboratory, clinical or teaching setting. The institution searches to recruit faculty primarily involved in research that leads to publications in peer-reviewed journals and/or book chapters; are investigators or co-investigators on intramural and/or extramural grants. This track was created at SJBSM to develop the interest of faculty members in the biomedical and clinical sciences; and academic research. The project must be scholarly, creative, of high quality with significant impact on the field. Scientific activities that are generally recognized as demonstrative of an individual's standing in research are:

1. Conduct research in a sustained fashion that makes a significant contribution to new knowledge. This activity is assessed in a different way.
  - a. Sustained publication of independent research and/or scholarly writings in the leading peer-reviewed journals of the individual's area of endeavor.
  - b. Peer recognition demonstrated by invited participation in major scientific meetings; invited authorship of books, monographs, book chapters and critical reviews; the receipt of honors for scientific achievements; and election or selection to membership and/or leadership positions in professional organizations.
  - c. Case reports, poster presentations and other peer review presentations.
2. Receipt of funding from external organizations from local, national or international scientific organizations, and/or other peer-reviewed funding agencies.
3. The recruitment and training of students in the scientific field interest of the investigator.
4. Membership on scientific and professional advisory committees at local, national or international scientific levels.
5. Editorial activities and regular reviewing for a scientific journal.

- D. Clinical Educator/Researcher track: A Part-time and full-time non-tenure track for faculty members in clinical departments whose responsibilities are to engage in meaningful clinical teaching that includes role modeling and mentoring, provide clinical services and develop education materials. Faculty members involved in research, will conduct activities leading to publication of peer review case reports, scientific articles, chapters and/or books and introduction of innovative advances to clinical medicine, documented by appropriate publications.

### **XIII. ACADEMIC RANKS**

Those faculties who attained an Academic rank from other accredited institution will be honored. In determining the academic rank to be granted, the Faculty Ranks and Promotions Committee will take into consideration the following:

#### **A. Instructor**

1. Biomedical Sciences: Candidates who meet the following requirements shall be considered for the rank of Instructor:
  - a. Have a degree such as M.S., Ph.D., M.D., or Ed.D. or D.M.D
  - b. Have the specialized studies required by the department to which he/she is going to be appointed.
  - c. Proven or potential ability as professor in the area of expertise.
  - d. Ability to deal with students.
  - e. Complies with the SJBSM general work rules and regulations.
  - f. Respect for peers, supervisors, and students.
  
2. Clinical Sciences: Candidates who meet the following requirements shall be considered for the rank of Clinical Instructor.
  - a. Have a Doctor in Medicine degree (M.D.)
  - b. Comply with regulations for the practice of medicine in Puerto Rico including the required license for professional practice while in the active practice.
  - c. Have academic experience to fulfill responsibilities with the medical students.
  - d. Have potential ability as professor in the area of expertise, professional service, or as researcher.
  - e. Ability to deal with students.
  - f. Complies with the SJBSM general work rules and regulations.
  - g. Respect for peers, supervisors, and students.
  
3. Master in Physician Assistant
  - a. Have a degree such as PA-C, Ph.D., M.D., or Ed.D.
  - b. Have the specialized studies required by the department to which he/she is going
  - c. to be appointed.
  - d. Proven or potential ability as professor in the area of expertise.

- e. Ability to deal with students.
- f. Complies with the SJBSM general work rules and regulations.
- g. Respect for peers, supervisors, and students

4. Master in Public Health

- a. Have a degree such as Ph.D., M.D., or Ed.D. or D.M.D
- b. Have the specialized studies required by the department to which he/she is going
- c. to be appointed.
- d. Proven or potential ability as professor in the area of expertise.
- e. Ability to deal with students.
- f. Complies with the SJBSM general work rules and regulations.
- g. Respect for peers, supervisors, and students

5. Bachelor of Science in Nursing

- a. Have a degree such as MSN, Ph.D., M.D., or Ed.D. or DNP
- b. Have the specialized studies required by the department to which he is going to be appointed.
- c. Comply with regulations for the practice of nursing in Puerto Rico including the required license for professional practice while in the active practice.
- d. Proven or potential ability as professor in the area of expertise.
- e. Ability to deal with students.
- f. Complies with the SJBSM general work rules and regulations.
- g. Respect for peers, supervisors, and students

6. Doctor of Nursing Practice

- a. Have a degree such as DNP, M.D., MSN, Ph.D., Ed.D or DNP
- b. Have specialized studies in gerontology
- c. Comply with regulations for the practice of nursing in Puerto Rico including the required license for professional practice while in the active practice.
- d. Proven or potential ability as professor in the area of expertise.
- e. Ability to deal with students.
- f. Complies with the SJBSM general work rules and regulations.
- g. Respect for peers, supervisors, and students

B. Assistant Professor:

The candidate recommended for this rank must have demonstrated professional competence in the field of expertise, academic and creative ability in teaching, service and/or research. The following criteria shall be considered.

1. Biomedical Sciences

- a. A minimum of five years of teaching experience, in the area of expertise or should demonstrate solid accomplishment in the areas of teaching,



- c. Demonstrates professional improvement. In this context, supporting evidence taken into consideration includes: research activities, continued professional education, participation in scientific meetings, community activities, and administrative experience.
  - d. Ability to deal with students.
  - e. Complies with the SJBSM general work rules and regulations.
  - f. Respect for peers, supervisors, and students.
5. Bachelor of Science in Nursing
- a. A minimum of five years of teaching experience, in the area of expertise or should demonstrate solid accomplishment in the areas of teaching, scholarly, at San Juan Bautista School of Medicine or at an accredited academic institution.
  - b. Have a degree such as MSN, DNP, Ph.D., M.D., or Ed.D. or DNP.
  - c. Candidates with MSN and DNP must comply with regulations for the practice of nursing in Puerto Rico including the required license for professional practice while in the active practice.
  - d. Demonstrates professional improvement. In this context, supporting evidence taken into consideration includes: research activities, continued professional education, participation in scientific meetings, community activities, and administrative experience.
  - e. Ability to deal with students.
  - f. Complies with the SJBSM general work rules and regulations.
  - g. Respect for peers, supervisors, and students.
6. Doctor of Nursing Practice
- a. A minimum of five years of teaching experience, in the area of expertise or should demonstrate solid accomplishment in the areas of teaching, scholarly, at San Juan Bautista School of Medicine or at an accredited academic institution.
  - b. Have a degree such as DNP, M.D., MSN, Ph.D., or EdD
  - c. Have specialized studies in gerontology
  - d. Comply with regulations for the practice of nursing in Puerto Rico including the required license for professional practice while in the active practice.
  - e. Proven or potential ability as professor in the area of expertise.
  - f. Ability to deal with students.
  - g. Complies with the SJBSM general work rules and regulations.
  - h. Respect for peers, supervisors, and students

### C. Associate Professor

1. Biomedical Sciences: The candidate recommended for this rank must have demonstrated professional competence in field of expertise, academic and creative ability in teaching, service and/or research. The following criteria shall be considered.

- a. A minimum of five years as Assistant Professor or should demonstrate solid accomplishment in the areas of teaching, scholarly at San Juan Bautista School of Medicine or teaching at an accredited institution.
  - b. Have a degree such as M.S., Ph.D., M.D., or Ed.D. or D.M.D.
  - c. Evidence of academic or scientific recognition at local, national or international level.
  - d. Ability to deal with students.
  - e. Complies with the SJBSM general work rules and regulations.
  - f. Respect for peers, supervisors, and students.
2. Clinical Sciences: The candidate recommended for this rank must have demonstrated professional competence in field of expertise, academic and creative ability in teaching, service and/or research. The following criteria shall be considered.
- a. A minimum of five years as Assistant Professor or should demonstrate solid accomplishment in the areas of teaching, scholarly, at San Juan Bautista School of Medicine or at an institution of learning. Only in exceptional cases, individuals who have a minimum of three years of experience may be considered for associate professor.
  - b. Certification by the corresponding accredited organisms for those professions where these requisites have been established.
  - c. Candidates with M.D., M.D./ Ph.D. or D.M.D should have updated the corresponding Puerto Rico license if in active practice.
  - d. Evidence of academic or scientific recognition at local, national or international level.
  - e. Ability to deal with students.
  - f. Complies with the SJBSM general work rules and regulations.
  - g. Respect for peers, supervisors, and students.
3. Master in Public Health
- a. A minimum of five years as Assistant Professor or should demonstrate solid accomplishment in the areas of teaching, scholarly at San Juan Bautista School of Medicine or teaching at an accredited institution.
  - b. Have a degree such as, Ph.D., M.D., or Ed.D. or D.M.D.
  - c. Evidence of academic or scientific recognition at local, national or international level.
  - d. Ability to deal with students.
  - e. Complies with the SJBSM general work rules and regulations.
  - f. Respect for peers, supervisors, and students.
4. Master in Physician Assistant
- a. A minimum of five years as Assistant Professor or should demonstrate solid accomplishment in the areas of teaching, scholarly at San Juan Bautista School of Medicine or teaching at an accredited institution.
  - b. Have a degree such as, PA-C, Ph.D., M.D., or Ed.D.



- c. Evidence of academic or scientific recognition at local, national or international level.
  - d. Ability to deal with students.
  - e. Complies with the SJBSM general work rules and regulations.
  - f. Respect for peers, supervisors, and students.
5. Bachelor of Science in Nursing
- a. A minimum of five years as Assistant Professor or should demonstrate solid accomplishment in the areas of teaching, scholarly at San Juan Bautista School of Medicine or teaching at an accredited institution.
  - b. Have a degree such as MSN, DNP, Ph.D, M.D., or Ed.D. or D.M.D.
  - c. Candidates with MSN and DNP must comply with regulations for the practice of nursing in Puerto Rico including the required license for professional practice while in the active practice.
  - d. Evidence of academic or scientific recognition at local, national or international level.
  - e. Ability to deal with students.
  - f. Complies with the SJBSM general work rules and regulations.
  - g. Respect for peers, supervisors, and students.
6. Doctor of Nursing Practice
- a. A minimum of five years as Assistant Professor or should demonstrate solid accomplishment in the areas of teaching, scholarly at San Juan Bautista School of Medicine or teaching at an accredited institution.
  - b. Have a degree such as DNP, M.D., MSN, Ph.D., or EdD
  - c. Have specialized studies in gerontology
  - d. Comply with regulations for the practice of nursing in Puerto Rico including the required license for professional practice while in the active practice.
  - e. Proven or potential ability as professor in the area of expertise.
  - f. Ability to deal with students.
  - g. Complies with the SJBSM general work rules and regulations.
  - h. Respect for peers, supervisors, and students

#### D. Full Professor

1. Biomedical Sciences: This rank is to be granted to candidates who have achieved recognition in their Academic endeavors as Associate professor. The minimum requirements to be considered are:
  - a. Five years of academic experience as Associate Professor teaching at San Juan Bautista School of Medicine or an accredited institution or should demonstrate solid accomplishment in the areas of teaching, scholarship, and, service.
  - b. Equivalent experience in the field of research with excellence demonstrated by the quality and number of publications.
  - c. Evidence of peers' recognition in his area of expertise.

- d. Ability to deal with students.
  - e. Complies with the SJBSM general work rules and regulations.
  - f. Respect for peers, supervisors, and students.
2. Clinical Sciences: This rank is to be granted to candidates who have achieved recognition in their Academic endeavors as Associate professor. The minimum requirements to be considered are:
- a. Five years of academic experience as Associate Professor at San Juan Bautista School of Medicine or at an accredited institution.
  - b. Equivalent experience in the field of research with excellence demonstrated by the quality and number of publications.
  - c. Evidence of peers' recognition in his area of expertise.
  - d. Certification by the corresponding accredited organisms for those professions where these requisites have been established.
  - e. Candidates with M.D. or D.M.D should have updated the corresponding Puerto Rico license. while in the active practice
  - f. Ability to deal with students
  - g. Complies with the SJBSM general work rules and regulations.
  - h. Respect for peers, supervisors, and students.
3. Master in Physician Assistant
- a. Five years of academic experience as Associate Professor teaching at San Juan Bautista School of Medicine or an accredited institution or should demonstrate solid accomplishment in the areas of teaching, scholarship, and, service.
  - b. Equivalent experience in the field of research with excellence demonstrated by the quality and number of publications.
  - c. Evidence of peers' recognition in his area of expertise.
  - d. Ability to deal with students.
  - e. Complies with the SJBSM general work rules and regulations.
  - f. Respect for peers, supervisors, and students.
4. Master in Public Health
- a. Five years of academic experience as Associate Professor teaching at San Juan Bautista School of Medicine or an accredited institution or should demonstrate solid accomplishment in the areas of teaching, scholarship, and, service.
  - b. Equivalent experience in the field of research with excellence demonstrated by the quality and number of publications.
  - c. Evidence of peers' recognition in his area of expertise.
  - d. Ability to deal with students.
  - e. Complies with the SJBSM general work rules and regulations.
  - f. Respect for peers, supervisors, and students.

5. Bachelor of Science in Nursing
  - a. Five years of academic experience as Associate Professor teaching at San Juan Bautista School of Medicine or an accredited institution or should demonstrate solid accomplishment in the areas of teaching, scholarship, and, service.
  - b. Have a degree such as MSN, DNP, Ph.D., M.D., or Ed.D. or D.M.D.
  - c. Candidates with MSN and DNP must comply with regulations for the practice of nursing in Puerto Rico including the required license for professional practice while in the active practice
  - d. Equivalent experience in the field of research with excellence demonstrated by the quality and number of publications.
  - e. Evidence of peers' recognition in his area of expertise.
  - f. Ability to deal with students.
  - g. Complies with the SJBSM general work rules and regulations.
  - h. Respect for peers, supervisors, and students.
  
6. Doctor of Nursing Practice
  - a. Five years of academic experience as Associate Professor teaching at San Juan Bautista School of Medicine or an accredited institution or should demonstrate solid accomplishment in the areas of teaching, scholarship, and, service.
  - b. Have a degree such as DNP, M.D., MSN, Ph.D., or EdD
  - c. Have specialized studies in gerontology
  - d. Comply with regulations for the practice of nursing in Puerto Rico including the required license for professional practice while in the active practice.
  - e. Proven or potential ability as professor in the area of expertise.
  - f. Ability to deal with students.
  - g. Complies with the SJBSM general work rules and regulations.
  - h. Respect for peers, supervisors, and students

#### E. Adjunct:

Individuals who hold a primary faculty appointment at another academic or research institution may be appointed as Adjunct Faculty based on their expected contributions to SJBSM educational and research programs. Individuals are usually appointed to the faculty rank (or equivalent) that the individual holds at their primary institution. The term "Adjunct" precedes the academic rank: e.g., Adjunct Professor of Department.

#### F. Volunteer:

A faculty member who receives no financial remuneration for his/her services. Individual circumstances may justify deviating from these general guidelines, either shortening or lengthening the time to promotion, and in all cases, promotion is granted based on accomplishment, not on time in rank. Only in exceptional

cases shall the ranks of Assistant Professor, Associate Professor or Full Professor be granted to the candidates as the entry rank. In addition to the previously stipulated requirements, the candidate must have extensive experience in teaching, research and/or in-patient care from an accredited institution.

Individual circumstances may justify deviating from these general guidelines, either shortening or lengthening the time to promotion, and in all cases, promotion is granted on the basis of accomplishment, not on time in rank. Only in exceptional cases, shall the ranks of Assistant Professor, Associate Professor or Full Professor be granted the candidates as the entry rank. In addition to the previously stipulated requirements, the candidate must have an extensive experience in teaching, research and/or in-patient care from an accredited institution.

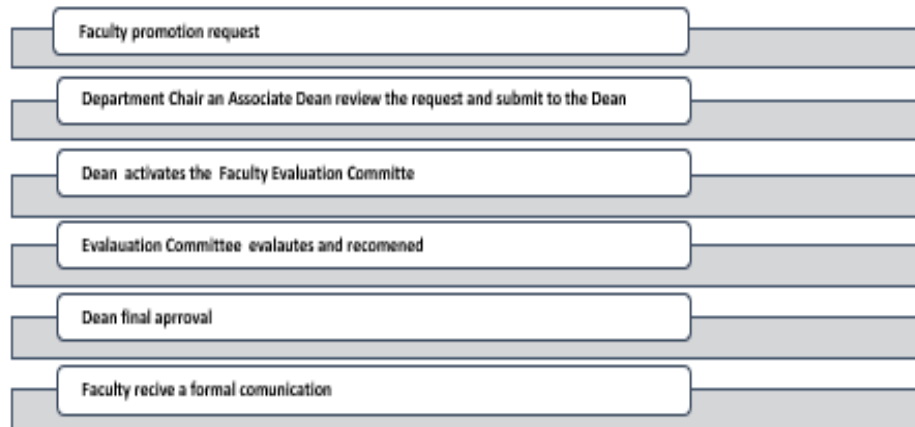
#### **XIV. ACADEMIC RANK PROMOTION**

- A. Promotion Requirements: The following requirements of academic preparation and years of service are taken into consideration for granting a promotion:
1. Candidates who have a Master's Degree and have satisfactorily served for five years without interruption in the category of Instructor, Assistant Professor and Associate Professor shall be considered for the promotion of the next higher academic rank.
  2. Candidates who have a doctoral degree (DNP, Ph.D., M.D, M.D. /Ph.D., Ed.D. or D.M.D.) and have satisfactorily served for the five years in the category of Instructor, Assistant Professor and Associate Professor shall be considered for the promotion of the next higher academic rank.
  3. Librarians have their ranks equivalent to those of the Faculty and are determined by the preceding norms as follows:
    - a. Instructor = Librarian I
    - b. Assistant Professor = Librarian II
    - c. Associate Professor = Librarian III
    - d. Full Professor = Librarian IV
- B. Criteria considered for promotion: The following criteria are to be considered in the recommendation of an eventual promotion:
1. Quality of teaching, research (according to the Academic track), and service
  2. Complete dedication to the institutional duties and assignment.
  3. Involvement in committee work and study program.
  4. Professional improvement
  5. Creative endeavors
  6. Scientific presentations: lectures, research, papers, posters and other academic activities.
  7. Publication: books, scientific papers, essays, and/or articles of general interest.
  8. Recognitions/honors awarded
  9. Students and peer evaluations.

10. Identification with the goal and objectives of the School.
11. Annual Evaluation by the Department Chair or Associate Dean
12. Analysis of the course syllabus and other materials used in the preparation of the courses or lectures (if apply).

C. Promotion request

1. A faculty member has to submit the Faculty Ranks and Promotions Request Form with all required documents to the corresponding Department Chair or Associate Dean.
2. Departmental Chair with or the corresponding Associate Dean review the request and notify the request to the Dean.
3. Dean will submit the written request for the evaluation of promotion to the Faculty Rank and Promotions Committee.
4. The Faculty Rank and Promotions Committee will evaluate and submit rank recommendations to the Dean for a final decision.



## XV. EVALUATION OF FACULTY MEMBERS

- A. The faculty members will be evaluated using academic competences on:
  1. leadership/administration
  2. teaching
  3. ethics/professionalism
  4. Research
  5. community service
  
- B. Each faculty member will be evaluated in the following format:
  1. Annual Evaluation by Department Chair or Associate Dean.
  2. Student's evaluation at the end of the course/clerkship.
  3. Conferences/Lectures Evaluations.
  4. Completion of a doctoral degree or board of specialty.

5. Publications on peer reviewed journals and/or presentation on scientific meetings.
6. Services rendered to the San Juan Bautista School of Medicine
7. Honors and recognitions received, while in the San Juan Bautista School of Medicine.

C. Process:

At the end of each academic year, the Academic Dean requests the respective Associate Deans to initiate the process of faculty evaluation. The Associate Deans are responsible for notifying the Department Chairs to schedule individual meetings with faculty members, to discuss results of the annual performance evaluation, including the student faculty evaluation, and provide feedback. These discussions also include relevant information on faculty promotion and tenure. The completed evaluation form is kept in the faculty file. In case of a poor evaluation, the faculty have the opportunity to remediate their performance and a mid-term evaluation is conducted to measure progress. The annual faculty evaluation process is monitored by the Academic Dean who discusses the final outcomes with the Dean of Medicine, who oversees the process and have the final decision on any issue related to faculty.

D. Evaluation components

1. Leadership/Administration: Faculty members of the School must actively participate in academic activities, committees and professional development activities. His/her ability to communicate with students, colleagues, and staff are fundamental in the advance of the medical and health education. Faculty members will have the opportunity to participate in various professional development activities that includes but is not limited to the following:
  - a. Teaching Strategies
  - b. Assessment Strategies
  - c. Curriculum Development
  - d. Academic Administration
  - e. Evidence Based Medicine
  - f. Grantsmanship
  - g. Scientific Writing
  - h. Biomedical Informatics
  - i. Diversity and Inclusion
  - j. Ethics and Professionalisms
2. Teaching:

Faculty members of the School must have received an advanced degree and have training in the professional competence necessary for the position for which they are being considered. All faculty members shall be dedicated to the ideals of medical education, and be supportive of the program, and policies. Qualifications pertinent to teaching, essential for appointment or promotion in academic rank, include:

- a. Pedagogical experience
- b. Command of the subject matter to be taught and capacity for integration with related areas.
- c. Oral and written communication skills (Spanish and/or English)
- d. Presentation's skills
- e. Empathy with Students
- f. Ability to work within a team
- g. Ability to encourage or motivate students
- h. Enthusiastic dedication to teaching or to applying knowledge to the medical field
- i. Professional and ethical attitudes.

The responsibility of the faculty members as mentor carries over and beyond the classroom to other phases of student life. It also entails initiating and improving education strategies intra-and extramurally.

3. Community Service:

The scope of academic activities at the San Juan Bautista School of Medicine is beyond teaching and research, it includes service. Service includes, in addition to clinical service, other activities, such as: administrative duties, committee work, and counseling, service to the public schools, government agencies (local or federal) private industry, or general public.

4. Ethics/Professionalism:

Faculty members are expected to develop competency in professionalism and medical ethics. The most important components of professional ethics that the faculty must follow are:

- a. Respect for the students
- b. Privacy own students
- c. Tolerance and openness
- d. Avoiding inappropriate behavior
- e. Apply all the ethics and professionalism guides in research activities

5. Research: Research activity should be encouraged among Faculty members of all tracks. The faculty members that participate in research track have up to 60% of protected time effort for research activities. Qualifications are to be evaluated on the basis of their research activities and the quality of their publications and/or other creative works. Faculty participation and leadership in professional association or editorial work on scientific journals will also be considered.

E. Performance Evaluation and Remediation Plan:

In cases where the Faculty Evaluation reveals deficiencies and a determination that the faculty member “does not meet expectations”, or the faculty member receives a ranking of ‘unsatisfactory’ a remediation plan will be developed. The plan will focus on remediating the non-compliance expectations with specific

support, goals and outcomes. While on remediation the plan shall be modified, including timeline, if deemed necessary in response to a new area of improvement for remediation. Mid-term evaluation is completed to measure the progress, until remediation plan has been successfully completed. The development of the remediation plan will be unique and will be a joint responsibility of the respective Department Chair and/ or the corresponding Associate Dean. All parties should view the development of the plan as an aid that will enhance the faculty member's future performance which in turn results in a better fulfillment of the institution's mission. The plan clearly indicates the links between the deficiency or deficiencies and the specific operationalized goals and outcomes for the faculty member. This remediation plan shall also indicate deadlines for completion and consequences for failure to satisfactorily complete the remediation plan that may include request for consideration of dismissal.

F. Academia Workload:

Health-professions schools and universities, by their own nature, have multiple environments in which the faculty and students engage in the teaching-learning process. These include seminar rooms and classrooms; teaching laboratories and computer facilities; clinical skills laboratories, research centers, health-care sites such as hospitals, primary care centers, and private offices and community agencies and programs. Within those environments, faculty members carry out a variety of activities that either complement their role as teachers or account for almost all of their endeavors within the university. Thus, in health-professions schools, faculty may have different roles and responsibilities such as classroom or laboratory instruction, research, clinical supervision, community service and direct patient care. Faculty are often called upon to participate in institutional activities such as committees, task forces, advisory boards and administration.

1. **Determination of Protected Time:** The Academic Dean, in collaboration with the associate dean for biomedical sciences and the associate dean for clinical sciences, determines the amount of protected time for course and clerkship directors. This determination is based on the specific administrative duties required to manage the courses and clerkships effectively.
2. **Evaluation of Sufficiency:** The sufficiency of the allotted protected time is evaluated through continuous monitoring and structured feedback from the directors themselves. After the academic dean and associate deans determine the initial protected time, directors perform a self-assessment by calculating the balance of their work hours across teaching, research, community service, and administrative duties. To ensure ongoing monitoring, directors submit quarterly reports that outline any discrepancies in their workload, and these reports are reviewed in meetings with the academic dean and associate deans. Additionally, annual feedback is conducted, allowing directors to indicate if adjustments are needed. If a director identifies the need for more or less protected time, this feedback is discussed with the academic dean, who



supports workload redistribution and allocates additional resources as necessary. This continuous feedback loop ensures that directors remain supported and are not overburdened by their responsibilities.

3. **Workload Distribution:** To avoid an overload or burden on the course and clerkship directors, the workload is distributed as follows:
  - Year Coordinator: One coordinator per year (four in total) is responsible for implementing course integration activities and establishing communication with the students' representatives for their corresponding year.
  - Course Coordinator/Clerkship Coordinator: Each course and clerkship have a coordinator responsible for overseeing the calendar schedule, publishing formative and summative exams, and identifying any needs for a sufficient cohort of faculty members.

## **XVI. BENEFITS**

- A. Full time faculty members of San Juan Bautista School of Medicine enjoy the following benefits: Regular: They have twenty-four (24) days of regular leave per year. They must comply with the corresponding regulations to apply for the regular leave before the end of the academic year. This includes:
  1. Sick Leave: This license applies to regular faculty members of the institution. They have the right to eighteen (18) days of sick leave on a yearly basis. A maximum of thirty-six (36) days would be accumulated as sick leave. All faculty members, tenured or non-tenured, are eligible to regular and sick leave licenses. Institutional academic recess periods will be charge to the balance of regular leave.
  2. Funeral: This license applies to full time faculty members of the Institution. This consists of two (2) days granted in lieu of death of a parent, spouse or children.
  3. Parental Leave: The faculty members are entitled “to rest a period during their maternity which comprises four weeks before and four weeks after the birth date”. The professor could opt to take one week of prenatal rest and seven weeks of postnatal rest. This option requires that the faculty member present a medical certificate that enables to work before childbirth. During said period of rest -parental leave – would be entitled to receive payment of the total salary.
  4. Jury Duty: salary honored up to 15 days (Law No. 281 September 27, 2003 Law for the Administration of Jury Service of Puerto Rico and revoking Rules No. 96 to 108 of Criminal Procedure)

Clinical Faculty: Due to the special arrangements of privileges of the Clinical Faculty, the benefits will be in accordance with the corresponding contracts. The Institution grants, without salary, the following leave. During these license periods, the faculty members are not eligible to the fringe benefits granted by the

Institution. They are entitled to keep a Health Insurance Plan if the professor is willing to assume the cost of premium.

**B. Other licenses**

1. Military
2. Sports
3. Others established by law.

**C. Procedure for petitioning a license:** The petition for a license will be submitted according to the deadline stipulated by the Administration. The petitioner will fill-out the corresponding form, depending on the type of license requested and will then submit to the corresponding Director or Associate Dean whom will proceed accordingly. A physician's certificate is required for a sick leave license of three days or more. Failure to do so, will result in the reduction of the balance of vacation days accrued if any and not sick leave.

## **XVII. SPECIAL ACCOMMODATION**

The medical school policies comply with the Americans with Disabilities Act of 1990, Titles I and V (ADA).

## **XVIII. FACULTY DEVELOPMENT PROGRAM**

The faculty Development Program from San Juan Bautista School of Medicine (SJBSM) will offer multiple activities in order to develop a robust team of experts in different areas. The Academic Deanship is responsible of the coordination and development of the Program. The activities are highly recommended to the faculty from the Medicine Doctorate, Master in Public Health and BS Nursing Programs.

The topics will be selected following important teaching and research topics and by a self-assessment that the program will be analyzed yearly. The activities could be online or on-site. The faculty will be able to choose topics according their interest, however, at least one or more activities must be completed in the Teaching Skills and Research topics. Even when the faculty development activities are not mandatory to the non-tenure track faculty, the faculty from this track must submit evidence of at least three development activities in a year. A faculty must complete these requirements to be able to obtain a recommendation for this program for promotion.

At the end of each academic year, the program will prepare individual reports that certify each activity that the faculty has completed. In addition, this report will include a brief description of each topic, the number of hours and additional certificates if available.

## **XIX. FACULTY RECOGNITION AWARDS**

The San Juan Bautista School of Medicine hereby establishes the academic distinctions and recognition by which the Institution may honor exceptional merits of faculty members, and of distinguished members from the community. The following distinctions and recognitions may be awarded: Professor Emeritus, Distinguished Professor and Doctor Honoris Causa.

The Board of Trustees, following the recommendation of the President or by its own initiative, will award these academic distinctions and recognitions. They can authorize the creation of magisterial lectures, to be honored in a permanent way.

- A. Professor Emeritus: This recognition will be awarded to retired professors of the San Juan Bautista School of Medicine.
1. Criteria to be used for evaluation of candidates: The main aspect to be considered in the evaluation of a candidate for this distinction is his dedication to teaching at the San Juan Bautista School of Medicine. The criteria described below are general indicators, not requirements to be strictly complied by the candidates:
    - a. Quality of teaching: knowledge and competence in the discipline, diversity and excellence of the contribution to the curriculum, capacity to stimulate the interest of the students, responsibility and dedication in pedagogical endeavors.
    - b. Quality of research: critical and analytical depth of thought, level of execution, transmission, reach and, contribution to the discipline and knowledge in general, opinions and or written expressions by peers concerning the project, earned prizes and distinctions.
    - c. Additional criteria: efforts to develop and strengthen the Department, Faculty conferences in an out of the country. Public service participation in government agencies, national, international or community wise pertinent to candidacy as Professor Emeritus.
  2. Rules for the nomination, evaluation and consideration of a candidate for this recognition:
    - a. Nomination: any member of the institution may nominate for this distinction a professor that has retired or ended his academic duties at the School. The nomination is by a written petition.
    - b. Evaluation: updated curriculum vitae of the candidate, including academic performance and all information pertinent to the nomination, should accompany the nomination.
    - c. Consideration: An ad-hoc committee on Academic Distinctions will evaluate the nomination and the curriculum vitae of the candidate. The recommendation of the departmental faculty will be considered at a meeting of the Faculty. The Academic Dean will then submit it to the Dean of Medicine. The Dean of Medicine accepts the nomination and then submits it to the Board of Trustees for final consideration.

B. Distinguished Professor:

This title is the highest honor given to a professor while active in academic endeavors at the School. This distinction is similar to Professor Emeritus, except that it is granted before retirement, and is extended until the last day of work prior to retirement. This distinction is given to professors of extraordinary dedication to the academic development and/or research during his service to the Institution. The Professor will have the privilege to select his academic participation in the School, prior consultation and approval of the Department Chair, the Academic Dean and the Dean of Medicine. The criteria for recommendation and selection are the same as for Professor Emeritus.

C. Doctor Honoris Causa

This is an exceptional academic degree conferred to a member of the faculty or to a particular citizen of the community for his outstanding contributions to the development of arts, sciences and humanistic values.

**XX. FACULTY DISMISSAL POLICY**

The San Juan Bautista School of Medicine (SJBSM) is committed to promote the well-being of faculty through teaching, research, and service, furthered by the intellectual integrity and professional honesty of faculty members mindful of their rights and responsibilities. It is essential to sustain an environment of mutual trust and respect needed for impartial investigation of alleged violations of policies related to faculty conduct; due process; and, when necessary, disciplinary action up to and including cause for dismissal. Discipline, dismissal, or the threat of either action, it not be used to restrain faculty members in their exercise of academic freedom. The faculty's privileges and protections, including that of tenure, rest on the mutually supportive relationships among the faculty's special professional competencies, its academic freedom, and the central functions of the SJBSM.

- A. Confidentiality: All proceedings and records with regard to disciplinary action or dismissal for any cause must kept confidential to the degree permitted by the law.
- B. Notification: In matters involving minor discipline, serious discipline or dismissal, a notice will be sent to the faculty member through an official letter, with a courtesy copy by mail to the address of record.
- C. Grounds for Discipline: Disciplinary actions are divided into two general categories: minor discipline (M) and serious discipline (S).
  - 1. Types of Discipline
    - a. Minor discipline: Occurs when a faculty member performs an unacceptable action in the workplace that have a relatively minor impact

on the institution good practice but still require intervention. Each case will be evaluated and action will be taken according to the cause.

- b. Serious discipline: Occurs when a faculty member performs an act of misconduct of a more serious nature that significantly impact the institutional good practice and can harm the institution, faculty, students, and staff (including administration). Serious discipline includes suspension with or without pay, temporary or permanent reduction in appointment. A suspension without pay may not exceed six months. In seriously cases of wrongdoing, or where attempts at discipline have not successfully remediated, the faculty member may be dismissed for cause. Refers to the grounds for discipline.

2. A faculty member may be disciplined or dismissed, for cause on grounds including, but not limited to:

- a. Lack of skills (M)
- b. Refusal to perform tasks related to the fitness of faculty member's duties and responsibilities (M)
- c. Discrimination, including harassment, prohibited by SJBSM policies (M, S if persist)
- d. Unmanaged or unreported conflict of interest (M, S if persist)
- e. Poor attendance (M, S if persist)
- f. Intellectual dishonesty (S)
- g. Theft or misuse of SJBSM property (S)
- h. Violation of regulations substantially related to the fitness of faculty members to engage in teaching, research, service, and/or administration (S)
- i. Conduct which is shown to violate the institution rules and procedures (S)
- j. Dissemination of confidential information (S)
- k. Mistreatment to the: faculty, students, and staff (including administration) (S)
- l. Use of professional authority to exploit others (S)
- m. Disruptive behavior (M/S)

#### D. General Processes for Disciplinary Actions

1. Process to report minor incident and initiate an investigation

- a. The affected person must notify verbally and in written to the immediate supervisor about the incident.
- b. The immediate supervisor of the affected person must notify in written to the immediate faculty member's supervisor.
- c. The faculty member's supervisor must notify in written and meet with the faculty member involved in the incident to discuss the notification received by the superior's affected person. The purpose of such informal consultation is to reconcile disputes early and informally, when that is appropriate, by clarifying the issues involved, resolving misunderstandings, considering alternatives, disciplinary actions and noting applicable bylaws.

2. Process to report serious incident and initiate an investigation
  - a. Before proceeding with any disciplinary action, the faculty member will have the right and opportunity to request a meeting with the Faculty Board representative, as the governance body responsible for the interaction and collaboration between the members of the Faculty and the Dean of Medicine regarding issues affecting the faculty. The Faculty Board representative will have orientated the faculty member in relation to the faculty's right, the procedures and possible discipline actions.
  - b. After this meeting the Faculty Board representative will send a written report with recommendations to the faculty member supervisor and the affected person for disciplinary action to be taken.
  - c. If the affected person is not satisfied with the taken disciplinary action, the affected person's supervisor will refer a written notice to the Dean of Human Resources who will investigate within ten labor (10) days from the day officially received of the notice and will submit to the President/ Dean of Medicine for a decision.

#### E. Process for Dismissal

The faculty member is entitled to bring an impartial observer (member of the school of medicine community) to any meeting regarding disciplinary action referenced in this policy.

1. If a cause for dismissal against the faculty member involved is determined, a written request must be file to the Human Resources Dean providing the reasons for considering dismissal with detail to address the specifics of the charges, if necessary, and provides copies of all relevant documentation, including copies of any past disciplinary action or warnings to the faculty member conduct might lead to dismissal.
2. Upon receipt the request, the Human Resources Dean must send a written notification to the faculty member of the request and refer the cause for recommendations to the Dean of Medicine .
3. In those cases of serious disciplinary issues an Ad-Hoc Committee will be designated composed of three (3) members appointed by the Dean of Medicine that includes a member of the Faculty Board, within fifteen (15) labor days from the date officially received the notification of the charges and have a hearing with the faculty member affected.
4. The Ad-Hoc Committee shall present recommendation in a term not to exceed five (5) labor days to the Dean of Medicine who will review the decision and inform in writing the faculty member affected.
5. In the case that passed fifteen (15) days, the faculty member does not solicit a hearing, the decision informed will be final.
6. After the decision is informed if the faculty member is not satisfied, he/she can appeal to the Dean of Medicine within 15 days of receipt of the notification and have a legal representative. After the process is over the Dean of Medicine decision will be final

In those cases of misuse of funds or when there is a reasonable ground of a real danger to life or moral of the faculty or the community that it serves, the faculty may be separated from work and salary before the administrative hearing.

## **XXI. RESIGNATIONS**

Any member of the Faculty of the School of Medicine who wishes to resign should submit a letter addressed to the Dean of Medicine through the Department Chair at least fifteen (15) working days in advance of the effective date of resignation, with copy to the Academic Dean. If a faculty resigns and is subsequently employed back, he/she will start again a five-year probationary period towards tenure.

## **XXII. HONOR CODE**

### **A. Professional Standards**

The faculty and students of the SJBSM subscribe to the highest standards of honesty, integrity and civism that have evolved over the years within the medical profession. Faculty, students, and administration assume personal and collective responsibility for maintaining these standards. The Honor System, (code) seeks not only to promote relationships of trust and respect among faculty, students, staff, and patients, but also to sustain an environment, which encourages such relationships. This code is intended to emphasize to all individuals that a procedural framework has been implemented.

The Code of Honor is an individual and collective commitment followed by all members of the SJBSM community. They are expected to adhere to the Honor Code, confront and report any violations to school authorities. The Code includes a commitment to:

1. **Non-discrimination:** It is unethical for a faculty, students and staff to refuse to provide service to a person based on that person's race, religion, ethnicity, socioeconomic status, gender, age, or sexual orientation. It is also unethical to refuse to participate in the care of a patient solely because of medical risk, or perceived risk, to the faculty and student. It is not, however, unethical for the pregnant faculty and/or students to refuse to participate in activities that pose a significant risk to her fetus.
2. **Confidentiality:** the student right to confidentiality is a fundamental right under the Buckley Act 1974 (FERPA). The discussion of problems or academic difficulties of a student by professional faculty/staff in public

violates students' confidentiality and is unethical. The patient's right to confidentiality is a fundamental tenet of health care. The discussion of problems or diagnoses of a patient by professional staff/medical students in public violates patient confidentiality and is unethical.

3. **Professional Demeanor:** The faculty, student and staff should be thoughtful and professional when interacting with colleagues, patients and their families. Unprofessional behavior includes the use of offensive language, gestures, or remarks with sexual overtones. Faculty, students and staff should maintain a neat and clean appearance, and dress in attire that is generally accepted as professional by the population served. Under pressure of fatigue, professional stress, or personal problems, faculty, students and student should strive to maintain composure or to remove themselves from the situation when appropriate. The faculty, student and staff should seek supportive services when appropriate.
4. **Misrepresentation:** A student should accurately represent himself or herself as to patients and others on the medical teams or elsewhere. Students should never introduce or portray themselves as professional health providers as this is clearly a misrepresentation of the student's position, knowledge, and authority.
5. **Honesty:** Faculty, student and staff are expected to demonstrate honesty and integrity in all aspects of their education and in their interactions with patients, staff, faculty, and colleagues. They may not cheat, plagiarize, or assist others in the commission of these acts. The student must assure the accuracy and completeness of his or her part of the medical record and must make a good-faith effort to provide the best possible patient care. Faculty, students and staff must be willing to admit errors and not knowingly mislead others or promote himself or herself at the patient's expense.
6. **Consultation:** Students should seek consultation and supervision whenever their participation in the care of a patient may be inadequate because of lack of knowledge and/or experience.
7. **Conflict of Interests:** Faculty must complete a Conflict-of-Interest Disclosure form annually. When a conflict of interest arises, the faculty, students and staff must recuse themselves. Faculty, student and staff may challenge or refuse to comply with a directive if its implementation would be antithetical to his or her own ethical principles, when such action does not compromise patient welfare. Gifts, hospitality, or subsidies offered by medical equipment, pharmaceutical, or other manufacturers or distributors should not be accepted if acceptance would influence the objectivity of clinical judgment. Faculty, students and staff



interactions with commercial interests should conform to the American Medical Association (AMA) guidelines.

8. **Sexual Misconduct:** The faculty will not engage in romantic, sexual, or other nonprofessional relationships with a student, even at the apparent request of a student, while the faculty is involved with the student assessment. The faculty and/or student will not engage in romantic, sexual, or other nonprofessional relationships with a patient, even at the apparent request of a patient, while the faculty and/or student is involved with the patient's care. The faculty, student and staff are not expected to tolerate inappropriate sexual behavior on the part of SJBSM's administrative personnel, faculty, fellow students, medical personnel and/or patients.
9. **Impairment:** SJBSM does not tolerate the use of alcohol or drugs. It is the responsibility of every member of the SJBSM community to protect the public from an impaired colleague and to reach out to a colleague whose capability is impaired. They are expected to report persons of the health care team whose behavior exhibits impairment or lack of professional conduct or competence, or who engage in fraud or deception.
10. **Criticism of Colleagues:** Professional relations among all members of the SJBSM community should be marked with civism. Thus, scholarly contributions should be acknowledged, slanderous comments and acts should be avoided, and each person should recognize and facilitate the contributions of others to the community. The faculty, student and staff will deal with members of the health team and all others in a cooperative and considerate manner. Concerns about the conduct of other members of the health care team should be reported through appropriate supervisory and regulatory channels.
11. **Research:** The basic principle underlying all research is honesty. Scientists have a responsibility to provide research results of high quality; to gather facts meticulously, to keep impeccable records of work done; to interpret results realistically, not forcing them into preconceived molds or models; and to report new knowledge through appropriate channels. Co-authors of research reports must be well enough acquainted with the work of their coworkers that they can personally vouch for the integrity of the study and validity of the findings, and must have been active in the research itself. Plagiarism is unethical. To consciously incorporate the words of others, either verbatim, or through paraphrasing, without appropriate acknowledgment is unacceptable in scientific literature.
12. **Evaluation:** SJBSM community members should seek personnel feedback and actively participate in the process of their evaluation. They are expected to respond to constructive criticism appropriately. When

evaluating performance, they are expected to provide prompt, constructive comments. Evaluations may not include disparaging remarks, offensive language, or personal attacks, and should maintain the same considerate, professional tone when they evaluate performance.

13. Teaching: Faculty and students of the SJBSM community are expected to teach what they know of the science, art, and ethics of health care to patients and other members of the medical community. This implies a responsibility to share knowledge and information with colleagues and patients.

14. Responsibility to the profession: Faculty and students are expected to behave in such a fashion as to bring honor upon the profession. Violation of any of these expectations, whether at the school or elsewhere, will be grounds for a disciplinary action.

This Honor Code delineates the standards that San Juan Bautista School of Medicine deems essential to ensure its faculty, students' and staff suitability for the practice of health care. The SJBSM community agrees to abide by all of its components. By acting with honesty, integrity, fairness and respect for others, we foster a community built on trust and enable the free exchange of ideas. The Honor Code exists in conjunction with other institutional regulations and policies. Violations of the Honor Code may lead to disciplinary action.

I HEREBY CERTIFY that this is the Faculty Manual of the San Juan Bautista School of Medicine.

Yocasta Brugal, M.D.  
President

Revised: February 2025