



BROWN

DIVISION OF BIOLOGY AND MEDICINE

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Proposal for Clinical Tenure

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Proposal:

To establish the designation of “Clinical Tenure,” to be awarded to a small number of faculty holding clinical appointments in the Division of Biology and Medicine who are Chairs of clinical departments. The granting of Clinical Tenure conveys the right to a continuing appointment at Brown, contingent upon and concurrent with employment by a Brown-affiliated hospital or foundation. It does not include a guarantee of salary, or award financial or other benefits available to Brown employees. Faculty holding Clinical Tenure must meet a high standard of accomplishment and undergo a rigorous review process. Once awarded Clinical Tenure, they must meet all academic obligations and continue to execute all responsibilities in an exemplary fashion.

Context:

Over the past several decades, medical schools across the nation have refined their tenure policies. In an Association of American Medical Colleges (AAMC) 2005 survey of medical schools accredited by the Liaison Committee of Medical Education, The Warren Alpert Medical School of Brown University was one of only 12 medical schools of 125 that did not offer any tenure to faculty in clinical departments (six, including Brown, offered tenure only to basic science faculty and six offered no tenure for medical school faculty).

While the conventional concept of academic tenure has been linked both to academic freedom and to continuing employment, the notion of tenure in medical schools frequently has a different meaning. In particular, it is most often associated with professional standing and may or may not be linked to a guarantee of salary, independent of specific responsibilities or of performance in the clinical setting. In the 2005 survey, only 56 (50%) of 113 medical schools that offered tenure to faculty in clinical departments included any financial guarantee and only three included a total institutional salary guarantee. The majority of institutions guaranteed only a portion of total salary or a base salary. At the institutions where tenure provides no guarantee of salary, the tenure designation is more honorific than substantive.

Currently, of the more than 600 Academic-track faculty members in the clinical departments of the Alpert Medical School, eight faculty members hold tenured appointments. All of these individuals are department chairs and/or faculty members holding endowed chairs and were granted tenure in the absence of any specific University policy addressing tenure for faculty in clinical departments. As a consequence, each case has been handled individually. One of the faculty members holds a joint appointment in Basic Science and Clinical departments; his tenure has been extended to include his clinical appointment. In many cases, the option for tenure was critical to the successful recruitment of department chairs, including the chairs of the departments of surgery and medicine.

It is the intent of this proposal that the establishment of a policy for Clinical Tenure will eliminate the current practice of treating each request for tenure on an *ad hoc* basis and will acknowledge the importance of the prestige of tenure for the medical school’s senior leaders.

Rationale:

The proposed Clinical Tenure policy for the Alpert Medical School is consistent with 1) the practices of the majority of medical schools to award tenure, 2) the national trend to eliminate associated salary guarantees, and 3) the reality that the designation is largely symbolic. In fact, the only substantive consequence of the proposed Clinical Tenure policy will be to eliminate the requirement for academic reappointment every five years that applies to all non-tenured senior faculty members in clinical departments. The performance of individuals holding clinical tenure, would, however, be subject to normal processes of review of scholarship, service, and other activities.

For eligible individuals, i.e., department chairs, the “prestige” of tenure cannot be underestimated and is a vital tool in recruiting top candidates for leadership positions. Because the majority of medical schools continue to award tenure to faculty, many of the individuals recruited for the most senior leadership positions in the medical school have held tenured appointments at other institutions. Hence, their recruitment to a position that has no option for tenure is potentially problematic. In recent searches, finalist candidates have included tenure eligibility in their negotiations even with the understanding that there would be no associated financial guarantees. The inability of the Alpert Medical School to consider granting tenure to these senior leaders puts Brown at a potential disadvantage in recruiting top candidates for leadership positions at a time when we have a large turnover in department chair positions and are actively seeking the best candidates to lead major academic units within our medical school.

In the past ten years, Brown has increased its stature compared to other medical schools and is currently ranked 35th in the nation. With the addition of a clear Clinical Tenure policy, we can ensure that we remain competitive in recruiting top candidates. A clear Clinical Tenure policy will help us continue our positive trajectory and bring Brown into the top tier of schools in coming years.

As stated above, the designation of Clinical Tenure will be reserved for the most senior leaders in the medical school. Inasmuch as this designation carries no financial commitment or employment guarantee, it is distinct from tenure considerations at the University which are a standard part of the professional progression of faculty members. Clinical tenure is meant to be an honor bestowed on medical school leaders in recognition of their professional accomplishments and appointment as Department Chair in the medical school.

Method of evaluation:

Faculty proposed for Clinical Tenure will be reviewed by:

- 1) A committee comprised of tenured clinical faculty: This committee will act in the same capacity as a department promotions committee that reviews the candidate’s qualifications and prepares a report with their recommendation regarding the granting of clinical tenure to the Tenure, Promotions, and Appointment Committee (TPAC).
- 2) Tenured faculty of all clinical departments
- 3) TPAC: TPAC would make tenure judgments based on specific criteria established by the medical school that mirror the high standards of a tenured appointment established for the regular faculty of Brown University (see below for criteria).
- 4) Brown Corporation

Criteria for evaluation:

Criteria for the award of Clinical Tenure will be consistent with the high standards set for tenure for the University with the acknowledgment that “scholarship” in medicine will most often refer to the scholarship of discovery, but may also be categorized as scholarship of application, integration or education.

A successful candidate for Clinical Tenure at Brown University will be a faculty member who has shown evidence of outstanding scholarship, of highly effective teaching, and of contributions to the intellectual life of their department, university and profession. A national or international reputation for scholarship and a record of excellent teaching are expected. Contributions to the University or hospital will also be given positive consideration.

Process for Approval:

The following bodies/individuals will be asked to review, comment upon, and potentially approve the Clinical Tenure policy. Council of Clinical Chairs, Medical Faculty Executive Committee, BioMed Faculty Council, Faculty Executive Committee, TPAC, Academic Priorities Committee, the Provost, the President, and the Brown Corporation.

Clinical Tenure Policy in the Clinical Departments of the Division of Biology and Medicine

I. Definition and Conditions of Clinical Tenure

The granting of tenure to faculty in the Clinical Departments of Brown University's Division of Biology and Medicine is an exceptional honor provided to individuals who have achieved scholarly excellence in their field commensurate with the standards of academic achievement that pertain to faculty holding appointments of traditional tenure. Faculty in the clinical departments eligible for Clinical Tenure are those faculty members who meet both the University's academic standards and are a Chair of a clinical department in the School of Medicine.

The granting of Clinical Tenure provides no financial commitment from the University or the division. Clinical Tenure is not subject to salary support, sabbatical leave, or other financial benefits other than those that may be offered by the faculty member's employer, nor does Clinical Tenure confer any economic benefits or rights associated with traditional tenure or employment at the University.

For faculty in the clinical departments of the Division of Biology and Medicine who are granted Clinical Tenure, tenure provides a continuing academic appointment. Consistent with requirements for all faculty holding tenure appointments within the University, faculty holding Clinical Tenure will be expected to meet all academic obligations, including teaching, service within the academic community, and participation in departmental affairs.

II. Process for Tenure Review

All University rules, standards, and processes as included in the Faculty Rules and Regulations, Part 4, Faculty Resolutions, Policies and Procedures, Section D., Faculty Hiring, Review, Promotion and Tenure shall apply for the consideration of Clinical Tenure for a clinical department faculty member, including, but not limited to, evaluation of the faculty member's scholarly production, teaching and service to the University community.

- a. Upon recommendation of the Dean of Biology and Medicine, a tenure review committee shall be convened.
- b. The tenure review committee shall be an ad hoc committee appointed by the Dean of Medicine and Biological Sciences from among the tenured faculty in the clinical departments and shall function similar to the tenure review committees in university departments.
- c. The tenure review committee shall assemble the candidate's dossier in accordance with the University's usual procedures. The committee shall meet to consider the merits of the case and make a recommendation to grant or deny clinical tenure. The report and recommendation of the tenure review committee shall be forwarded to the tenured faculty of the clinical departments. The tenured faculty of the clinical departments shall convene as a committee to consider the recommendation of the tenure review committee. A majority vote of the tenured faculty of the clinical departments in support of tenure shall be required to advance a candidate to TPAC for consideration.

- d. The tenure review committee's report and recommendation and the vote and recommendation of the tenured faculty of the clinical departments shall be forwarded to TPAC with a copy to the Dean of Biology and Medicine.
- e. TPAC shall follow its usual review processes. TPAC's vote and recommendation shall be forwarded to the Provost for consideration and decision. In the event of a decision not to grant tenure, the faculty member shall have a right of appeal as specified in the Faculty Rules and Regulations.

III. Termination of Clinical Tenure

An appointment of clinical tenure is a continuing appointment that may be terminated under the following circumstances:

- a. A finding of adequate cause for dismissal. Termination for cause will be in accordance with the policy and procedures for termination of a tenured faculty member under the Faculty Rules and Regulations then in effect; or
- b. Termination by an affiliated hospital or foundation. The holding of a clinical tenure appointment is contingent upon continuing employment by an affiliated hospital or foundation. The clinical tenure appointment is coterminous with an appointment at an affiliated hospital or foundation.