

**FACULTY HANDBOOK
&
BY-LAWS**



**Windsor University School of Medicine
Brighton's Estates, St. Kitts**

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INTRODUCTION

The Government of the St. Kitts and Nevis Federation officially approved Windsor University and its main school division, The Faculty of Medicine on March 15, 2000. In August 2000, Windsor University was granted a charter and lease of land options for the single purpose of medical school basic science operations by the (local) St. Kitts government. This university has a Board of Trustees, which allowed a medical school division to be opened for student matriculation. The faculty and administration acknowledge that there needs to be an effective framework for delineating the basic interrelationships between themselves. The result was that in January 2001 the faculty approved statutes, which were adopted by Windsor University's Board of Trustees.

The present statutes that have been recently developed (2016) are not to be regarded as imposing immutable rules, since no such collection of policy statements can be expected to be definitive. Rather, it is the intent of all constituent groups that these statutes be viewed as an evolving document that can be adapted to changing circumstances as the University develops. In its entirety, this document shall be the existing consensus of all the constituent groups as to the necessary rules of decision making for the productive and amicable operation of Windsor University in pursuit of its mission.

PURPOSE

To set forth general policies and standards of conduct governing employment by Windsor University

CODE OF ETHICS

- Employees shall maintain a high degree of professionalism in all relationships with regard to employment at Windsor University.
- Proper operation of Windsor University requires that employees provide responsive services.
- Employees shall use the designated organizational channels when seeking decisions and policy determinations.
- Employees of Windsor University are bound to observe in their official acts the highest standards of ethics and morality and faithfully discharge the duties of their positions, regardless of personal considerations.

- Mindful that they represent Windsor University, employees shall always conduct themselves in accordance with the highest ethical principles. Remember: OE=FP “our expectation is a friendly presentation”.
- Employees shall take precautions to guard the reputation and name of Windsor University and to ensure that its reputation and name be used only for authorized non-profit and educational purposes.
- Employees shall never abuse their professional contacts or positions, nor cause discredit or embarrassment for their institution or colleagues or for their profession in any way.
- The name, stationery, and seal of Windsor University shall be used only in an official capacity.
- The name of Windsor University shall not be used for commercial, personal, organizational, or political gain, or in any announcement, advertisement, publication, or report, if such use in any way implies Windsor University's endorsement of any such view(s) or product(s).
- Employees shall seek administrative advice if they are in doubt as to the propriety of using the name, stationery, or seal of Windsor University.
- Employees shall not act in any way as to breach the law, nor should they ask others to do so in University-related actions or activities.
- No employee shall engage in any business or transaction or shall have a financial interest, direct or indirect, which may create a conflict of interest with Windsor University.
- An employee shall not disclose confidential information concerning the business or personnel of Windsor University.
- All employees must observe the basic principles of work conduct as enumerated above and elsewhere in this document.

MISSION

The Mission of Windsor University School of Medicine is to provide a nurturing environment and **innovative** curriculum which will **inspire** and assist students from diverse backgrounds to become competent, caring, ethical physicians with the ability to



think critically. This experience will prepare students to choose wisely their area of training, to successfully continue their education, and subsequently **improve** the quality of life for individuals and society.

The overarching objective of the Windsor University School of Medicine M.D. Program:



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WSUOM Competencies

Medical Knowledge	Patient Care	Communication Skills	Professionalism	Practice-Based Learning and Improvement	Systems-Based Practice
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MD Curriculum Educational Program Objectives Map

Curriculum Location (CL)

- 1. Foundations (basic sciences) phase 1; 2. Clerkships phase 2 & 3;
- 3. Community service activities; 4. Frontiers; 5. Transitions; 6. Scholarly Project

Significant Learning Goals	CL	Medical Knowledge	Patient Care	Communication Skills	Professionalism	Practice-Based Learning and Improvement	Systems-Based Practice	Outcome Measures
1. Foundational Knowledge -Medical Knowledge(MK)								
1.1 Master fundamental biomedical concepts, terms, processes, and system interactions	1,3,4	x	x					NBME, PE, SGF
1.2 Describe the determinants of health	1, 2, 4, 5	x	x					OSCE, NBME, PE
1.3 Utilize evidence in making clinical decisions	1, 2, 4, 5	x	x			x		C, NBME, PE, SGF, OSCE
2. Application— Patient Care (Clinical Skills)-(PC)								
2.1 Conduct patient interviews and physical examinations	1,2,3,5	x	x	x	x		x	OSCE, PE, SE,BLS
2.2 Diagnose patient health problems	1,2,3,5	x	x			x		OSCE, NBME, PE, CE, SGF
2.3 Propose evidence-based health maintenance and therapeutic options	1, 2, 3, 5	x	x		x	x	x	OSCE, NBME, PE, CE, SGF
3. Integration— Systems-Based Practice (SBP)								
3.1 Connect knowledge of patient populations and health delivery processes in making diagnoses and therapeutic recommendations	1, 2, 3, 4, 6		x				x	NBME, CE, PE,
3.2 Advocate for the humane, just, safe and prudent care of persons	1, 2, 3		x	x	x		x	OSCE, PE
3.3 Adapt to the complex economic and social structure of health care delivery	1, 2, 3				x		x	NBME, CE, PE
4. Human Dimension— Personal and Interpersonal Development (CS)								
4.1 Reflect upon one's personal strengths and weaknesses to make positive changes in one's behavior	1, 2, 3			x	x			OSCE, SGF, PE
4.2 Find one's own meaning in medicine	1, 2, 3, 5, 6			x	x			SE, CE
4.3 Take care of oneself	1, 2, 3, 5, 6			x	x			SE, CE
4.4 Deliver effective patient presentations and document accurately in the medical record	1, 2		x	x	x			OSCE, PE
4.5 Communicate and work effectively with others	1, 2, 3, 4		x	x	x		x	OSCE, PE, SGF
4.6 Demonstrate leadership skills in a variety of settings	1, 2, 3			x		x	x	SGF, PE
5. Caring/Valuing— Professionalism(P)								
5.1 Care deeply about becoming an excellent physician through a life of service	1, 2, 5		x		x		x	OSCE, PE, SGF, SE
5.2 Care about and support others in the profession	1, 2, 3		x		x		x	SGF, PE,
5.3 Value and behave in a manner consistent with the highest ethical standards of the profession	1, 2				x		x	SGF, PE, OSCE, CE
6. Learning How to Learn —Practice-Based Learning (PBL)								
6.1 Develop a personal plan to become a better medical professional	1,2				x		x	CE, SE
6.2 Stimulate intellectual curiosity to question and advance knowledge through scholarship	1,2,4,6	x	x			x		CE, SGF, PE, SE
6.3 Appropriately utilize evidence-based resources to address uncertainty in medicine and gaps in knowledge/skills	1,2,4,6	x	x	x		x	x	CE, SGF, PE, SE
Outcome Measures legend: BLS =Basic Life Support; Capstone = project leading to scholarly presentation; CE = Course Exam; NBME = National Board of Medical Examiners Exams; OSCE = Objective Structured Clinical Examination; PE = Preceptor Evaluation; SE = Self Evaluation; SGF = Small Group Faculty Evaluation								

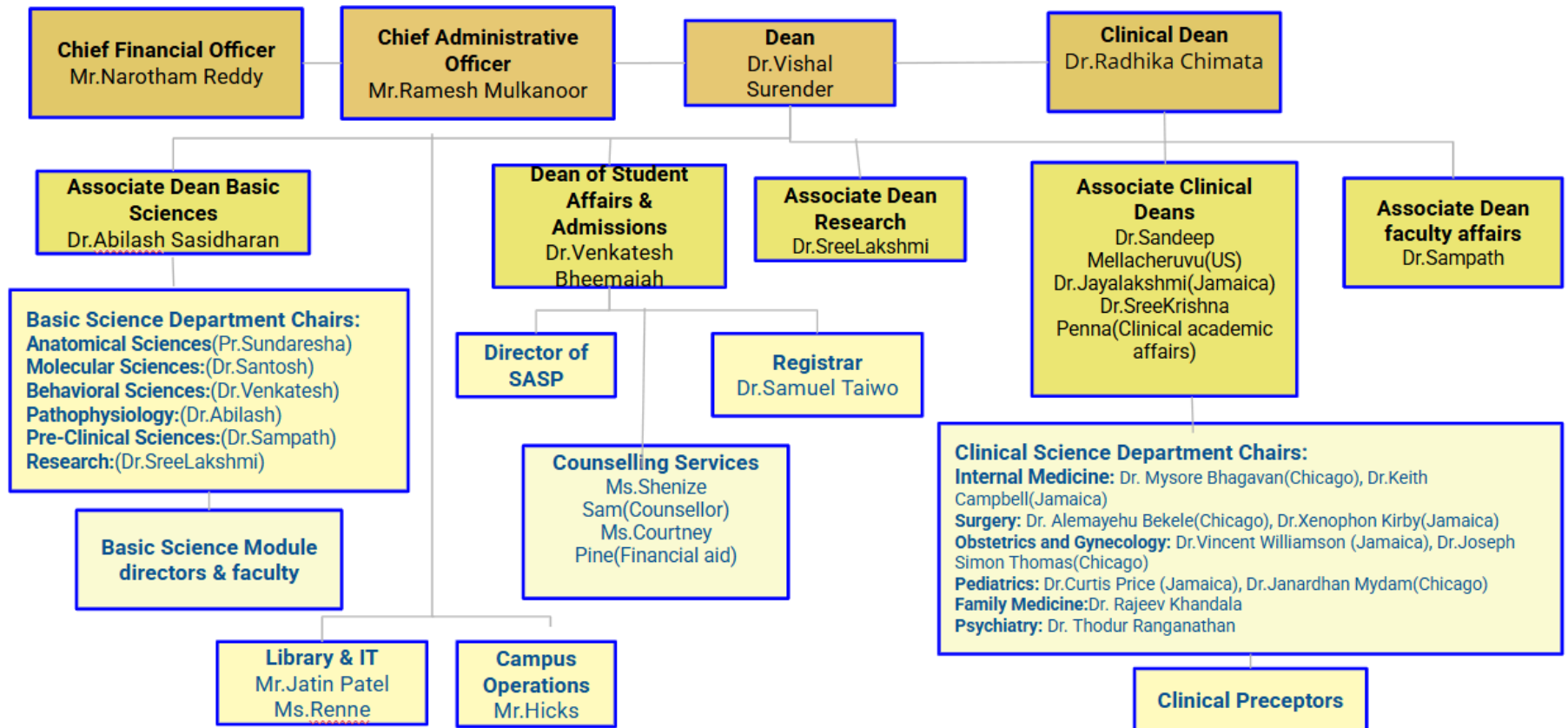


WUSOM Organization Chart



WINDSOR UNIVERSITY
SCHOOL OF MEDICINE

DEANS ORGANIZATIONAL
CHART
January 2024



1.0.0 AREAS AND RESPONSIBILITIES OF BOARD OF TRUSTEES

A. BY-LAWS SECTION

1. General Corporate Powers

Subject to the provisions of the St. Kitts and Nevis Federation Corporate Law and other applicable laws and regulations and any limitation in the Articles of Incorporation and their by-laws, the affairs of Windsor University (corporation) shall be managed and all corporate powers shall be exercised by, or under the direction of the Board of Trustees for the University.

2. Delegation of Authority

- a** The Board of Trustees has full authority and responsibility for institutional governance of Windsor University and its main division, the Faculty of Medicine. The scope of its functions is primarily legislative, financial, and judicial.
- b** The Board of Trustees hereby delegates full authority and responsibility for executive, administrative, educational, and operational matters to the duly appointed officers along with agents of Windsor University: the University president, the deans as chief academic officers (CAOs), the associate deans of different divisions, a chief operating officer (COO), a chief financial officer (CFO), associate/assistant deans, division chairpersons, and a faculty composed of full-time full professors, associate professors, assistant professors, adjunct faculty, and teaching assistants.
- c** The Windsor University Board of Trustees authorizes this written Faculty Handbook to identify the responsibilities between the Board of Trustees and the academic administration, the management administration, and the faculty.

A more detailed delineation of faculty authority and responsibilities is contained in Section 3.0.0 and Section 4.0.0 Academic Freedom and Responsibility.

B. GOALS OF WINDSOR UNIVERSITY

Resolution of the Board of Trustees for Windsor University and its main division named the Faculty of Medicine, adopted during January 2001.

- 1.** To establish Board of Trustees policies that will promote a sense of trust, cooperation, mutual support, commitment, personal responsibility, and security among the faculty, students, staff, administrative officers, and the Board of Trustees for Windsor University, along with a main division named the Faculty of Medicine, the Board of Trustees recognizes its obligation to create and maintain an academic collegial family.



2. To establish high standards of academic excellence, the Board of Trustees shall implement standards in recruitment, appointment, promotion, and systematic evaluation of performance and privileges of faculty, students, staff and administrative officers.
3. To reflect the spirit of professional ethics and affirmative actions, the Board of Trustees has identified concepts as expressed in APPENDIX A.
4. To establish a firm precedent that, when problems arise at any level, the Board of Trustees for Windsor University and its main division named Faculty of Medicine shall ensure that concerns are defined rapidly, examined fully, that equitable decisions are made, and actions taken promptly. The guiding principles of the Board of Trustees are access, equity, and action.

C. The **FACULTY HANDBOOK** for Windsor University is a collection of the primary rights, educational expectations, privileges, benefits, and rules and regulations pertinent to faculty members.

These have been derived from several sources over the past decade: policies and resolutions adopted by the Board of Trustees, the president's directives, and proposed actions by the faculty that have been accepted and approved by the Academic dean as chief academic officer of the University, the Faculty of Medicine, the dean for the Faculty of Medicine as an agent for other proposed programs, and associate division deans, the president and the Board of Trustees for Windsor University.

The purpose of this Faculty Handbook is to provide a vehicle for communicating policies as well as procedures to faculty, administrative officers, and the Board of Trustees for Windsor University and its main division named the Faculty of Medicine. All parties have mutually agreed upon the terms and conditions of academic and professional activity and the rights of the three parties as indicated in this Faculty Handbook.

It is the intent of this written effort to engender a spirit of cooperation, establish an atmosphere conducive to the development of quality education, to maintain high standards of academic excellence, and to develop an effective and harmonious relationship among the three parties to this Faculty Handbook.



2.0.0 MANAGEMENT OF AGREEMENT

It is understood that all main parties associated with Windsor University and its main division named the Faculty of Medicine accept the fact that policies and procedures are subject to modification due to changes in the governing Board of Trustees, other administrative policies as a result of self-study of recommendations and procedures, or to policy recommendations of the Windsor University Faculty Affairs Committee.

2.1.0 AMENDMENTS AND DURATION

Should the parties negotiate a mutually acceptable amendment to this Faculty Handbook, it shall be written and submitted for appropriate ratification procedures as required by the Windsor University Board of Trustees, and at such time as the Board, the administration, and the faculty of Windsor University, especially its main division named the Faculty of Medicine, ratify it, pass from being considered a part of recommendations to that of the Faculty Handbook for Windsor University, and in particular for the Faculty of Medicine members. It follows that when additional programs and divisions are added to the University, specific procedures shall enable recommendations to go through the ratification process.

This Faculty Handbook shall be in full force and effect from year to year. If any of the three parties to this Faculty Handbook wishes to modify or change the Faculty Handbook, they are to notify the other parties in writing.

2.2.0 DISTRIBUTION OF THE HANDBOOK TO FACULTY MEMBERS

Upon further ratification and ongoing and additional approval of this handbook for Windsor, the administration of Windsor University shall have the Faculty Handbook manual printed and shall distribute one updated copy to each member of the faculty. Copies of any amendments to this faculty handbook shall also be distributed to each member of the faculty.

2.3.0 ENTIRE FACULTY HANDBOOK AGREEMENT

This updated Faculty Handbook for Windsor University members supersedes all prior faculty handbooks and understandings.

2.4.0 WAIVER CLAUSE

The signatory parties shall have the right to mutually agree upon any method for achieving goals, or for the resolution of any question, controversy, claim, or matter of difference related to this Faculty Handbook or the breach of any part thereof. No action taken under the provisions of this Section shall constitute a precedent for future negotiations.



2.5.0 SEVERABILITY

It is understood and agreed by all parties to this Faculty Handbook that any provision inconsistent with or contrary to (statute) Windsor University law, on St. Kitts, shall or may be considered as deleted from the handbook for Windsor University members without harm to the remaining provisions of the present Faculty Handbook.

2.6.0 CONTROLLING CLAUSE

In the event of a conflict between existing or future Board of Trustees, administration, or faculty policies and this Faculty Handbook, the conflict shall be resolved by negotiation among the parties. No change, alteration, or modification of this Faculty Handbook after 2019 shall be valid unless mutually agreed upon by all three parties and endorsed by written addendum hereto, any other provision of this Faculty Handbook notwithstanding.

2.7.0 NON-DISCRIMINATION

None of the parties to this Faculty Handbook shall discriminate on the basis of race, color, sex, religion, creed, age, physical disability, sexual preference, pregnancy, national origin, or political activity/orientation .

2.8.0 NO LIMITATIONS ON RIGHTS UNDER LAW

With regard to this Article and all of the provisions of this Handbook, nothing is intended to limit or abrogate any rights provided or guaranteed under the St. Kitts and Nevis Federation laws.

A) ORGANIZATION

The University faculty, with the ongoing approval of the Board of Trustees, the president, deans (basic medical sciences and the clinical clerkship) as chief academic officers and their associate dean(s), shall determine their own organizational structure and policies and shall adopt their own by-laws and rules of procedure for the purpose of responsibly exercising the powers and performing the duties delegated to them.

B) AUTHORITY AND THE FACULTY

Subject to the limitations as set forth by the Board of Trustees, the Windsor University faculty shall share with the president, the academic dean (as chief academic officer) and the associate academic deans, responsibilities of governance in the following areas:

Educational policy, curricular developments, organizational components of ad hoc committees, requirements and procedures in part for the admission of students, requirements for graduation, some participation on matters dealing with student affairs, some participation



on matters dealing with self-studies, general welfare of the faculty, some participation for interviewing new faculty, some participation on matters dealing with reviewing adjunct clinical faculty appointments, some participation on matters dealing with tenure and promotions, periodic evaluation and review of academic programs, periodic review of long range plans, and at times recommendations concerning Windsor University's budget.



3.0.0 FACULTY BY-LAWS

3.1.0 PURPOSE OF THE UNIVERSITY FACULTY BY-LAWS ("BY-LAWS")

The purpose of the Faculty By-laws is to establish the organizational basis for faculty governance.

- Establish an organized system of shared governance that is essential to the academic operations of the University. The By-laws define the roles, rights, and responsibilities of academic administrators and the faculty to ensure their faithful discharge. Shared governance is a process subordinate to the authority of the Board of Trustees, and the delegated authority of the president.
- Provide for an organized system of committees and councils that serve to promote the mission and vision of the University and its colleges.
- Form an effective organizational structure whereby the academic administration and the faculty appropriately collaborate in the consideration, formulation, and implementation of academic policies and practices.

3.2.0 ACADEMIC YEAR

The calendar year is divided into three semesters, along with some vacation time between each semester. It is to be noted that these vacation days range between two to four weeks for the year and at times between each semester it is expected that faculty will demonstrate: 1) academic, 2) faculty development training, 3) administrative, and 4) scholarly work that shall be pursued with professional integrity. Some of this time may be used by faculty for attendance at specific conference times when approved by the chairperson of the related division.

The first semester begins with the fall (August) semester: student orientation, advisement, and registration. Registration activities are normally scheduled during the week prior to the first full Monday-week of the fall (August) semester for instruction.

The academic year continues with the winter (January) semester that starts on the first full calendar-week on a Monday and ends with the close of the winter-spring semester during mid-April. The spring-summer semester starts in early May and ends in mid-August.

For specific dates, consult the recent Windsor University School of Medicine Catalogue available with the office administrator, or at the dean's office.

3.3.0 ADMINISTRATION

For the purpose of this Faculty Handbook, "Administration" shall mean the president, the chief executive administrator, and the academic dean of the Faculty of Medicine, along with associate deans from approved (programs) and divisions, and the administrative officers of Windsor University along with its

academic and management staff.

3.4.0 DEAN'S ADVISORY GROUP

The Dean's Advisory Board (the Faculty of Medicine) shall consist of no less than five members, including the Basic Medical Sciences dean and the Clinical Clerkship deans. This advisory group reflects a broad base of experience in medical education, clinical education, higher administration, finances, faculty research, personnel management, student affairs, medical affairs, financial affairs, and community affairs. The provost will serve as an ex officio member. All of these members represent the best interest of Windsor University's Faculty of Medicine and they serve in an advisory capacity to the dean. Advisory group members may be represented by assistant/associate deans, (at times) special delegates, and chairpersons of standing committees of Windsor University's Faculty of Medicine. The advisory council serves as a key source for identifying long range plans for the university which may lead to strategic planning by the Board of Trustees.

3.5.0 THE ACADEMIC DEAN: FACULTY OF MEDICINE

The academic dean as the chief academic officer of the School provides leadership in developing academic programs and promoting high standards of teaching, scholarship, and service. The dean is expected to represent the school of medicine within the University structure, and to lead the School of Medicine in maintaining academic distinction and accreditation. The dean is under the supervision of the president and sits on the Academic Council. Associate deans and assistant deans report directly to the academic dean. Academic procedures, guidelines, and processes relevant to all academic administrators and faculty are published in this catalogue.

Descriptive criteria as to activities are presented, from which the dean can be assessed annually by the Windsor Board of Directors.

Specific Responsibilities:

- Encouraging faculty development and training programs;
- Attending professional medical programs;
- Spending time on student evaluations of different basic medical classes;
- Spending time on students' faculty evaluations after each clinical rotation;
- Spending time on student evaluations of the clinical rotation;
- Assessing associate deans' reports on how well clinical clerkship programs are performing;
- Inspecting educational facilities and reporting as to their efficiency and



effectiveness;

- Collecting division budget requests in order to prepare an overall academic budget;
- Making specific recommendations to the Curriculum Committee based on associate deans' reports;
- Conducting meetings with faculty, with students, and with standing committees;
- Meetings with the Windsor CEO and director of campus affairs;
- Recommending faculty advancement/promotions based on recommendations and evaluations;
- Planning some campus activities with the faculty, the staff, and the students;
- Writing-endorsing students for ECFMG, MPSE/dean's letter, special letters to residency committees;
- Keeping a record of where WUSOM's alumni are at present as to residencies and medical practice;
- Collecting associate deans' reports on pre-med, on basic medical reports, and on clinical deans' reports;
- Assessing with specific faculty the comparison of faculty science course grades as compared to NBME course grades;
- Preparing-reporting to the Board of Directors the annual academic budget and the new proposals;
- Collaborating and making decisions based on sound collective information that leads to greater benefits for the Windsor University School of Medicine;
- Reviewing with other associate deans;
- Reviewing annual USMLE Step One scores and what their descriptive information must mean to the Curriculum Committee for future assigned studies and recommendations.

3.6.0 CLINICAL SCIENCE DEAN

The dean of clinical sciences assists the president for Clinical Science academic affairs in maintaining and enhancing the academic program and faculty in the clinical sciences



Responsibilities include:

- Oversight of academic activities and working with WUSOM clinical associate deans to maintain a rigorous clinical academic environment;
- Assisting in developing and expanding partnerships with major hospital systems to ensure student placement in clinical clerkship programs;
- Providing strategic direction and focus on continued hospital quality assurance;
- Developing planning tools for the effective allocation of resources, both financial and human resources at WUSOM ACGME affiliated hospitals;
- Approving all clinical appointments, clinical coordinators, promotions and reviews, and advising on total compensation for academic faculty;
- Approving and monitoring the effectiveness of all educational affiliations, including implementing Windsor University School of Medicine's agreements with affiliated healthcare facilities, hospitals, clinics, and other health-related organizations;
- Keeping a record of where WUSOM's alumni are at present, as to residencies and medical practice;
- Collecting associate deans' reports on clinical clerk progress as well as assessments of clerkship growth and development;
- Carrying out with associate deans and faculty the comparison of NBME course grades;
- Preparing–reporting to the academic dean the annual academic budget and the new proposals;
- Collaborating and making decisions based on sound collective information that leads to greater benefits for the Windsor University School Of Medicine;
- Handling clerkship discipline issues.



3.7.0 ASSOCIATE DEAN OF BASIC SCIENCES

Summary of Responsibilities:

The associate dean of basic sciences provides academic and fiscal oversight for the first two years of the SOM program, and reports to the Dean of the SOM. The associate dean of basic sciences is responsible for the management of the basic sciences academic departments, and administration of the programs and faculty supported by those departments. The associate dean is charged with curriculum and assessment development; course and faculty evaluations, budget preparation; faculty adequacy for the curriculum; program development based on academic data; and the management and administration of the academic advisory service dedicated to students enrolled in the SOM during their basic science studies.

Responsibilities

- **Academic Oversight:** Provides academic oversight for the first two years of the School of Medicine (SOM) program.
- **Fiscal Oversight:** Manages the fiscal responsibilities related to the basic sciences segment of the program.
- **Department Management:** Oversees the management of basic sciences academic departments.
- **Program and Faculty Administration:** Administers the programs and faculty supported by these departments.
- **Curriculum Development:** Charged with the development of curriculum and assessment methods.
- **Evaluation Duties:** Responsible for course and faculty evaluations.
- **Budget Preparation:** Prepares the budget in collaboration with Dean for the basic sciences departments.
- **Faculty Adequacy:** Ensures faculty adequacy to meet the curriculum requirements.
- **Program Development:** Develops the program based on academic data and feedback.
- **Academic Advisory Service Management:** Manages the academic advisory service for students enrolled in the SOM during their basic science studies.



3.8.0 ASSOCIATE DEAN OF CLINICAL SCIENCES

The associate dean of clinical affairs is responsible for the overall vision and administration that provides an institutional approach of the clinical affairs. The associate dean, clinical affairs will be the principal architect of the clinical enterprise by developing and growing relationships with area hospitals and clinics to support patient care and provide leadership to strengthen these strategic, synergistic community partnerships for the Windsor University School of Medicine.

Specific Responsibilities:

- Securing all generalist clinical staff necessary to construct, conduct, and evaluate the clinical training program related to primary care medicine;
- Serving as a member of the faculty of the Division of Primary Care Medicine and as an ex officio member of one of the divisions of academic science;
- Overseeing the training of all participant physician faculty in the new methodologies of physician-education;
- Coordinating all on-campus and external training activities related to primary care medicine;
- Developing and applying all evaluation methodologies to each faculty in the division;
- Regularly participating as a teacher/professor in the academic and clinical training programs;
- Planning and coordinating the development of the academic/clinical instruction program;
- Serving as a model generalist physician to the faculty and students;
- Developing methods of course construction, conduct, and evaluation, in association with the academic-science faculty;
- Encouraging faculty and student research;
- Assisting others in establishing and developing specific programs for external sites of training, especially community clinic and ambulatory training in the community;
- Participating in planned community-service activities at least one-half day per month.

3.9.0 ASSOCIATE DEAN OF CLINICAL ACADEMIC AFFAIRS

Summary of Responsibilities:

The associate dean for clinical academic affairs (years 3 and 4) is based in St.Kitts and is responsible for managing a group of clinical instructors regarding the educational component of the clinical program in year 3 as it relates to small group discussion sessions, NBME preparation and remediation, lectures, and assessments. The associate dean is accountable for monitoring student outcomes and trends, facilitating actions to ensure successful outcomes and student satisfaction. The associate Dean will spearhead new initiatives aimed at strengthening student success, including the identification of students with academic difficulties that is based on NBME performance and recommend remediation measures. The Associate Dean reports to the Dean of Clinical Studies.

Responsibilities

- **Management of Clinical Instructors:** Oversees clinical instructors involved in delivering educational components such as small group discussions, NBME preparation, remediation, lectures, and assessments.
- **Student Outcomes Monitoring:** Accountable for monitoring student performance outcomes and trends.
- **Facilitation of Successful Outcomes:** Facilitates actions to ensure student success and satisfaction.
- **Initiative Leadership:** Spearheads new initiatives aimed at strengthening student success.
- **Identification and Support for Students in Difficulty:** Identifies students facing academic challenges based on NBME performance and recommends appropriate remediation measures.



3.10.0 ASSOCIATE DEAN OF FACULTY AFFAIRS

The associate dean of Faculty Affairs is responsible for faculty recruitment, retention, and promotion. The associate dean works along with the academic dean and other members of the faculty to ensure academic excellence and enhancement of faculty skills and development.

- Management of all research and faculty appointments and promotions, including reappointments and extensions;
- Oversight of searches for faculty and researchers;
- Coordination of faculty and research appointment policies in collaboration with the Faculty Affairs Committee;
- Orientation of new appointees;
- General administrative duties as related to faculty;
- Developing and applying all evaluation methodologies to each faculty in the division;
- Encouraging faculty research;
- Leading coordination of the publication of the Faculty Handbook in association with the appropriate staff;
- Encouraging faculty development and training programs;
- Investigating and making written recommendations for disposition of allegations of unprofessional behavior or misconduct;
- Providing faculty development opportunities in service, administration, and leadership.

Knowledge, Skills, and Abilities Required:

- Exemplary and proven organizational, leadership, and supervisory skills;
- Ability to work effectively in a cross-functional team environment;
- A proven record of working successfully with diverse populations;
- A positive attitude and ability to plan and adapt to change;
- Outstanding verbal, writing, and presentation skills.



3.11.0 DEAN OF STUDENT AFFAIRS

The dean of student affairs is responsible for the overall vision and administration that provides an institutional approach to student advocacy. The dean works creatively along with the academic dean, the faculty, and other divisions of the University to achieve the goals of student learning and academic achievement.

Specific Responsibilities:

- Leads, manages, and assesses all areas within student affairs;
- Serves as the chief student conduct/judicial affairs officer. Reviews, updates and implements the code of student conduct in collaboration with appropriate faculty, staff, and students;
- Leads coordination of the publication of the annual Student Handbook and other Student Affairs materials in association with appropriate staff;
- Facilitates collaborative discussions with critical areas such as Academic Affairs, Office of Registration and Records, Financial Aid and Admissions;
- Collaborates with Admissions to coordinate the dissemination of information and materials regarding campus life and student affairs to prospective and newly matriculated students throughout the recruitment and admissions process;
- Oversees a portfolio of student affairs areas, including housing and residential life, orientation programs, student activities such as student government, leadership, and major campus events;
- Ensures that the policies, systems, and procedures which support creation, maintenance, preservation, and accurate reporting of student academic and related data are upheld;
- Carries out the research, analysis, and resolution of student queries and disputes;
- Collaborates with administrators, deans, faculty, and counselors to facilitate and improve services to students;
- Participates and serve as part of the Student Services team. Leads initiatives as determined by the academic dean.

Knowledge, Skills, and Abilities Required:

- Outstanding verbal, writing, and presentation skills. Must be able to



communicate and interact effectively with students, faculty, staff, and all external constituents;

- Analytical skills to identify administrative, service, or quality related problems/issues and ability to deal with such problems within a well-defined frame of reference;
- Strong working knowledge and understanding of established professional codes of ethics and best practices for student affairs professionals;
- Demonstrated commitment to promoting inclusiveness and cultural competence; experience working with underrepresented students;
- Ability to identify need for change and recommend improvements to administrative processes;
- Exemplary and proven organizational, leadership, and supervisory skills;
- Ability to work effectively in a cross-functional team environment. A proven record of working successfully with diverse populations;
- A positive attitude and ability to plan and adapt to change.

Associate Dean's Direct Report to the Academic Dean

3.11.0 DEPARTMENT CHAIRS IN THE SCHOOL OF MEDICINE

Responsibilities of Department Chairs in the School of Medicine

This policy clarifies the roles and responsibilities for individuals who hold the administrative appointment of department chair in the School of Medicine. The responsibilities and authority of the department chairs are established by the dean of the School of Medicine. All department chairs serve at the discretion of the dean and report primarily and directly to the dean.

Chairs of clinical departments also work with the hospital associate clinical dean of the Medical Center with regard to their responsibilities for clinical operations within their departments.

Important collaborative relationships include (but are not limited to) the department chairs, research center directors, and clinical service center leadership.

Department chairs are responsible for strategic planning for their department, taking into consideration institutional goals.

Department chairs shall comply with amended and restated by-laws for the staff of the Windsor



University School of Medicine as stated in the Faculty Handbook, which sets out specific duties and responsibilities of department chairs related to the delivery of courses, evaluations, clinical teaching, clinical care and treatment within the hospitals, and the mandatory procedures for clinical privileges applications and for the required professional practice evaluations for clinicians, as specified in the Credentials Manual.

Faculty. The chair is responsible for management of faculty in consideration of the Windsor University School of Medicine strategic plans and of the balancing of the multiple missions of the institution. The chair (or the division chief) will meet at a minimum of annual intervals with individual faculty members to provide them with evaluation, guidance, and mentoring. The chair is responsible for managing faculty time away, to ensure there is no conflict of commitments, and for ensuring that faculty disclose consulting agreements and potential conflicts of interest so that these can be evaluated and managed appropriately. Each chair is responsible for annual reporting to the dean of their own days away from the institution.

The chair will oversee all faculty activities and manage all academic initiatives. The chair will provide strategic program recommendations on future directions for faculty complement to the dean. The chair has the authority to assign administrative, teaching, research, and clinical roles to the faculty of the department. The chair is responsible and accountable for the academic performance and productivity of the faculty.

(1) **Promotion of teamwork.** An important responsibility of the department chair is to promote teamwork both within a department and between/among other departments in all aspects of academic and clinical functions.

(2) **Educational and training programs.** The chair is responsible, together with the department's faculty, for the development of the medical student and graduate student teaching programs of the department. The chair is responsible for maintaining liaison with other clinical and/or basic science departments to foster an integrated teaching program for the School of Medicine, and working with the Curriculum Committee.

(3) In particular, the chair is responsible for promoting and implementing the strategic directions established by the Curriculum Committee of the School of Medicine.

The chairs of clinical departments are responsible for the entire graduate medical education program, including evaluation of residents, conferences, assignment of residents to services, and affiliation with other hospitals. The chairs' responsibility includes appropriate evaluation of programs and the general administration and management of the graduate medical education experience. Chairs will work with the associate dean for Graduate Medical Education on interdepartmental educational programs and on programs that are relevant to overall institutional goals.

The chair is responsible for development of continuing education programs, including distance



learning through telemedicine, and CMEs, in collaboration with the Curriculum Committee and the Department of Faculty Affairs.

- (4) **Research programs.** The department chair has the responsibility to encourage and support research creativity and productivity. The goals of departmental research must be integrated with those of the School of Medicine as a whole. The chair will provide input on research strengths and recommendations on strategic research program directions for the dean, as well as the associate dean for Research and the associate deans for Basic and Clinical Sciences. The chair is responsible for fostering interdepartmental collaboration and integration of basic, clinical, and translational research.
- (5) **Patient care programs.** The Clinical Department chair is the clinical role model and leader of the department. The chair works with the dean and the CEO to coordinate the clinical activities of the department. The chair is responsible for maintaining appropriate standards of care appropriate to the discipline. The chair will communicate with the CEO regarding faculty and resident practice standards necessary to ensure the success of the health system.
- (6) **Facilities.** The department chair is responsible for the planning and development of departmental space and for ensuring that all space is used efficiently and productively. The chair should direct all requests for new academic (research, faculty office, teaching) space or changes in space utilization to the dean.
- (7) **Finances and budget.** The department chair is responsible for the financial affairs and long-term fiscal stability of the department, including budget preparation and reporting. Expenditure from an approved fiscal year budget is authorized only by the chair with the approval of the dean, and input from administration. The dean's approval is required for provision of such requests from the chairs and contracts between the clinical departments and the health system. The chair is responsible for and authorizes expenditure from departmental funds with the approval of the dean, consistent with all institutional guidelines and practices.
- (8) **Remuneration of departmental personnel.** Chairs are responsible for making recommendations to the dean for faculty compensation (incentives) in compliance with the established Windsor University School of Medicine guidelines. These recommendations must reflect the overall contribution of individuals to the academic and clinical activities of the health system, and must be supported by an articulated department remuneration policy based to a great extent on measured performance. The institution is responsible for establishing policies and guidelines for the remuneration of all faculty and non-faculty personnel. Incentives are provided for participation in seminars at international conferences.
- (9) **Cultural values of the institution.** The department chair serves as a role model and advocate for the cultural values of the health system: respect, integrity, stewardship, and excellence. The chair



is an officer of the institution who acts collaboratively and makes decisions based on sound ethics and what will bring the greatest benefit to the department, the school, and the institution overall.

3.12.0 FACULTY

1. Faculty includes all persons who hold the rank of professor, associate professor, assistant professor, or instructor, whether the title is qualified or not. The school may authorize the creation of other ranks and titles for faculty and criteria for appointment, promotion, and tenure as described in Section 4.0.
2. Rights and Responsibilities. The University sustains a community of faculty whose members are engaged in education, discovery, evaluation, and the transmission and extension of knowledge. Faculty:
 - a. Have academic freedom regardless of their tenure status;
 - b. Have the authority and responsibility to establish academic policy to govern the education, research, scholarship, and service activities of the college, subject to the final authority of the dean;
 - c. Subscribe to the highest standards of education, research, scholarship, service, and professional integrity;
 - d. Endeavor to perform at the highest level of professional proficiency throughout the period of their appointment;
 - e. Subscribe to the highest standards of conduct and ethical behavior including, but not limited to, honesty, integrity, and civility;
 - f. Are entitled to academic freedom in the conduct of education, research, and publication of results, subject to the adequate performance of their academic obligations.
3. In speaking or writing, the faculty shall be responsible and accurate. As scholars and educators, faculty members should remember that the public may judge their profession, college and the University by their public statements. When faculty speak or write as private citizens with no indication of college or university affiliation, they shall be free from college or university censorship and discipline.

3.13.0 FACULTY COMMITTEES

1. Faculty committees are established by the University to ensure that faculty can share in the academic decision making and governance of the University.
2. Faculty committees ensure a faculty voice in academic matters such as faculty appointments, promotions, and tenure; a college's curriculum; student admissions, promotions, requirements



for graduation; and in decision making pertaining to academic matters.

3. The University may establish standing committees and ad hoc committees, councils, task forces, or other bodies.
4. The standing committees of the University include:
 - a. Admissions Committee
 - b. Basic Science Curriculum Sub Committee
 - c. Clinical Science Curriculum Sub Committee
 - d. Medical Curriculum Committee
 - e. Faculty Development and Affairs Committee
 - f. Assessment and Evaluation Committee
 - g. Student Promotion Committee
 - h.** Professionalism and Disciplinary Committee
 - i. Positive Learning Environment and Student Grievance Committee
 - j. Research Committee
 - k. ITC/Library Committee



Committee Protocol:

3.13.1. Admissions Committee

Charge for the Committee:

1. The Committee shall process, screen, and recommend for admission applicants to become medical students, utilizing the admissions policy and procedures.
2. The Committee will recommend policy on admission standards and procedures to the Dean. The Committee will ensure compliance with all applicable CAAM HP admissions standards.

Chairperson- The Chairperson shall be appointed by the Dean from among the Committee membership

Line of Reporting: The Committee will report all actions and recommendations to the Dean.

Agenda items: To discuss with Deans's office prior to the meeting regarding agenda items.

Membership

The members (**with a total of 5 members**)

- Three members of the Basic Sciences faculty.
- one member of the Clinical Sciences faculty
- One student representative
- Nonvoting Membership/Advisory: Dean for Student Affairs

Conduct of Meetings Meetings are conducted three to **two times per semester**; additional meetings may be called for by the Director of Admissions as needed. The agenda for each meeting will be circulated to the members a week in advance of the scheduled meeting. Minutes of the meeting are recorded by the admission committee secretary and distributed to all members and advisors. Members are permitted to teleconference during instances of absence at a convened meeting. In instances calling for a vote by a quorum, the majority of the members present will be required to approve the measure.

3.13.2 Medical Curriculum Committee

Charge for the Committee:

The Undergraduate Medical Education curriculum is designed, managed, evaluated and revised in a coherent and coordinated fashion, consistent with accreditation and current educational standards.



The Committee shall:

- a. Engage in both short- and long-term curricular planning
- b. Direct the implementation of curricular design,
- c. Monitor and evaluate curricular effectiveness,
- d. Recommend to the Dean of Academics, all matters pertaining to the curriculum of the School of Medicine”.

The Chairperson shall be appointed by the Dean from among the Committee membership

Line of Reporting: The Committee will report all actions and recommendations to the Dean.

Membership

The members (with a total of 20 members)

-8members of the Basic Sciences faculty, 9 members of the Clinical Sciences faculty, 2 student representatives

-Nonvoting Membership/Advisory: Vice Dean

-Ex officio members of the Curriculum Committee may include, but are not limited to the:

Registrar, Director of Student Affairs Support Program (SASP), Vice Dean for Academic Affairs, Dean of Student Affairs, Chairs of educational committees and the Librarian, a representative from the local medical community.

Subcommittees:

The Basic Sciences Curriculum Subcommittee (BSCS), Clinical Sciences Curriculum Subcommittee (CSCS)

Assessment and Evaluation subcommittee and Instructional Technology and Library SubCommittee

Conduct of Meetings

Meetings are conducted three to **two times per semester**; additional meetings may be called for by the chair as needed. Reports and motions from standing sub-committees and ad hoc committees will be placed on the agenda. The agenda for each meeting will be circulated to the members a week in advance of the scheduled meeting. Minutes of the meeting are recorded by the committee secretary and distributed to all members and advisors. Members are permitted to teleconference during instances of absence at a convened meeting. In instances calling for a vote by a quorum, the majority of the members present will be required to approve the measure.



3.13.3 Basic science Curriculum Committee

Charge for the Committee:

The BSCS shall be responsible for the design, management, review, and evaluation of all elements of the MD1-5 basic sciences curricula including, but not limited to delivery of education and student assessment.

Chairperson

The Chairperson shall be appointed by the Dean from among the Committee membership

Membership

The members (with a total of 14 members)

- Module directors (8 in total), non-module course directors(7 in total),2 student representatives

-Nonvoting Membership/Advisory: Vice Dean

-Ex officio members of the Curriculum Committee may include, but are not limited to the:

Registrar, Director of Student Affairs Support Program (SASP), Vice Dean for Academic Affairs, Dean of Student Affairs, Chairs of educational committees and the Librarian, a representative from local medical community.

Subcommittees:

Assessment and Evaluation subcommittee and Instructional Technology and Library SubCommittee

Conduct of Meetings

Meetings are conducted three to two times per semester; additional meetings may be called for by the chair as needed. Reports and motions from the standing module and non-module course directors will be placed on the agenda. The agenda for each meeting will be circulated to the members a week in advance of the scheduled meeting. Minutes of the meeting are recorded by the committee secretary(one of the committee member) and distributed to all members and advisors. Members are permitted to teleconference during instances of absence at a convened meeting. In instances calling for a vote by a quorum, the majority of the members present will be required to approve the measure.

3.13.4 Clinical science Curriculum Committee

Charge for the Committee:

The CSCS shall be responsible for the design, management, review, and evaluation of all elements of the MD6-10 clinical sciences curricula including, but not limited to clerkships, electives, also curricular matters relating to clinical student assessment

Chairperson-The Chairperson shall be appointed by the Dean from among the Committee membership

Membership

The members (with a total of 14 members)

- Department chair & co-chairs (10 in total), 2 student representatives



-Nonvoting Membership/Advisory: Clinical Dean, Vice Dean

-Ex officio members of the Curriculum Committee may include, but are not limited to the: Registrar, Director of Student Affairs Support Program (SASP), Vice Dean for Academic Affairs, Dean of Student Affairs, Chairs of educational committees and the Librarian, a representative from local medical community.

Subcommittees:

Assessment and Evaluation subcommittee and Instructional Technology and Library SubCommittee

Conduct of Meetings

Meetings are conducted three to two times per semester; additional meetings may be called for by the chair as needed. Reports and motions from standing module and non module course directors will be placed on the agenda. The agenda for each meeting will be circulated to the members a week in advance of the scheduled meeting. Minutes of meeting are recorded by the committee secretary (one of the committee member) and distributed to all members and advisors. Members are permitted to teleconference during instances of absence at a convened meeting. Instances calling for a vote by a quorum, majority of the members present will be required to approve the measure.

3.13.5 Student Promotion & Assessment and Evaluation Committee

Charge for the Committee:

works to support faculty in their efforts to develop and assess student learning outcomes for programmatic, teaching and learning improvement.

The Committee shall review, evaluate assessment reports, and make recommendations, as needed and updating assessment policies and guidelines

Recommend processes and procedures to enhance institutional effectiveness regarding educational outcomes

Chairperson-The Chairperson shall be appointed by the Dean from among the Committee membership

Membership

The members (with a total of 14 members)

- Module directors (8 in total), non module course directors(7 in total)

-Nonvoting Membership/Advisory: Vice Dean

-Ex officio members of the Curriculum Committee may include, but are not limited to the: Registrar, Director of Student Affairs Support Program (SASP), Vice Dean for Academic Affairs, Dean of Student Affairs, Chairs of educational committees and the Librarian, a representative from local medical community.

Subcommittees:

Assessment and Evaluation subcommittee and Instructional Technology and Library SubCommittee

Conduct of Meetings



Meetings are conducted three to two times per semester; additional meetings may be called for by the chair as needed. Reports and motions from standing module and non module course directors will be placed on the agenda. The agenda for each meeting will be circulated to the members a week in advance of the scheduled meeting. Minutes of meeting are recorded by the committee secretary (one of the committee member) and distributed to all members and advisors. Members are permitted to teleconference during instances of absence at a convened meeting. Instances calling for a vote by a quorum, majority of the members present will be required to approve the measure.

3.13.6 Instructional Technology/ Library Committee

Charge for the Committee:

Recommend policy regarding educational resources that affect the academic and research programs of the School of Medicine and Health Sciences, including formulation of policy regarding collections, services, use, access and availability of written and electronic library reference, and instructional materials. The Committee should engage in long range planning to meet the current and future needs of the users.

Chairperson-The Chairperson shall be appointed by the Dean from among the Committee membership

Membership

The members (with a total of 14 members)

- Module directors (8 in total), non module course directors(7 in total)

-Nonvoting Membership/Advisory: Vice Dean

-Ex officio members of the Curriculum Committee may include, but are not limited to the: Registrar, Director of Student Affairs Support Program (SASP), Vice Dean for Academic Affairs, Dean of Student Affairs, Chairs of educational committees and the Librarian, a representative from local medical community.

Subcommittees:

Assessment and Evaluation subcommittee and Instructional Technology and Library SubCommittee

Conduct of Meetings

Meetings are conducted three to two times per semester; additional meetings may be called for by the chair as needed. Reports and motions from standing module and non module course directors will be placed on the agenda. The agenda for each meeting will be circulated to the members a week in advance of the scheduled meeting. Minutes of meeting are recorded by the committee secretary (one of the committee member) and distributed to all members and advisors. Members are permitted to teleconference during instances of absence at a convened meeting. Instances calling for a vote by a quorum, majority of the members present will be required to approve the measure.

3.13.7. Faculty Development & Affairs Committee

Charge for the Committee: To address issues of faculty concern, which may include, but need not be



limited to, the interaction of the faculty with administration, the management of research and teaching facilities, and the enhancement of the academic community on the Medical Campus. To recommend an appointment or promotion, the Committee shall review the department chair's letter and form its own recommendations, which the dean shall present to the Executive Committee for its evaluation and vote.

The Faculty Development Committee (FDC) supports the development of junior, mid-career, and senior faculty. The resources, models and information we provide will help you be successful and productive in your teaching, research, and service endeavors.

The Committee is responsible for planning events; priorities will include orienting new faculty to the cultures and resources of the University; advising assistant and associate professors who strive for tenure and/or promotion; sponsoring training that applies advanced technology for improved teaching; connecting faculty across disciplines for innovative research and scholarship; and encouraging professors to connect their teaching with service learning opportunities for their students and themselves.

The Chairperson shall be appointed by the faculty members and approved by the Dean.

Membership-comprise one representative from each department.

meet at least 3 times a year.

3.13.8. Positive Learning Environment Committee

Student complaints or problems that were not solved at the level of the Office of Dean of Student Affairs may be referred to the Positive Learning Environment Committee for official review.

The Committee shall be composed of the following:

1. Three faculty members,
2. Two student members and
3. The Committee Chair.

3.13.9. Professionalism and Disciplinary

To deal with students Concerns with Medical Student Professional Behavior is to articulate the implementation of the regulations on Student Academic Misconduct and Standard of Student Conduct in Non-Academic Matters and regulations and procedures for resolution of complaints and appeals within the College of Medicine. This provides transparent processes for responding to concerns of lapses in professional behavior by medical students.

The Dean of Student Affairs and the Professionalism and Disciplinary Committee are responsible for the oversight and implementation of the Procedure for Concerns with Medical Student Professional Behavior.

3.13.10. Research Committee

The mission of the Research and Research Education Committee is to provide Windsor's students and faculty a vibrant academic environment supportive of team-based education, with a focus on evidence-based medicine and advancing health care. The committee is responsible for directing and



supporting several graduate courses aimed at providing Windsor's students the tools and opportunities for conducting biomedical research and writing scientific articles. It also provides the faculty with the environment and support for establishing and maintaining research programs and student mentoring opportunities. The Committee helps in coordinating the program's diverse missions including the following:

1. Directing the biomedical research course for MD2 and MD3 students entitled "Principals of Biomedical Research."
2. Directing the research-focused Journal Club for MD2 students.
3. Directing the MD 6-10 Research Rotation course.
4. Directing Windsor's Research Seminar and Grand Rounds Series.
5. Directing Windsor's Research Day.
6. Directing Windsor's Adjunct Professorship Program and recruiting internationally renowned researchers to the program.
7. Providing a mechanism to support faculty in developing research and scholarly activities.

4.0.0 FACULTY RIGHTS AND RESPONSIBILITIES

4.1.0 FACULTY APPOINTMENTS AND RANKS

For the purpose of the Faculty Handbook, appointment of Windsor University faculty will have one of the following designations: tenured, regular, full-time, limited, temporary, instructor, clinical, adjunct. The primary responsibility for filling vacancies once they become available rests with the department/division chairperson in consultation with the dean/associate dean for each program, and then with the concurrence of either, with the academic dean who channels favorable recommendations from each program including research to the president.

The following section outlines the specific qualifications and expectations for each faculty rank at Windsor University School of Medicine:

4.1.1 Criteria for Faculty Ranks

The following criteria define the qualifications and expectations for each faculty rank at Windsor University School of Medicine (WUSOM). These criteria serve as guidelines for appointments and promotions within the faculty.

4.1.1.1 Requirements for the Rank of Tutor/Demonstrator

The entry-level rank of Tutor/Demonstrator requires that a candidate shall have earned an undergraduate medical degree (MBBS/MD) or a Master of Science (MSc) in a relevant discipline from a regionally accredited college or university, or from an appropriately accredited international college or university. The educational background should be appropriate to the teaching field. In certain special areas, where professional achievement is of unusual importance, or in which personnel holding higher degrees are not available, a fresh graduate with an undergraduate medical degree or



its equivalent may meet the minimum qualifications for the rank of instructor. These exceptions must be approved by the Chief Academic Officer. A candidate must show promise as an effective university teacher, which may be demonstrated through basic student mentorship skills.

4.1.1.2 Requirements for the Rank of Lecturer

4.1.1.2.1 Senior Lecturer: The rank of Senior Lecturer requires that a candidate shall have earned an undergraduate medical degree (MBBS/MD) or a Master of Science (MSc) in a relevant discipline from a regionally accredited college or university, or from an appropriately accredited international college or university. Candidates must have more than three years of teaching experience within a medical school facility. Candidates for Senior Lecturer must demonstrate strong mentoring abilities and should have been actively involved in at least one standing committee. This active involvement in administrative duties, coupled with their substantial teaching experience, qualifies them for the role.

4.1.1.2.2 Lecturer: The rank of Lecturer requires that a candidate shall have earned an undergraduate medical degree (MBBS/MD) or a Master of Science (MSc) in a relevant discipline from a regionally accredited college or university, or from an appropriately accredited international college or university. Candidates must have at least two years of teaching experience. Additionally, Lecturer candidates must demonstrate a commitment to university service, evidenced by active involvement in at least one standing committee. Candidates are also expected to have earned certification in mentoring skills, enhancing their ability to guide and support students effectively.

4.1.1.3 Requirements for the Rank of Assistant Professor

The rank of Assistant Professor requires that a candidate shall have earned an undergraduate medical degree (MBBS/MD) from a regionally accredited college or university. Candidates must have more than three years of teaching experience at the level of senior faculty or possess a fresh terminal degree (PhD/MD/MS) in a relevant medical specialty. For research qualifications, candidates for the rank of Assistant Professor must have at least two publications in indexed journals, or have made more than two presentations at conferences, or have presented more than two posters in the scholarship of teaching and learning, the scholarship of discovery, or the scholarship of integration.

4.1.1.4 Requirements for the Rank of Associate Professor

The rank of Associate Professor requires that a candidate shall have earned both an undergraduate medical degree (MBBS/MD) and a terminal degree in a relevant medical specialty (PhD/MD/MS) from a regionally accredited college or university. Candidates must have more than four years of teaching experience at the Assistant Professor level. For research qualifications, candidates for the rank of Associate Professor must have at least four publications in indexed journals, or have made more than four presentations at conferences, or have presented more than four posters in the scholarship of teaching and learning, the scholarship of discovery, or the scholarship of integration. Administrative



responsibilities are a significant aspect of this role. Candidates must have actively participated in at least two standing committees and have experience as a chair of at least one committee, demonstrating their leadership and commitment to institutional governance. Mentorship is a pivotal element of the duties of an Associate Professor. Candidates are expected to actively participate in mentoring as part of the Student Academic Support Program (SASP), serve as module directors, and be involved in student advising. They should also provide mentorship to junior faculty, guiding their development within the academic community. Additionally, candidates must have achieved excellence in the four areas of faculty annual evaluation at Windsor University School of Medicine (WUSOM): teaching, research, service, and professionalism and communication.

4.1.1.5 Requirements for the Rank of Professor

The rank of Professor requires that a candidate shall have earned an undergraduate medical degree (MBBS/MD) or a Master of Science (MSc) in a relevant discipline, along with a terminal degree in a relevant medical specialty from a regionally accredited college or university. Candidates must have more than four years of teaching experience at the Associate Professor level. For research qualifications, candidates for the rank of Professor must have at least six publications in indexed journals, or have made more than six presentations at conferences, or have presented more than six posters in the scholarship of teaching and learning, the scholarship of discovery, or the scholarship of integration. Administrative responsibilities are crucial for this position. Candidates must have been actively involved in at least two standing committees and have experience as a chair in more than two standing committees, demonstrating their leadership and commitment to enhancing the institution's operations and academic environment. Mentorship is a key component of the duties of a Professor. Candidates are expected to actively participate in mentoring as part of the Student Academic Support Program (SASP), serve as module directors, and be involved in student advising. They should also provide mentorship to senior faculty, fostering a culture of continuous professional development and academic excellence within the faculty. Additionally, candidates must have consistently achieved excellence in the four areas of faculty annual evaluation at Windsor University School of Medicine (WUSOM): teaching, research, service, and professionalism and communication.

Process and Procedures for Faculty Appointment:

The procedure begins with an application which a faculty person fills out to the Windsor University Faculty Appointment, Retention, Promotion, and Tenure Committee. See APPENDIX B.

An "Application Form", Appendix B, to become a faculty member is provided to the candidate. The form is reviewed by the Faculty Development and Affairs Committee as outlined elsewhere in this manual. The designation is determined primarily by the information supplied in all three portions of the application: amount of time at the institution and the quality of service to the institution. In



addition, other considerations exist in determining which category is most appropriate for the new faculty member. This is in part dictated by the specific needs of the teaching service area. The designation is also determined by the individual applicant's qualifications in a variety of areas, including past and present teaching ability, academic transcript, scholarship, peer evaluations, and institutional activities such as serving on committees, performing community services, and serving as a faculty mentor to students.

Other evaluations of an applicant/faculty member's potential include creative work, research ability, and potential for receiving a grant. In order to present an example of one's teaching ability, one may be invited to visit Windsor University in person and make an instructional lecture presentation or submit a video tape of one's classroom teaching performance.

Applicants to the faculty of Windsor University who have held academic appointments at other professional institutions may be considered for the same ranking held at the other institution. However, this is not necessarily the case and will be determined on an individual basis.

A. TENURED APPOINTMENTS

Tenured appointment is a long-standing institutional policy endemic to the academic community and is intended to encourage exemplary faculty to stay at an institution such as Windsor University free from the encumbrances inherent to the academic setting. It is important to ensure that processes are maintained by Windsor University to continue its highest academic endeavors; tenure is the recognition of academic accomplishments and distinguished committee services, the highest level of institutional commitment and continual creative endeavors. Tenure is essentially a continuous appointment of full-time faculty members with the rank of Associate Professor or higher until they retire or resign. There are situations where tenure may be revoked, such as financial exigency, as mentioned in Article 12.0.0 of this Handbook. Due to the intended long-term relationship (two successive three-year contract terms), tenure is awarded only on the basis of outstanding qualifications and with significant forethought.

While all full-time faculty members are encouraged to apply for tenure, it should not be anticipated or construed by any faculty member that this is automatically awarded. Full-time Faculty members who do not attain tenure are regarded as important and vital to the University. Not all faculty members can be considered for tenure, due to the resultant budgetary constraints that would be imposed upon the institution. For those faculty members who are vital to the institution and who have demonstrated outstanding and exceptional qualifications, the long-term contract alternative (already provided by the regular appointment category) may be instituted.

Each individual teaching area of Windsor University has a limited number of tenured faculty positions. The number of tenured faculty per teaching service area is determined and regulated by a review of each individual area's need for faculty members by the department/division chairperson and with the concurrence of the academic dean, who makes the appropriate recommendations to the president. There

is a formal process of application for tenure considerations, as mentioned elsewhere and in Appendix B

Once applicants are accepted for a tenure track position, they will enter this appointment on a probationary status. This probationary status will extend for a time as indicated in Section 6.1.0 of this handbook. Once this probationary period has been fulfilled and tenure status awarded, the faculty member must remain as a full-time equivalent (FTE) as designated in this handbook to retain tenure status. During the probationary period, the appropriate department/division chairperson, the Faculty Appointment, Retention, Promotion, and Tenure Committee, the academic dean, and the president will review the tenured track faculty annually.

Circumstances that could lead to termination of tenure are listed in Article 11.0.0.

B. REGULAR FACULTY APPOINTMENTS

Those individuals who obtain a regular faculty appointment to this institution accomplish such appointment on the basis of exemplary academic accomplishments and significant commitment to the institution. This designation includes those full-time faculty members who have demonstrated significant achievement: committee participation, administrative services, or those who are potentially significant contributors to their teaching service, to national organizations, and performers in research areas.

Individuals with regular appointments may demonstrate qualities equal to those appointed as tenured faculty. Long-term regular faculty appointments are designed to ensure that valued faculty members are given similar freedom from the encumbrances inherent in a short-term contract. This implies that some degree of economic security and academic freedom is given as with the tenured faculty, but for a shorter duration.

Faculty vital to Windsor University based on their having demonstrated previous academic significant academic contribution are considered for this designation. They may be assigned this designation simply based on the fact that the tenured faculty positions available in the applicant's teaching service area have been filled or that the academic excellence expectations for this position have not been met by any of the regular faculty appointments.

Individuals appointed to the regular appointment category may be designated as such for a variety of reasons, such as: 1) to provide flexibility in staffing necessary to meet changing curricular needs and enrollment changes at Windsor University, 2) to acknowledge faculty who have been serving Windsor University (as for example in the Faculty of Medicine) in a consistent and professional manner, and 3) to allow immediate appointment of individuals recruited by Windsor University who are actually qualified for a tenured appointment, but based on tenured faculty positions in that individual teaching service area having already been filled, they can be retained on a regular basis indefinitely until a tenured position vacancy arises in the specific teaching service area.

The Faculty Development and Affairs Committee have three assessment responsibilities: 1) new



faculty applicants, 2) faculty applying for tenure, and 3) promotion, responsible in part for determining the exact ranking for an individual in a specific category with the concurrence of the (program) dean, and the president of Windsor University. However, all initial faculty appointments are considered as probationary.

An initial faculty appointment will extend for two one-year periods, after which appointment for a two to three-year contract is considered. Step increases will depend on yearly evaluations as described in Section 8.5.0. Appointment to the regular faculty does not necessarily imply that a three-year term contract will be given. The Faculty Affairs Committee, with concurrence of the dean for Medical Faculty and the president, may also make a recommendation as to the term of the regular faculty appointment. Regular faculty appointments are made for anywhere from one to three years' duration, although typically a contract is written for one year and renewed annually.

C. TEMPORARY APPOINTMENTS

Temporary appointments are designed to accommodate short-term needs, with the understanding that the intended duration is for between six months to two years. Situations such as grant funding for research projects that enable the hiring of faculty on a short-term basis would be examples of this type of appointment.

Individuals holding temporary appointments will proceed through the same channels—in terms of ranking appointments—as are typical of the other categories. After completion of the second term of a temporary appointment, the individuals involved need to be considered for either a regular or a tenured appointment. This change of status will be based upon consideration of the individual faculty members and the needs of the institution.

D. LIMITED APPOINTMENTS

Faculty appointments to the limited category are solely based on the part-time requirement of the individual teaching service area, which may at times cover the Ph.D./MD program or a similar program in another Arts or Science care area. Candidates applying for this part-time status should demonstrate high quality standards typical of the faculty of this institution. Candidates for the limited faculty appointment need not go through the regular channels for appointment to the faculty as previously mentioned in other sections.

Limited appointments may be renewed on a one-time basis. After completion of a limited appointment, for example a Ph.D. or MD candidate appointed for an agreed number of semesters, the individuals concerned need to be considered for either a temporary, regular, or tenured appointment. The Faculty Affairs Committee can be expected to determine a ranking with the concurrence of the dean for that academic health care division. All administrators would have to make a recommendation as to a limited appointment, to the president.

E. CLINICAL AND ADJUNCT FACULTY



Designation of clinical faculty is designed to apply to those faculty members who are or are not non-salaried and who serve within the institution or on formalized rotations and (sometimes) on a lecturer basis. Designation of adjunct faculty is designed to apply to those faculty members who are or are not non-salaried and who are mainly affiliated with programs outside of the Basic Science campus medical school, namely hospital and clinical rotations.

Such clinical and adjunct faculty may at times arrive on the Windsor University campus to deliver specific and timely lectures to the third and/or fourth and/or fifth semester students. The Faculty Affairs Committee will recommend the actual ranking of these individuals, annually, with the concurrence by the dean for any of the academic health care divisions and/or programs (like the Faculty of Medicine) and the academic dean, who makes the appropriate recommendations to the president.

4.2.0 TENURED FACULTY AND DEPARTMENT/DIVISION

If the department (teaching service area) to which a tenured or regular faculty member is assigned is to be removed from the curriculum of Windsor University, as for example at the Faculty of Medicine, such faculty shall be given one year's written notice by the dean for that academic health care program of the need for the faculty member to elect/transfer to another DDTSA for which the faculty member is qualified and if a vacancy exists. If the faculty member fails to qualify for such transfer on review by the dean or (at times) the Committee on Appointment, Retention, Promotion and Tenure, and the academic dean, then the president is notified to communicate to the Board of Trustees, that a particular faculty member shall be subject to termination. More information about this situation is provided elsewhere: See Article 12.0.0.

4.4.0 ACADEMIC FREEDOMS AND RESPONSIBILITY

4.4.1 Academic Freedom

The parties agree and declare that academic freedom shall be guaranteed to faculty members, subject however to accepted standards of professional responsibility including, but not limited to, those set forth herein.

- A) Parties to this Faculty Handbook recognize and accept the importance of academic freedom to faculty members and (at times) students. Academic freedom is the right of scholars freely to study, discuss, investigate, teach, comment, and publish.
- B) Academic freedom applies to teaching, counseling, committee duties, administrative support services, faculty development, attending (when possible) specific organizational conferences, use of the library, use of the office internet, and research. "It is fundamental to the advancement of truth, and protects the rights of researcher, teacher, and committee member in that pursuit."



- C) Faculty members are entitled to freedom in research (when practical) and in the publication of the results, subject to Windsor University research policies and the adequate performance of their other academic duties.
- D) Faculty members are entitled to freedom in the classroom in discussing their subjects, and relevant basic science research that complements their class teachings. All faculties must be careful in presenting various scholarly views relating to their subjects and must scrupulously avoid presenting unrelated material.
- E) The concept of freedom should be accompanied by an equally demanding concept of responsibility. Faculty members are citizens and members of a learned profession. When they speak or write as citizens, they must be free from unwarranted institutional censorship or discipline. Likewise, their special position as members of a learned community carries special obligations. As scholars, they should remember that the public might judge their profession and their institution by their spoken and/or written statements. Hence, they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should specifically indicate that they are not official institutional spokespersons.
- F) Disputes arising in relation to course content, grading, testing, examination performance, or otherwise evaluating students shall be referred first to the main teaching faculty member of the department/division or the department/division chairperson, and if not resolved there then to the Student Promotion Committee.
- G) If the faculty member is the chairperson, the conflict shall be referred either by others on the Student Promotion Committee or by the dean for an academic health care program with the Faculty of Medicine, for resolution. (Note: Recommendations made by the Student Promotion Committee may be appealed to the academic dean.)
- H) Conflicts arising in relation to student conduct, inappropriate behavior, and /or accusations toward to the Student Disciplinary Committee as identified and outlined in the Student Handbook.
- I) If a faculty member is not satisfied with a recommendation (about an academic matter concerning a particular student) from either the Student Disciplinary Committee and/or the Student Promotion Committee, that faculty member has the right to appeal that recommendation to the academic dean for an interpretation of the situation.
- J) Accusations toward the faculty and University shall be referred to as a grievance and the related procedure is listed also in the Student Handbook.

4.4.2 Academic Responsibility

All the time spent by faculty members in meeting the responsibilities as set forth in this Section (4.4.2) shall be considered part of each faculty member's professional obligation to Windsor University, and in particular to the Faculty of Medicine. By virtue of the position held at Windsor University, the individual serves, shares, and performs five functions: (a) a member of the faculty of Windsor University, (b) a medical care academic faculty member/or instructor, (c) an academic faculty model for students, (d) a counselor (mentor) for the students, and (e) a scholar, each of which is of great importance.

Windsor University accepts the obligation as a teaching institution to provide, within such limits as may be prudent and reasonable, resources to support public service and the scholarly endeavors of its faculty.

- A) As members of the faculty, all members have an obligation and responsibility to assist in the proper execution of University affairs, as in the Faculty of Medicine. It is expected that they, the faculty, will dedicate forty hours per week:

Faculty will teach; they will serve on committees; they will attend a certain number of university functions; they will attend faculty development programs; they will keep themselves updated about the needs of the basic sciences for clinical rotations; they will update their course syllabus; they will offer counseling to students; they will become involved in some academic research, such as educational and or laboratory research; and they will render public (local St. Kitts or national) service where possible.

- B) As medical school teachers, faculty members are responsible for doing their utmost for instruction. This includes: 1) meeting classes in accordance with published class schedules (and on time), 2) presenting themselves professionally, in proper dress and manner, 3) preparing and maintaining an updated syllabus, 4) teaching classes in accordance with official course descriptions, 5) participating in committee meetings and in Faculty Development Programs, and 6) ongoing self-study committee participation.
- C) Faculty members should have both depth and breadth of knowledge in their chosen fields and they should be able to communicate and coordinate instructional activities successfully.
- D) Faculty members should maintain an active interest in the advances and current thinking in their subject areas from direct and current research or from knowledge about research, and be able to relate such instruction in their teaching in an organized manner by incorporating this into course materials and using computers (informatics) for instruction: PowerPoint and the Internet. Effective faculty need to demonstrate feelings and exhibit enthusiasm for their students and create an environment that stimulates imaginative thinking. An academic pedagogical mnemonic to consider in appraising your educational manner and style is listed:



V.O.I.C.E. V stands for Visuals in your presentation, O stands for the ways you are Organizing your content, I stands for the manner in which you are bringing Interaction into your presentations, C represents Collaboration with your department/division faculty team plus student class representatives, and E stands for your Enthusiasm and Evaluations that you bring to your classroom.

- E) Faculty members must demonstrate, by their actions, a deep interest in students' progress and welfare, that includes course counseling, academic career counseling, and advising students on their program of study. Other academic matters are equally important, such as participating in committee meetings, curriculum development, research, ad hoc study groups, community services, population studies, academic writing, and maintaining a responsible, professional relationship with students. Faculty members will be careful to ensure equal application of class standards and requirements. Moreover, faculty members must maintain a critical attitude toward their teaching and should continuously strive to improve it. Faculty members have to engage in attending to their class meetings, participating in faculty development programs, and they have to stay updated in their academic teaching areas.
- F) Windsor University faculty members are expected to comply with the following administrative principles, protocols, policies, and expectations:
- o to meet all assigned classes (and if necessary to arrange for students to retake a final examination during the inter-semester period) and to inform their academic basic science supervisor or associate dean for the Basic Sciences of any personal (faculty) absence (in advance) or of observed/documented student absence from their class;
 - o to dispense to students, within the first two days of class for each semester, a written course description indicating the (faculty) professor's objectives, the course outline, specific reading assignments for each class meeting, the students' academic responsibilities, internal and external consistency to measure on each examination only that which was carefully prepared, taught, covered and/or discussed, and small group activities. Other activities include: examination and/or laboratory examination dates, academic requirements and expectations for each examination, an examination format prepared on the lines of the Part One and Part Two formats of the USMLE, and a detailed outline of how the final class grade is to be determined;
 - o to respect the privacy and confidentiality of students' grades;
 - o to respect the privacy and confidentiality of students' health;
 - o to use the uniform standardized reporting of grades as advocated by the registrar;
 - o to present to the students, the administration, and to the community a professional and



well-groomed image by following the required personal hygiene and by following appropriate clothing standards which are considered acceptable to one's peers;

- to have established office hours for the purpose of discussing academic assignments, grades, and evaluation of student performance;
- to have final grades sent within one to two days after the final to the campus registrar and to the administrative dean's office;
- to follow proper deportment, i.e., no drugs and/or alcohol, and conducting one's class in a professional and orderly manner;
- to not smoke on the campus of Windsor University, to not smoke in the classroom, to not smoke or bring liquid drinks into the laboratory, and to not smoke in their faculty office.

As scholars, each individual faculty is responsible to Windsor University and to society for keeping themselves informed about advances in knowledge and technology and to engage in active programs of research and creative activities as judged by their peers. This aspect of faculty activity, although in general not formally scheduled, is nevertheless essential. In large measure, the welfare of Windsor University and its divisions and/or programs (like the Faculty of Medicine) depends on it. Creative work in medical and/or health care education (i.e., new teaching techniques, problem solving cases, website programs, using the Internet during instruction, using feedback from NBME Student Self-Assessment, etc.) ranks equally with clinical teaching responsibilities and scholarly research production as in laboratory or field work.

4.5.0 CONFLICT OF INTEREST

For the purpose of this Section, a conflict of interest is a conflict between duty to Windsor University and private interest.

- A Faculty members may not undertake consulting or professional practice assignments that would result in a conflict of interest with their assigned University duties.
- B Faculty members may not:
 - 1 assist any person for a fee or other compensation in obtaining a contract, claim, grade, or other economic benefit from Windsor University;
 - 2 Perform an official act that directly and substantially benefits a business or other undertaking in which they have a substantial financial interest or are engaged as consultant, representative, agent, director, or officer;
 - 3 use their Windsor University computer for non-professional purposes such as for chatting with questionable others on chat lines, for non-authorized reasons, for matters related to



deliberate fraud, for personal pornography entertainment, or for personal and private business practices.

- C Faculty members who recommend or approve a purchase and who have a financial interest in the firm involved in the purchase shall make this fact known at the time. Faculty members who recommend or approve a personnel action and who have any financial interest or business association with the person who is the object of the action shall make this fact known at the time. This requirement does not include adoption of textbooks or other educational materials, where the faculty members are clearly identified as the authors or editors of the materials in question.

Conflicts of interest in research

This includes any circumstances where researchers have a real, perceived, or potential opportunity to prefer their own interests, or those of any other person or organization, to the interests of the University. The conflict may compromise, or have the appearance of compromising, an employee's professional judgment in conducting, evaluating, or reporting on research. It may affect, or be seen to affect, not only the collection, analysis, and interpretation of data, but also the hiring of staff, procurement of materials, sharing of results, choice of licensees, choice of protocol, the involvement of human subjects, and the use of statistical methods. The Code contains the following broad categories of conflict of interest:

- Where the research is sponsored by a related body;
- Where the researcher or a related body may benefit, directly or indirectly, from any inappropriate dissemination of research results (including any delay in or restriction upon publication of such results);
- Where the researcher or a related body may benefit, directly or indirectly, from the use of University resources;
- Where the researcher conducts a clinical trial which is sponsored by any person or organization with a significant interest in the results of the trial;
- Where private benefits or significant personal or professional advantage are dependent on research outcomes.

4.6.0 OTHER EMPLOYMENT

The faculty recognize that Windsor University has priority claim on the working time of a full-time faculty member: forty hours/week. Faculty members may consult or participate in a private business that does not interfere with the proper discharge of their professional duties at Windsor University under the terms and conditions of this Faculty Handbook. With the written approval of the dean for the Faculty of Medicine, it is permissible for a faculty member of Windsor University to engage in



outside professional employment or consultation in addition to a full-time teaching assignment. Such consultation or employment shall not interfere with office hours, preparation, teaching, committee meetings, patient care, or other medical activities, nor shall it reflect discredit upon Windsor University.

4.7.0 EDUCATIONAL MATERIALS AND TEXTS

Instructional faculty members shall select the course materials and texts, and website readings, for courses for which they are professionally responsible, but such selection shall conform to published Windsor University policies, published course syllabi, and/or catalogue course descriptions.

4.7.1 Faculty's Family Who Are Enrolled at Windsor University

There is no tuition charge for faculty's family members enrolled in basic science classes. Arrangements for enrollment are to be made with the program/division dean and the principal, along with the Registrar's Office. Faculty (themselves) may attend one basic science course, at no expense to themselves, in order to keep themselves updated and informed.

Faculty family members who wish to attend a class may be permitted to do so on a case by case basis by the dean, since normally this is not an acceptable practice.

4.7.2 Reimbursements and Travel Expenses

Prudent and reasonable travel expenses, within the resources available to Windsor University for academic and research purposes, will be paid in accordance with approved policies and procedures.

4.7.3 Office Space

Office space is provided within prudent and reasonable limits for effective total space utilization at Windsor University campus. Office space shall be provided for faculty members for performance of their assigned academic and professional duties. Each faculty member is responsible for good taste as to their own decorative style as it pertains to private office materials in the Windsor University office: paintings, wall decorations, the computer, personal decorations, storage, and furnishings.

There is to be no smoking in any faculty's office or in any University main areas.

4.7.4 Clerical Assistance

Within prudent and reasonable limits of available resources, faculty shall be furnished with computers and clerical assistance when necessary to support activities based on their academic and research assignments, as well as test scoring services and course handout photocopy services.



4.8.0 ADDRESSING THE WINDSOR BOARD OF TRUSTEES

Official representatives of the Faculty Affairs Committee have the right to address the Board of Trustees on relevant topics, provided that the faculty affairs representative notifies the academic dean and the President's Office in writing twenty (20) working days in advance of any regularly scheduled meeting (three times a year) of the Board of Trustees. Such notice shall contain a statement regarding the topic and shall be placed on the regular Board agenda.

4.9.0 EXCUSED ABSENCES

Faculty members who participate, during working hours, in official meetings relating to Windsor University shall be excused from teaching duties as necessary, provided that the faculty member offers a plan that is approved by the department/division chairperson with the concurrence of the dean for an academic health care program and/or Arts and Science, such as the Faculty of Medicine, for covering all missed classes and other responsibilities in a manner that does not inconvenience students.

4.10.0 FACULTY CANCELING CLASSES

The Faculty Affairs Committee recognizes that the Windsor University administration has priority claim on the working time of a full-time faculty member and that each faculty member must consult with their department/division chairperson and/or with the principal dean's office about not having class meetings because of inclement weather, personal illness, and/or class time dedicated for having the class pursue a group project, a specific independent elective educational matter, and/or project by student or group format arrangement.

Failure by a faculty member to establish an acceptable protocol for canceling a class or classes will invite administrative measures that might lead to academic reprimand, suspension, or dismissal.

4.11.0 ADMINISTRATION PERROGATIVE TO CANCEL A CLASS

There will be occasions when for the good and welfare of the institution it will be necessary for the administration to postpone and/or cancel a class. No faculty person can override this administrative action. The department/division chairperson will meet with the academic dean to attend to the appropriate arrangements needed to meet the University curricular commitments.



5.0.0 RECRUITMENT AND EMPLOYMENT

5.1.0 RECRUITMENT PROCEDURES

Equal Employment Opportunity: No person shall be excluded from employment or participation in, or be denied the benefits of, or be subjected to discrimination under any program or activity conducted by Windsor University on the grounds of race, color, sex, religion, creed, national origin, age, or handicap². The University is committed to recruiting faculty from diverse backgrounds.

The main objective of the faculty recruitment procedure is to encourage a standardized approach to faculty recruitment and responsiveness to affirmative action with equal employment practices in the hiring of faculty. Here below are the steps followed during faculty recruitment:

Identification of Need: The process begins when a Department Chair identifies a need for a new faculty position, which may arise from various factors such as program expansion, faculty retirement, or increased student enrollment.

Proposal Submission: The Department Chair prepares a proposal justifying the need for the new position. This proposal outlines the specific requirements of the role, the expected contributions to the department and the school, and how the position aligns with the institution's mission.

Forwarding the Request: The Department Chair forwards the request and accompanying proposal to the Dean for consideration. This step ensures that the need for the position is formally recognized at the administrative level.

Decision by Dean and Associate Dean of Faculty affairs: The Dean, along with the Associate Dean of Faculty Affairs, reviews the proposal based on the department's requirements and the overall strategic goals of the medical school. If the request is approved, it moves forward in the recruitment process.

Human Resources Involvement: Upon approval, the request is forwarded to the Human Resources office. They are responsible for creating a search plan that outlines the recruitment strategy, including timelines and advertising methods.

Advertisement Placement: The Human Resources office places an advertisement for the position across various platforms, including academic job boards, professional organizations, and the school's website. This broad outreach aims to attract a diverse pool of qualified candidates.

Application Collection: As applications are received, the Human Resources office collects applicants' CVs and resumes, ensuring that all materials are organized and accessible for review.

Formation of Ad Hoc Committee: The Associate Dean of Faculty Affairs organizes an Ad Hoc Faculty Recruitment Committee. This committee typically includes faculty members from relevant departments who will review the applications and participate in the selection process.



Review of Applications: The Ad Hoc Committee reviews the collected CVs and resumes, assessing candidates based on their qualifications, experience, and fit for the role. This evaluation process is critical to identifying the most suitable candidates for interviews.

Interviews: Selected candidates are invited for interviews. This may include a teaching demonstration or presentation, allowing the committee to evaluate the candidates' teaching skills, content mastery, and ability to engage with students.

Committee Decision: After the interviews, the Ad Hoc Committee shares their decisions and recommendations with the Associate Dean of Faculty Affairs and the Dean. This collaborative approach ensures that multiple perspectives are considered in the final selection.

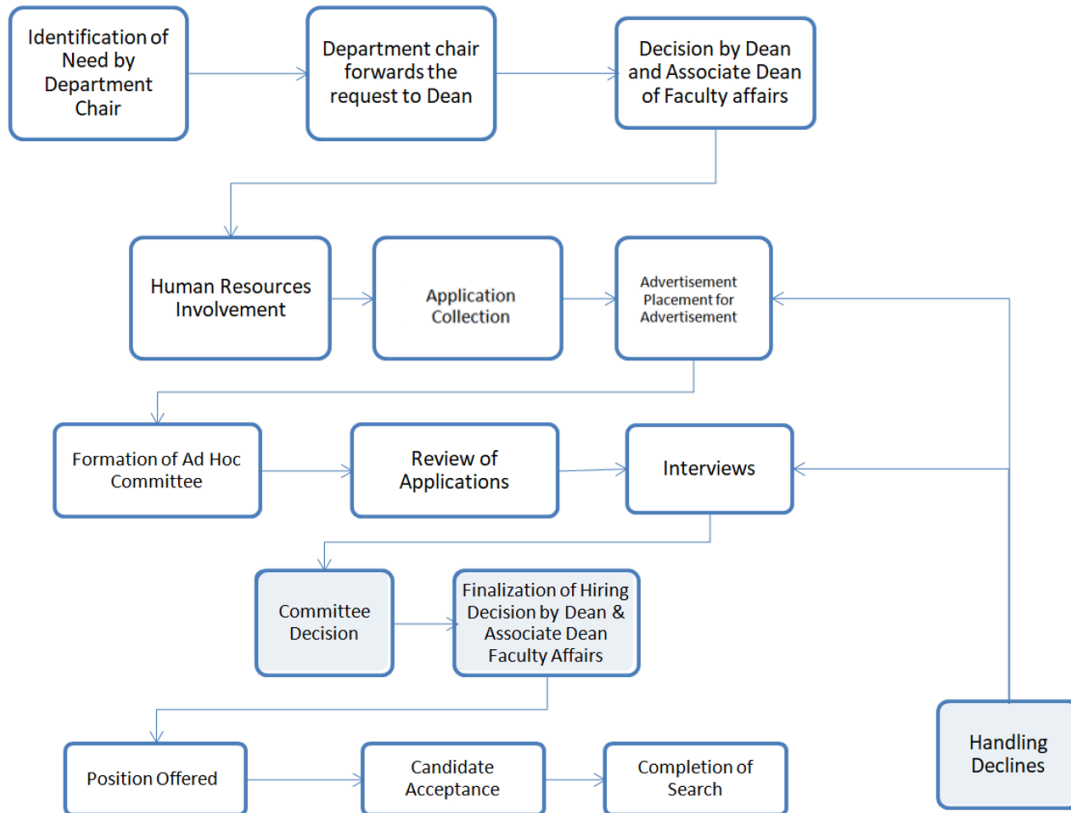
Finalization of Hiring Decision: The Dean meets with the Department Chair to discuss the committee's recommendations and finalize the hiring decision. This meeting is crucial for aligning the choice with departmental needs and institutional goals.

Offer: Once a candidate is selected, the Dean extends a formal offer for the position. This offer includes details about salary, benefits, and other terms of employment.

Candidate Acceptance: The candidate reviews the offer and, if satisfied, formally accepts the position. This step marks a significant milestone in the recruitment process.

Completion of Search: If the candidate accepts the offer, the search is considered complete. The new faculty member is then integrated into the department and the broader academic community.

Handling Declines: In the event that the candidate declines the offer, the search committee reconvenes to consider other interviewed candidates or restart the recruitment process. This process continues until the position is successfully filled, ensuring that the department meets its staffing needs.



5.2.0 FACULTY OF MEDICINE CONTRACT

Faculty shall be given Windsor University contracts. The total employment contract between the prospective faculty employee and Windsor University shall be a Windsor University contract that is usually between one to three years in duration. The contract expects at least fifteen–forty (15–40) hours/week of academic and administrative services. No other conditions or oral or written representations, by whomsoever made, shall modify or amend the Windsor University contract, once signed by the Board of Trustees.

Windsor University contracts shall be subject to the terms listed for employment in the St. Kitts and Nevis Federation and shall be subject to the terms included in this Faculty Handbook, and no member of the faculty shall, as a result of Windsor University contract or appointment, be denied the benefits of terms.



6.0.0 TENURE AND APPOINTMENTS

6.1.0 RIGHTS OF PROBATIONARY APPOINTEES

A) RIGHT TO SERVE TERM

A probationary appointee may be discharged for cause or for institutional financial reasons (including downsizing of the student population) during any one-year appointment term.

B) PROCEDURAL PROTECTION

A probationary appointee discharged for cause prior to the end of a specified term of appointment shall be entitled to the same procedural protection afforded to tenured faculty members discharged for cause.

C) PROCEDURES FOR RETENTION

Procedures for retention of probationary appointees shall be conducted according to Articles 7.0.0 and 8.0.0 of this Faculty Handbook.

D) APPOINTMENTS TO PROBATIONARY POSITIONS

At the time of appointment or reappointment (as for example an appointment to the Faculty of Medicine), Windsor University and the faculty member shall enter into a written agreement that shall specify all terms and conditions of employment, including rank and salary.

E) NOTICE ON NON-REAPPOINTMENT

Probationary appointments shall continue for the term specified in the written Faculty Handbook. Credentials are reviewed on February 15th. In case of non-reappointment, the faculty member shall be notified in writing by the dean for the Faculty of Medicine and given the reasons for non-reappointment. Notice shall be given ninety days before the end of the winter semester.

Failure to so notify a probationary appointee within the period required by this Faculty Handbook shall not result in automatic reappointment or create any right to reappointment for an additional term. Windsor University shall provide employment beyond the specified term or severance pay in lieu of any portion or all of the notice to which the faculty member is entitled, so long as the extension of employment or severance pay is commensurate with the notice to which the faculty member is



otherwise entitled.

F) CREDIT FOR PROBATIONARY SERVICE

Every probationary appointee shall be given credit for full-time service at Windsor University in the rank of assistant professor, associate professor, or professor.

G) ELIGIBILITY FOR TENURE APPLICATION

A probationary appointee shall achieve eligibility for tenure review during the third year of probationary service, while serving in the rank of assistant professor or higher at Windsor University.

H) RIGHT TO APPLY FOR TENURE

As soon as eligibility for tenure is achieved, the academic dean shall notify probationary appointees in writing as to their having the right to apply. Tenure shall not be awarded in the absence of an application from the eligible faculty member and recommendation from the Faculty Appointment, Retention, Promotion, and Tenure Committee.

I) TENURE APPLICATION

It shall be the responsibility of the eligible faculty who have been at Windsor University for three years and the department/division chairperson to provide to the office of the academic dean, for review by the Faculty Affairs Committee, an updated faculty file, containing the following documents :

1. A letter accompanying the forms from the eligible faculty member requesting consideration for tenure and summarizing the activities that demonstrate significant achievement in each of the four areas evaluated by the Committee: teaching, research as well as other creative work, professional activity, and public service.

2. Windsor University application form:

Section I: All activity reports: committees, faculty development, CME, community services, academic services, professional writings, and research. All faculty performance evaluations, recent student evaluations, and USMLE Part I basic science scores (taught by that faculty member) are to be included for an assessment.

Windsor University application form:

Section II: A letter of recommendation from the Windsor University



department/division chairperson, or if the eligible faculty member is a department/Module chairperson.

Windsor University application form:

Section III: Completed by faculty representatives from that faculty member's department/Module and by the Faculty Appointment, Retention, Promotion, and Tenure Committee.

3. A minimum of three additional letters of recommendation. These must include at least one each from: a faculty member within the applicant's teaching service area; a faculty member from another teaching service area of Windsor University; and an individual not primarily associated with Windsor University.

4. A current and updated curriculum vitae.

J) LIMITATIONS ON TENURE AWARD

- a. Even though a faculty member may be otherwise eligible, tenure shall not be awarded to any faculty member when a faculty member has not served full-time at Windsor University for a minimum of two preceding probationary years in the rank of professor, or a minimum of three preceding academic years in the rank of assistant professor or associate professor.
- b. Each faculty member has a primary responsibility to a given department/Module. In order to prevent possible future budgetary burdens on Windsor University, there will be a limitation on the number of tenured faculty in each teaching service area. The University must make known, in a timely fashion, whether or not there is limitation on the number of tenured faculty in a particular teaching service area.

K) DUAL APPOINTMENTS AND NEPOTISM

The only exception to the nepotism policy shall be for dual faculty appointments. Windsor University shall evaluate each case on an individual basis.

In order for a spouse, son, daughter, or other close relative to work in a teaching service area or an administrative area where their spouse, son, daughter, or close relative is employed, the spouse, son, daughter, or close relative must meet the following minimum criteria:



1. The faculty member must have received advanced academic (specialty or residency) training appropriate to membership in the department/Module.
2. The clinical faculty member must be a graduate with an advanced degree such as a doctorate, or Board certified, or Board eligible, where possible, in the academic basic science area or in the clinical clerkship rotation area at the University and/or in an affiliated teaching service area. A maximum of .25 FTE of the faculty member's 1 FTE (forty hours/week) time shall be allowed in the secondary teaching area.
3. Dual appointees must attend to all department/Module functions required of faculty members in that department/Module.
4. The secondary teaching service area shall have bearing on the faculty member's evaluation for academic promotion.
5. Final authority shall reside with the dean for an academic health care program such as the Faculty of Medicine and the principal, on the recommendation of the Committee on Faculty Appointment, Retention, Promotion, and Tenure.

In cases where a spouse is a member of the same teaching service area, the dean for the Faculty of Medicine shall appoint a full-time experienced or tenured faculty member to do the annual evaluation of the faculty member, and that report shall go directly to the dean for the Faculty of Medicine.

6.2.0 RIGHTS OF TENURED APPOINTEES

Tenure is a right to continuous appointment, and no tenured faculty member may be terminated except as specified by the terms of this Faculty Handbook.

Tenure shall not result as an automatic consequence of errors or omissions on the part of Windsor University and may only be acquired by an affirmative award of tenure after review by the Committee on Faculty Affairs, and approval by the academic dean. The president must do the final review and then seek approval from the Board of Trustees for Windsor University. The action of the Board of Trustees for Windsor University on tenure appointments shall be at its sole discretion and shall be final.

Tenure shall be awarded in a specified teaching service area(s) and shall not extend beyond that/those specified teaching service area(s) within Windsor University. If, however, a faculty member is tenured to one teaching service area and is subsequently transferred to another teaching service area, tenure will not be lost. The teaching service area from which the faculty member is



transferred will not lose the vacant tenure track position thus created.

7.0.0 FACULTY EVALUATION

This section outlines the criteria and procedures for evaluating faculty members at Windsor University School of Medicine (WUSOM). Faculty evaluations are conducted to assess performance for retention, promotion, and tenure decisions.

7.1.0 Criteria for Evaluation

General Principles: Faculty evaluations are based on the professional qualifications of a faculty member, including performance specific to the candidate's contractual responsibilities and duties while employed at Windsor University. All faculty responsibilities and duties should be evaluated according to objective criteria for meritorious performance and achievement. Specific evaluative criteria should be established by departments/divisions.

Major Categories of Faculty Responsibilities and Duties: Faculty members are evaluated in the following categories:

- **Teaching and Advising**
- **Research, Scholarship, and Creative Activities**
- **Service and Professional Development**

7.1.1 Teaching and Advising: This category includes, but is not limited to:

- Command of disciplinary knowledge and methodology
- Effectiveness of classroom performance
- Advising load and effectiveness of academic advising
- Effectiveness in assessing student learning
- Rapport with students
- Contributions to curricular development, including the development, promotion, and delivery of off-campus academic programs, either through electronic means or conventional travel to off-campus course locations
- Instructional development of faculty colleagues

7.1.2 Research, Scholarship, and Creative Activities: This category includes, but is not limited to:

- Number, quality, and importance of publications and creative productions
- Memberships and contributions to professional societies



- Professional growth and development
- Scholarly presentations and creative performances
- Contributions to the professional development and achievement of colleagues

7.1.3 Service and Professional Development: This category includes, but is not limited to:

- Contributions within the department/division, within the college, or university-wide
- Contributions to official student organizations or other university-related organizations
- Other work on behalf of the student body, faculty, staff, or administration of the university
- Service to the community, including compensated or pro bono service to governments, educational, business, or civic organizations, or to the public
- Involvement as an official representative of Windsor University, or units thereof, in activities of governments and of educational, business, or civic organizations

7.1.4 Objective Criteria and Departmental Specifications

- All faculty responsibilities and duties should be evaluated according to objective criteria for meritorious performance and achievement.
- Specific evaluative criteria should be established by departments/divisions.

7.2.0 Evaluation Process

- Faculty evaluations are conducted through a variety of means, including annual reviews by the Faculty Affairs Committee, module director feedback, peer evaluations, student feedback, and self-assessments.
- The annual review includes a faculty self-assessment, peer evaluations, a written evaluation from the Departmental or Module Chair, and student feedback compiled into a cumulative annual report.
- The Associate Dean of Faculty Affairs and the Academic Dean meet with the faculty to provide one-on-one feedback based on these evaluations.
- Faculty will be evaluated on teaching, research, service, and professionalism and communication.

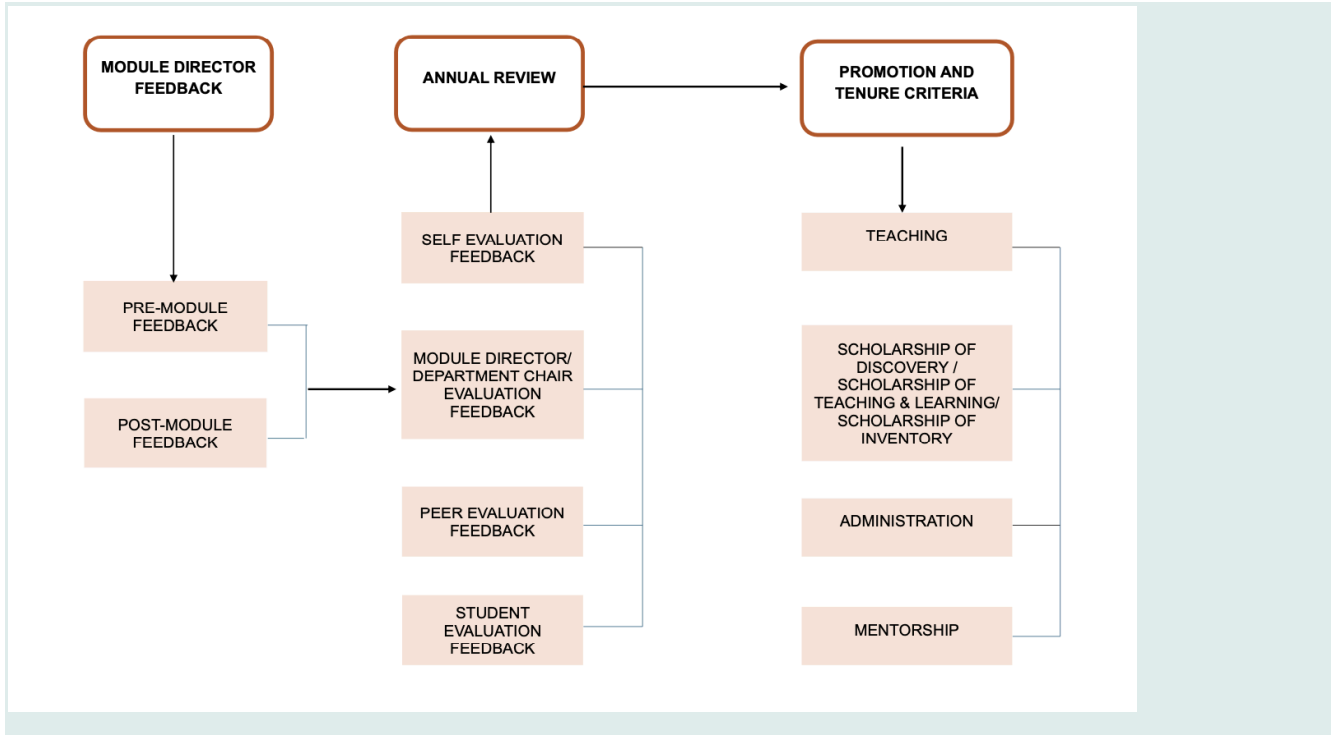


Fig- Timeline criteria for promotions

7.2.0 EVALUATION OF FACULTY FOR CONTINUANCE OF PROBATIONARY APPOINTMENT

Each faculty member on a probationary appointment shall, during each probationary year, be given a departmental/Moduleal review conducted by the Committee on Faculty Appointment, Retention, Tenure, and Promotion. These reviews are utilized along with the recommendation from the department/Module chairperson in making decisions on both step increases in salary and on retention. It shall be the responsibility of the candidate and the department/Module chairperson to provide to that specific office of the dean, in preparation for a review by the Faculty Affairs Committee, the application form and an updated faculty file containing:

- a current and updated curriculum vitae;
- All activity reports;
- All faculty performance evaluations;
- Recent student evaluations;
- A letter of recommendation from the department/Module chairperson; or if the candidate is a



department/Module chairperson, then a letter of recommendation is to come from the dean;

- Additional materials as requested in the application form.

The review process should be rigorous. It shall be expected that a candidate will show increasing effectiveness in academic assignment or consistent effectiveness in the case of individuals where teaching is fully satisfactory from the start. Similarly, the candidate's research and creative work, professional and public service activities should show progress toward meeting the requirements for tenure or long-term contracts.

- Probationary appointments shall continue for the terms specified in the written Faculty Handbook.
- In the case of non-reappointment, the faculty member shall be notified in writing by the dean and given reasons for non-reappointment.
- If the recommendations of the principal are contrary to the recommendations of the department/Module chairperson, Committee on Faculty Affairs and/or the dean of the Faculty of Medicine, the president shall meet with those concerned and seek reasons justifying such (divergent) recommendations. The president will attempt to bring about a consensus, in such a situation. It shall be the duty of the president to review the entire record and all recommendations and then make a decision.
- The president's recommendation is submitted to the Board of Trustees for Windsor University. The Board of Trustees shall have sole discretion and the decision of the Board of Trustees shall be final and binding upon all parties.

7.3.0 EVALUATION OF FACULTY FOR TENURE APPOINTMENT

Each faculty member in the third year of a probationary appointment shall be given a special performance evaluation according to Section 6.1.0 of this Faculty Handbook.

The tenure decision is one of the most important decisions Windsor University must make with respect to its faculty. The granting of tenure must not be solely a reward for services performed during the probationary years, but should be an expression of confidence that faculty members will continue to be valued colleagues, good teachers, active scholars, effective clinicians/specialists, and leaders in their professions. Accordingly, tenure decisions should be based upon a thorough review of faculty during their probationary years. The award of tenure requires more than potential or promise. It requires:

- Possession of the appropriate terminal or professional degree, unless exceptions to this requirement have been granted and noted at the time of initial appointment;
- Demonstrated effectiveness in teaching, which is of primary importance;



- Demonstrated qualities of character and deportment are also necessary. Tenure should not be granted without evidence of ability and diligence in the academic or health care clinical courses taught during the probationary years;
- Contributions beyond the campus to the candidate's discipline or professional community. Scholarly, creative, professional, and public service contributions should be of good quality and evidence both the commitment to and the potential for continued development and accomplishment throughout the candidate's career at Windsor University;
- A tenure decision should normally be made in a faculty member's three probationary year, or near the start of the final year of probationary service in cases where the probationary appointment is for less than three years;
- Tenure may be awarded earlier in the case of outstanding faculty members with significant scholarly, creative, professional or public service achievements, and excellence in teaching;
- Tenure should not be granted to those individuals whose record does not clearly document the quality of teaching and contributions to their professional communities that demonstrate the ability to earn promotion to advanced rank.

(7.4.0) EVALUATION OF FACULTY FOR ADVANCEMENT IN RANK

It shall be the responsibility of the eligible faculty member and the Department/Division Chairperson to provide to the Office of the Dean for the Faculty of Medicine, appropriate materials including the Windsor University Application Form (APPENDIX B) for review by the Faculty Appointment, Retention, Promotion and Promotion Committee. This file should be complete, including the same items previously listed in Article 6.10, Section I.

4.1.1 Criteria for Faculty Ranks

The following criteria define the qualifications and expectations for each faculty rank at Windsor University School of Medicine (WUSOM). These criteria serve as guidelines for appointments and promotions within the faculty.

4.1.1.1 Requirements for the Rank of Tutor/Demonstrator

The entry-level rank of Tutor/Demonstrator requires that a candidate shall have earned an undergraduate medical degree (MBBS/MD) or a Master of Science (MSc) in a relevant discipline from a regionally accredited college or university, or from an appropriately accredited international college or university. The educational background should be appropriate to the teaching field. In certain special areas, where professional achievement is of unusual importance, or in which personnel holding higher degrees are not available, a fresh graduate with an undergraduate medical degree or its equivalent may meet the minimum qualifications for the rank of instructor. These exceptions must be approved by the Chief Academic Officer. A candidate must show promise as an effective



university teacher, which may be demonstrated through basic student mentorship skills.

4.1.1.2 Requirements for the Rank of Lecturer

4.1.1.2.1 Senior Lecturer: The rank of Senior Lecturer requires that a candidate shall have earned an undergraduate medical degree (MBBS/MD) or a Master of Science (MSc) in a relevant discipline from a regionally accredited college or university, or from an appropriately accredited international college or university. Candidates must have more than three years of teaching experience within a medical school facility. Candidates for Senior Lecturer must demonstrate strong mentoring abilities and should have been actively involved in at least one standing committee. This active involvement in administrative duties, coupled with their substantial teaching experience, qualifies them for the role.

4.1.1.2.2 Lecturer: The rank of Lecturer requires that a candidate shall have earned an undergraduate medical degree (MBBS/MD) or a Master of Science (MSc) in a relevant discipline from a regionally accredited college or university, or from an appropriately accredited international college or university. Candidates must have at least two years of teaching experience. Additionally, Lecturer candidates must demonstrate a commitment to university service, evidenced by active involvement in at least one standing committee. Candidates are also expected to have earned certification in mentoring skills, enhancing their ability to guide and support students effectively.

4.1.1.3 Requirements for the Rank of Assistant Professor

The rank of Assistant Professor requires that a candidate shall have earned an undergraduate medical degree (MBBS/MD) from a regionally accredited college or university. Candidates must have more than three years of teaching experience at the level of senior faculty or possess a fresh terminal degree (PhD/MD/MS) in a relevant medical specialty. For research qualifications, candidates for the rank of Assistant Professor must have at least two publications in indexed journals, or have made more than two presentations at conferences, or have presented more than two posters in the scholarship of teaching and learning, the scholarship of discovery, or the scholarship of integration.

4.1.1.4 Requirements for the Rank of Associate Professor

The rank of Associate Professor requires that a candidate shall have earned both an undergraduate medical degree (MBBS/MD) and a terminal degree in a relevant medical specialty (PhD/MD/MS) from a regionally accredited college or university. Candidates must have more than four years of teaching experience at the Assistant Professor level. For research qualifications, candidates for the rank of Associate Professor must have at least four publications in indexed journals, or have made more than four presentations at conferences, or have presented more than four posters in the scholarship of teaching and learning, the scholarship of discovery, or the scholarship of integration. Administrative responsibilities are a significant aspect of this role. Candidates must have actively participated in at least two standing committees and have experience as a chair of at least one committee,



demonstrating their leadership and commitment to institutional governance. Mentorship is a pivotal element of the duties of an Associate Professor. Candidates are expected to actively participate in mentoring as part of the Student Academic Support Program (SASP), serve as module directors, and be involved in student advising. They should also provide mentorship to junior faculty, guiding their development within the academic community. Additionally, candidates must have achieved excellence in the four areas of faculty annual evaluation at Windsor University School of Medicine (WUSOM): teaching, research, service, and professionalism and communication.

4.1.1.5 Requirements for the Rank of Professor

The rank of Professor requires that a candidate shall have earned an undergraduate medical degree (MBBS/MD) or a Master of Science (MSc) in a relevant discipline, along with a terminal degree in a relevant medical specialty from a regionally accredited college or university. Candidates must have more than four years of teaching experience at the Associate Professor level. For research qualifications, candidates for the rank of Professor must have at least six publications in indexed journals, or have made more than six presentations at conferences, or have presented more than six posters in the scholarship of teaching and learning, the scholarship of discovery, or the scholarship of integration. Administrative responsibilities are crucial for this position. Candidates must have been actively involved in at least two standing committees and have experience as a chair in more than two standing committees, demonstrating their leadership and commitment to enhancing the institution's operations and academic environment. Mentorship is a key component of the duties of a Professor. Candidates are expected to actively participate in mentoring as part of the Student Academic Support Program (SASP), serve as module directors, and be involved in student advising. They should also provide mentorship to senior faculty, fostering a culture of continuous professional development and academic excellence within the faculty. Additionally, candidates must have consistently achieved excellence in the four areas of faculty annual evaluation at Windsor University School of Medicine (WUSOM): teaching, research, service, and professionalism and communication.

8.0.0 RETENTION, TENURE, AND EVALUATION PROCEDURES

8.1.0 PROCEDURES FOR EVALUATING FACULTY FOR RETENTION, TENURE, AND PROMOTION

The responsibility for evaluating faculty shall rest with the Faculty Affairs Committee, the administration, and the Board of Trustees for Windsor University.

- A. The Faculty Affairs Committee reviews and assesses the three-part section of the Windsor University Application Form (Appendix B) for faculty advancement. This committee has the responsibility for making specific recommendations to the dean of an academic health care



program such as the Faculty of Medicine concerning the candidate's:

- Fitness for continuance on tenure track or regular appointment;
- Qualifications for the award of tenure appointment or long-term appointment;
- Qualifications for advancement in rank and step.

B. The Faculty Affairs Committee will be composed of the following voting members:

1. Three to five faculty members who meet the following criteria may be appointed by the dean, for service on the Committee:
 - a) they shall hold the rank of (probationary) assistant professor, associate professor, or professor.
 - b) at least two (2) members could possibly have seniority or tenure.
 - c) no department/Module chairperson who is a member of the Committee may vote when the candidate being considered is a member of that chairperson's department/Module.
 - d) as many teaching service areas as possible should be represented.
2. The Committee shall elect a chairperson from among its members.
3. The Committee may request the dean of the Faculty of Medicine to meet with the Committee whenever it deems this necessary.

If any elected faculty member is unable to serve, the dean should be notified at the beginning of fall semester in order that replacements may be made. Prior to the annual election or whenever a replacement election is to be held, the dean of the Faculty of Medicine shall examine the list of eligible (probationary) faculty members to ensure that the above criteria are met.

The elected members from the (probationary) faculty shall serve staggered terms, with three (3) new members elected in even numbered years and two (2) new members elected in odd numbered years.

8.2.0 RETENTION AND TENURE PROCEDURES

- A. Faculty members with a probationary appointment shall, in each year of probationary service, be responsible for updating their faculty files. The faculty member and department/dModule chairperson shall forward all materials to the office of the dean, for review by the Faculty Affairs Committee, by February 15th. If the recommendation is negative, the faculty member shall be notified in writing no later than by March 15th, by the



dean for the Faculty of Medicine and shall have the right to submit additional materials to the Committee for consideration. The department/Module chairperson may initiate a review for retention or tenure if the faculty member initiates the procedure as described.

- B. The task of the Faculty Affairs Committee is to review the material submitted starting on February 15th, make its own specific recommendation, and forward all materials to the dean for the Faculty of Medicine by the first week of March.
- C. The dean shall meet with the Faculty Affairs Committee prior to making a recommendation for non-reappointment of a faculty member previously recommended for retention or tenure by the Faculty Affairs Committee, or conversely, prior to recommending retention or tenure of a faculty member whose non-reappointment was previously recommended by the Faculty Affairs Committee.
- D. The written recommendations of the Faculty Affairs Committee, as well as a statement of reasons for its recommendations, shall become a part of the faculty member's personnel file and copies shall be sent to that faculty member and to the department/Module chairperson and to the (specific) dean.
- E. The dean for the Faculty of Medicine shall evaluate all applications for retention and tenure and forward recommendations thereon, with the recommendations of the Faculty Affairs Committee, to the president.
- F. The president assesses all recommendations and then prepares final recommendations for reappointment and tenure, which go to the Board of Trustees for action prior to the end of May.

Tenure granted by the Board of Trustees shall become effective at the beginning of the next academic semester year. The decision of the Board of Trustees for Windsor University on matters of retention and tenure shall be at its sole discretion and shall be final.

The president will convey the Board of Trustees' decision to the dean. It shall be the dean who will then notify the faculty members and department/Module chairpersons concerned in writing of the final decision of the Board of Trustees.



8.3.0 PROMOTION PROCEDURES

8.3 Promotion Procedures

This section outlines the procedures for faculty members seeking promotion at Windsor University School of Medicine (WUSOM).

8.3.1 Initiating a Promotion Request:

A faculty member initiates a request for promotion by submitting a completed Windsor University Application Form (APPENDIX B) and all required supporting materials. The completed application and supporting materials must be submitted in writing by February 15th to the Office of the Associate Dean of Faculty Affairs. The application must be submitted through the following individuals, in this order:

- The Chair of the Academic Department.
- The appropriate Assistant/Associate Dean.
- The Dean of the College/School.

The application is then submitted to the WUSOM Faculty Promotions Committee Chair.

8.3.2 Recommendations and Review:

The Chair of the Academic Department, the Faculty Promotions Committee, and the appropriate Assistant/Associate Dean must attach written recommendations to the application, with a copy to the faculty member. The Dean, upon approval, will transfer the application to the WUSOM Faculty Promotions Committee. The Faculty Affairs Committee will review the application and may request additional information from the annual faculty evaluation processes or may seek a report from the department chair if necessary to ensure a comprehensive review of the candidate's qualifications and contributions. The Faculty Affairs Committee compiles all pertinent materials and forwards the application along with their recommendations to the Dean.

8.3.3 Dean's Review and Further Investigation:

The Dean may conduct further investigations, which could include soliciting additional insights through the President. It's imperative that the faculty member is aware of any additional inquiries regarding their promotion.

8.3.4 Finalizing Recommendations:

The Associate Dean of Faculty Affairs and the Faculty Affairs Committee may convene to discuss the recommendations. This meeting can be requested by either the Dean or the Committee to finalize the



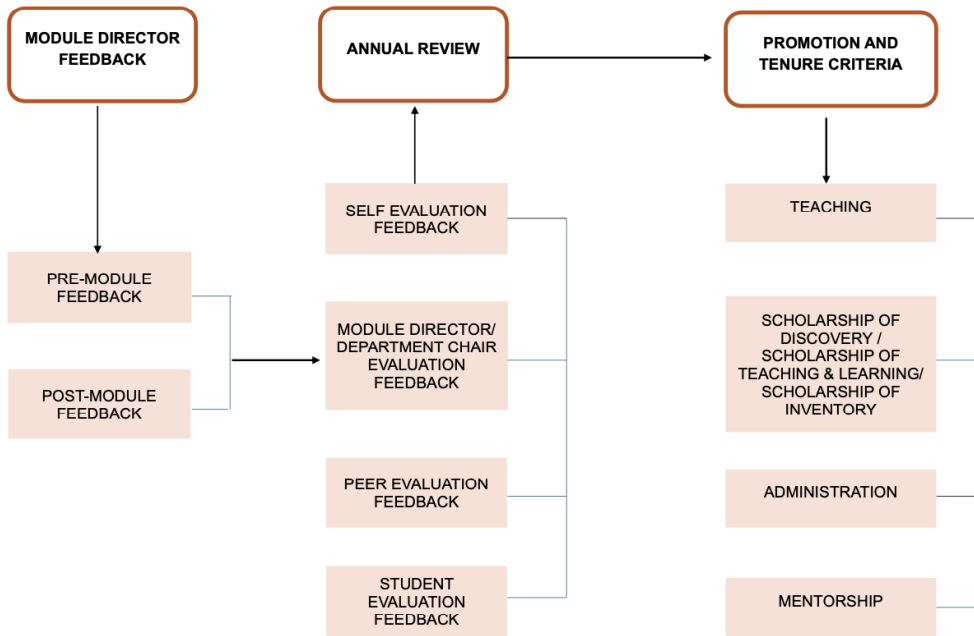
recommendations. The Dean's recommendations, alongside those of the Committee, are then forwarded to the President for final approval.

8.3.5 WUSOM Faculty Promotions Committee and President's Role:

The WUSOM Faculty Promotions Committee evaluates the application and supportive materials and submits its written recommendation to the President (or designee). The President (or designee) may seek additional information before taking action. The final decision on promotion is made by the President.

8.3.6 Feedback and Evaluation:

Faculty members receive essential feedback through various formats, including pre- and post-module meetings with their module director, to evaluate their preparedness and performance. An annual review by the Faculty Affairs Committee provides a comprehensive evaluation of the faculty's performance across teaching effectiveness, research, professional service, and professionalism and communication skills. This annual evaluation includes faculty self-assessments, peer evaluations, a written evaluation from the Departmental or Module Chair, and student feedback compiled into a cumulative annual report. The Associate Dean of Faculty Affairs and the Academic Dean meet with the faculty to provide one-on-one feedback based on these evaluations, tying into a structured career development plan that includes regular consultations to set and assess goals aligned with promotion requirements. This process ensures that all faculty members are provided with transparent, structured, and actionable feedback, supporting their professional development and progression towards promotion.





9.0.0 COMPENSATION

9.1.0 SALARY BASE

The salary base for determining the salary increase for faculty members currently employed shall be the faculty member's preceding (academic or fiscal year) contract amount, excluding any extra compensation increments. Upon initial hiring, the salary for the first contract period shall be the salary specified in the initial employment contract.

9.2.0 FACULTY SALARIES ON ACADEMIC YEAR (AY) OR FISCAL YEAR (FY) APPOINTMENTS

Salary adjustments for each academic or fiscal year shall be based on the following:

- A. Cost of Living Increase
- B. Step Increase
- C. Promotion
- D. Merit Increase

9.3.0 COST OF LIVING INCREASE

Cost of living increase for full-time equivalent faculty members for each academic year or fiscal year may be considered by negotiation between the administration for Windsor University and representatives of the faculty. The normal adjustment shall be prorated for less than a full-time assignment.

Salary scales and benefits shall be approved by the Board of Trustees for Windsor University. Academic rank, step, and salary rates are determined before appointment of new faculty.

9.4.0 STEP INCREASES BASED ON PERFORMANCE

Step increases for each academic rank are not automatic. These are administrative increases based upon a satisfactory performance evaluation, following the procedures used in evaluating faculty members and the University's cash flow status. (See Articles 7.0.0 and 8.0.0).

9.5.0 PROMOTION

A new pay scale may be initiated under guidelines agreed upon with the Windsor University administration, as outlined in Section 8.3.0.



9.6.0 MERIT

Depending upon availability and accessibility of funds, a merit pool of an amount to be determined by the dean for the Faculty of Medicine and the president. All proposed merit pay determinations must be approved by the president for each academic year. Attendance and satisfactory work performance during faculty development workshops or on university committees are an example of becoming eligible for merit pay.

Merit increases shall be in addition to other salary increments as provided under this Faculty Handbook and are not to be included in the succeeding year's salary. Merit awards shall not exceed \$1,000 per faculty member. The dean for the Faculty of Medicine and/or the principal with the approval of the president shall award merit pay taking into consideration the portion of the merit pool allocation available in relation to the number of recommendations the dean for the Faculty of Medicine receives from the academic units. All merit awards shall be made public to the University faculty.

9.7.0 HEALTH GROUP INSURANCE

Windsor University shall pay the cost of health insurance during employment for faculty members and their families who have either an academic year appointment or a fiscal year appointment at Windsor University. Different arrangements are made for faculty or who are native to St. Kitts.



10.0.0 LEAVE OF ABSENCE

All benefits to which faculty members were entitled at the time their leave of absence commenced, including unused accumulated sick leave and credits toward sabbatical eligibility, shall be restored to them upon their return.

10.1.0 SICK LEAVE

The obligations of the teaching faculty go beyond meeting classes. Obligations require faculty presence on campus during regular business hours, unless absences are necessary for professional or other authorized activities.

- A. Sick leave is the necessary absence from duty caused when a faculty member has suffered illness, injury, or pregnancy-related illness. Exposure to contagious disease which requires quarantine, or the necessary absence from duty to receive medical, dental examination, or other treatments are considered a part of recognized sick leave.
- B. Sick leave credits shall be earned at a rate of one and a half (1 1/2) days per month of service for 1.00 FTE (full-time equivalent faculty); for a faculty member who has been with Windsor University for three years, sick leave credit may be accumulated to a maximum of forty five (45) days.
- C. Faculty members are entitled to take sick leave after they have been continuously employed for sixty (60) days. Upon completion of the qualifying period, the faculty employee is entitled to total sick leave credits earned.
- D. Sick leave credit may not be accrued during a continuous leave of absence without pay which exceeds fifteen (15) calendar days, except while serving on special Windsor University matters.
- E. It is the responsibility of the faculty member to assure proper reporting of the use of sick leave for record keeping purposes; any illness, medical appointment, or surgery must be reported and then documented by the faculty member with the department/Module chairperson. The faculty member shall report an emergency, which necessitates use of sick leave, as soon as possible to the chairperson, who then shall report the sick leave to the administration's personnel office.
- F. A physician's certificate to substantiate a sick leave claim shall be required by the dean for the Faculty of Medicine for any sick leave exceeding three (3) working days.
- G. Chronic and/or intentional abuse of sick leave is cause for dismissal. Abuse occurs when there is misrepresentation of the actual reason for charging an absence to sick leave, when employee uses sick leave for unauthorized purposes, or when an employee neglects to report



sick leave.

- H. Any statutory holidays that fall during a period when an employee is on sick leave will be charged as a holiday and not taken off the total accumulated sick leave.
- I. Advancing sick leave credits after an employee's earned sick leave credits have been expended is prohibited.
- J. Each faculty member shall be provided with an annual statement of sick leave accumulation at the end of the applicable academic or fiscal year.

10.2.0 EMERGENCY SICK LEAVE

- A. Emergency sick leave is defined as a necessary absence due to: (1) illness of a member of the faculty member's immediate family requiring the attendance of the faculty member until professional or other assistance can be obtained, or (2) the death of a member of the faculty member's immediate family.
- B. Emergency Sick Leave Limitations. Emergency sick leave charged against a faculty member's sick leave credits should not exceed a total of three (3) working days a year for illness in the immediate family. In addition, emergency sick leave charged against a faculty member's sick leave credits should not exceed a total of three (3) working days for each death in the immediate family. The administration may extend the emergency sick leave when warranted, but not exceeding twenty-one (21) working days.
- C. The faculty member's immediate family shall consist of the following: spouse, partner, parents, brothers, sisters, children, and the same relations of the faculty member's spouse in a like degree.

10.3.0 LEAVE FOR PERSONAL PURPOSES

The department/Module chairperson shall approve leave for personal purposes with prior concurrence of the dean for the Faculty of Medicine. In all cases where substitutes are utilized, the faculty member taking the leave shall secure the replacement, subject to the approval of the department/Module chairperson. Such leaves shall be non-cumulative and non-reimbursable and shall not be used for recreational purposes. Substitutes will not be compensated by Windsor University.

10.4.0 CHILDBIRTH LEAVE

Faculty members shall be entitled to a childbirth leave under the following conditions:

- A. Said leave shall commence at the time when deemed necessary by the faculty member and the attending physician, with the approval of the department/Module chairperson, the dean for the Faculty of Medicine, and the principal. That time may be charged by the faculty



member as sick leave. The leave shall be without pay, unless the faculty member chooses to use any accumulated sick leave credit.

- B. The leave shall be for the length of time requested, except that no leave shall be granted for more than one (1) year.
- C. There shall be no loss of position to the faculty member on any salary schedule or other benefits.
- D. If leading to problems of securing temporary replacement, the dean for an academic health care and/or Arts and Science program, such as the Faculty of Medicine, may require that the leave begin and/or end at the start of an academic semester.

10.5.0 MILITARY LEAVE

Faculty members who are members of an organized St. Kitts & Nevis Federation National Guard or who are members of the organized reserve corps or forces of their country's military, such as the (Nigerian Army), (Canadian Army), or the United States Army, Navy, Marine Corps, Air Force, or Coast Guard, shall be given leave of absence for attending regular encampments, training cruises, and similar training programs, under such military orders properly issued by military authorities.

Such absences shall not be charged against other leave credits earned by the faculty members. Faculty members on military leave shall remain in pay status at Windsor University not exceeding 30 days in any year covered by their employment contract. The chairperson will make administrative arrangement for a 'substitute' faculty member(s) for that period.

10.6.0 PROFESSIONAL LEAVE

Windsor University acknowledges that in certain situations it is advantageous to the institution to allow a faculty member, on University time, to attend seminars or to serve on local and national committees and to lecture (or present a paper) at scientific meetings. However, this policy must also ensure that the educational and/or clinical responsibilities of the involved faculty are not significantly compromised. Therefore, the following guidelines should be followed by department/dModule chairpersons, when authorizing administrative leave for their faculty.

- Attending seminars to enhance one's expertise in their specific educational or clinical area should not exceed five (5) working days per year.
- Attending meetings and performing services at the request of the University.
- Assignments to state or national committees that would be advantageous to the University's reputation, such as with the Faculty of Medicine. Specific department/Module authorization for such a purpose should not exceed ten (10) working days per year.
- Lecturing or playing host to a dignitary sponsored by or for a University program.



- Lecturing at major scientific meetings should not exceed five (5) working days per year.

10.7.0 VACATION LEAVE

- A. All full-time basic science faculty on a fiscal year or yearly appointment shall be eligible for three weeks per year served at Windsor University as vacation leave.
- B. Faculty members usually take their vacation during semester breaks; faculty need to obtain the approval of the department/Module chairperson.
- C. Faculty members are entitled to take vacation accrued after 60 days of continuous employment. Vacation time accrued should be utilized during the fiscal year; however, it may be extended to no later than 12 months after the fiscal year.
- D. Maximum accrual time is two years of vacation or six weeks. Vacation time in excess of the two-year maximum would stop accruing until such time as the balance is reduced below the maximum allowed.
- E. It is the responsibility of individual faculty members and of the administrative clerical and staff members to ensure proper reporting of vacation leave for record keeping purposes. Permission for vacation must be initiated in advance and granted by the dean of the Faculty of Medicine along with confirmation by the department/Module chairperson, who will forward the request to the Pay Roll and Accounting Office.

10.8.0 SABBATICAL ASSIGNMENT LEAVE

Sabbatical assignments with pay may be granted to academic and academic administrative employees for a period not to exceed one year, in order to permit study or travel which will benefit Windsor University. This is not an automatic procedure, and this should not be considered an ordinary right or privilege of the faculty member. This means that each request must be made on a person by person basis that would require review by all involved administrators.

Applicants for sabbatical assignments may obtain an application form and instructions from the principal, along with other forms from the dean of the Faculty of Medicine. Each sabbatical application must be notarized, and must bear the signature of the applicant's department/Module chairperson and the signature of the dean for the Faculty of Medicine.

To assure the Board of Trustees that Windsor University and its students receive value from the investment on sabbatical assignments, the faculty member is required to remain at Windsor University for an equivalent period of time to that spent on sabbatical assignment or to return the salary paid during the assignment.



11.0.0 DISCIPLINE AND TERMINATION

11.1.0 SANCTIONS, SUSPENSION, AND TERMINATION OF APPOINTMENT

A. DISCIPLINARY SANCTIONS

Any tenured or non-tenured member of the faculty may be subject to disciplinary sanctions for failure to carry out the responsibilities of a faculty member as defined in Section 4.4.2 of this Faculty Handbook. Disciplinary sanctions shall include warning letters, peer review, formal discussions with the administrative deans, and formal meetings on the matter with the principal.

B. SUSPENSION

Any faculty member may be reassigned or suspended with pay when, in the judgment of the principal, acting upon the recommendation of the dean for the Faculty of Medicine, it would be in the best interest of the faculty member, the students, and/or the University.

Any faculty member may be suspended without pay upon conviction of a felony or a crime involving integrity and/or moral turpitude and/or when the employee is absent without authorization or justification for a period in excess of three (3) regular working days. The same procedure may apply if a faculty member's unexcused absence is associated with drug or chemical abuse.

C. TERMINATION

The Windsor University administration, for adequate cause, may affect termination of the appointment of a faculty member on a tenure appointment, or of a special or probationary appointment before the end of the specified semester or term.

Termination will not be employed as a punitive measure to punish faculty members for the exercise of their right to academic freedom or constitutionally guaranteed civil rights.

Whether adequate cause exists for termination shall be determined by the president's interpretation from the Faculty Handbook with guidance and support from the dean for the Faculty of Medicine and after meeting with a Faculty Ad Hoc Committee appointed to investigate the specific case. The final decision shall be at the sole discretion of the president, with legal and moral support from the Board of Trustees.

11.2.0 SANCTION, SUSPENSION, AND TERMINATION PROCEDURES

The sanction, suspension, termination, or reassignment of any faculty member for adequate cause shall be preceded by the following activities:

- A. A discussion between the faculty member and the dean for the Faculty of Medicine. The

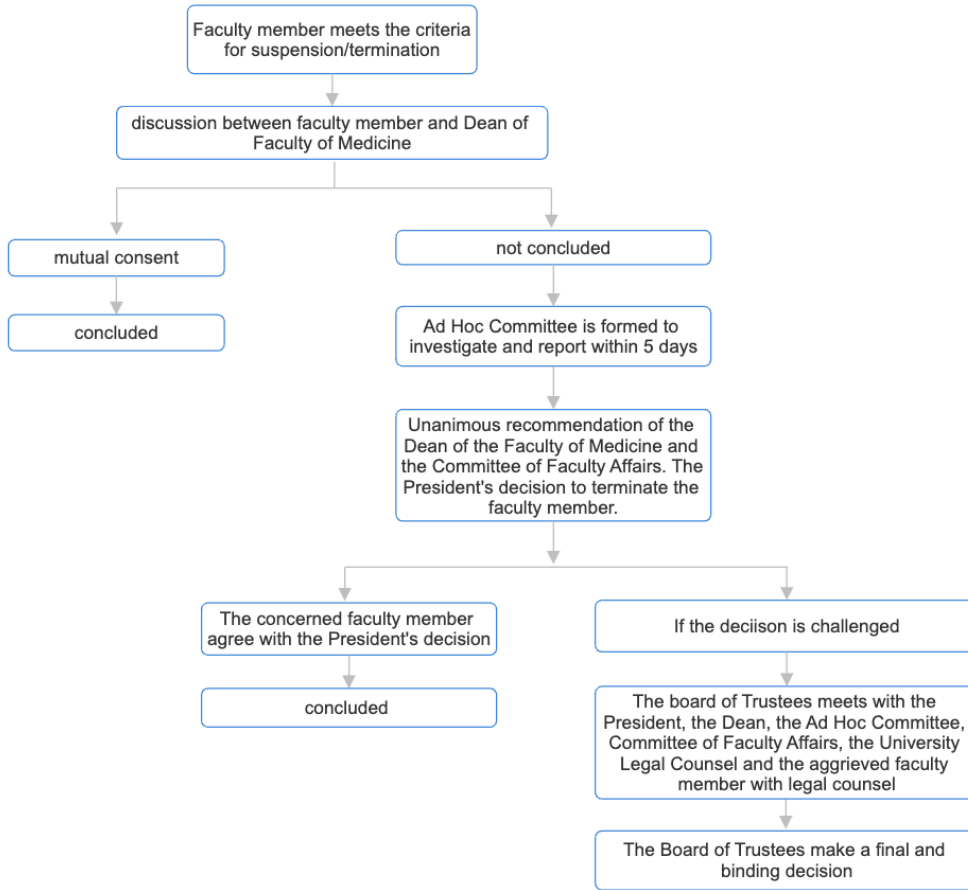


matter may be concluded by mutual consent at this point;

- B. If this matter is not concluded, the dean for the Faculty of Medicine shall request a Faculty Ad Hoc Committee to conduct an investigation. The special Ad Hoc Committee shall carry out an investigation and then report to the principal and to the dean for the Faculty of Medicine within five (5) days. If the dean for the Faculty of Medicine and the Committee for Faculty Affairs determine that sanction or suspension is warranted or that there is adequate cause for termination, the dean for the Faculty of Medicine will so notify the faculty member. In the case of adequate cause for discharge, the dean for the Faculty of Medicine will submit a report to the academic dean. The dean will discuss the matter in full with the president. The president will so notify the faculty member of the collective decision and the cause of the recommendation to mediate or to terminate;
- C. There may be times (because of complex legal arguments) when the president's decision to terminate a faculty Member, along with the unanimous recommendations of the dean for the Faculty of Medicine and the Committee for Faculty Affairs, might be challenged. That predicament shall result in a formal review by the Board of Trustees.

In making its review, if deemed necessary the Board of Trustees shall meet with 1) University parties, namely the Ad Hoc Specific Committee, the dean for the Faculty of Medicine, the Committee for Faculty Application, Retention, Promotion, and Tenure, the principal, the president, and the University legal counsel, and 2) with the aggrieved faculty member and the member's legal counsel. Following this review, the decision of the Board of Trustees shall be final, at its sole discretion, and binding on all parties involved.

- D. The Faculty Ad Hoc Specific Committee shall be composed of three (3) faculty members selected by the academic faculty for fact finding only on that particular investigation.





11.3.0 CAUSES FOR SUSPENSION

Causes for suspension or discharge include the following:

- A. Conviction of a felony or of a crime involving professional integrity and/or moral turpitude during the period of employment at the University or the willful concealment of such crime when making application for employment.
- B. Fraud or willful misrepresentation of professional preparation, accomplishments, or experiences in connection with initial appointment or in the submission of materials for evaluation for retention, promotion, tenure, or salary adjustment;
- C. Conviction of deliberate damage to Windsor University property or the property of a member of the campus, of the community, or a campus visitor;
- D. Failure to correct actions, which provoked previous disciplinary sanctions;
- E. Deliberate falsification of research data as normally recommended by the Research Committee;
- F. Deliberate falsification of information about the University that could lead to slander/libel and economic loss for Windsor University.

11.4.0 CAUSES FOR DISCIPLINARY ACTION

- A. Failure to carry out the responsibilities of a faculty member as defined in Section 4.4.2;
- B. Obstruction or disruption by an individual of teaching, research (falsification), administration, disciplinary procedures, other campus activities or authorized activities on campus premises, or conduct which endangers the welfare of students or employees of the Institution;
- C. Violation of the conflict of interest provisions of this Faculty Handbook.
- D. Persistent intrusion of material irrelevant to the subject taught or failure to present the subject matter in the approved course as announced to the students;
- F. Consistent or willful failure to comply with duly promulgated policies, regulations, and directions of Windsor University;
- G. Unauthorized absence from scheduled classes, office hours, conferences, committee meetings, or other assigned duties;
- H. Evaluation of students and/or award of academic credit on any basis other than academic performance;
- I. Exploitation of students for private advantage or for unwarranted benefit of any project,

group, or department/Module;

- J. Physical or verbal abuse and intimidation of a student to an extent which would materially impair a student's academic performance; this area would include sexual harassment of students and/or colleagues;
- K. Chronic and/or intentional abuse of sick leave or violation of travel regulations.

(12.0.0) RETRENCHMENT

Retrenchment is the termination of a tenured faculty member for financial or programmatic reasons or both.

The Board of Trustees shall determine the necessity for retrenchment after considering the recommendations of the president of Windsor University, the principal, the (respective) dean for the Faculty of Medicine and the ad hoc Faculty Review Committee, in accordance with the following procedures:

- A. Financial exigency; or
- B. When the number of tenured faculty positions in a department/Module or program area exceeds the number required to meet the instructional obligations of the department/Module or program area; or
- C. When a department/Module or program area is curtailed or discontinued.

In determining whether retrenchment is necessary and in selecting the instructional areas where the termination(s) will occur, primary consideration will be given to:

- (1) the mission of Windsor University;
- (2) the Institution's responsibility to offer an appropriate range of courses, activities, and programs;
- (3) the ability to maintain a program balance that is responsive to the need for providing adequate and appropriate educational opportunities; and
- (4) available resources.

12.1.0 PROCEDURE FOR RETRENCHMENT

If Windsor University's Board of Trustees determines that the need for retrenchment exists, the president shall ask the dean for the Faculty of Medicine to establish an Ad Hoc Faculty Retrenchment Review Committee:

- A. The dean for the Faculty of Medicine with concurrence of the principal and president will submit to the Ad Hoc Faculty Retrenchment Review Committee a statement of the



University's situation, supported by the facts and figures necessary for the Ad Hoc Faculty Retrenchment Review Committee's analysis and review. The dean for the Faculty of Medicine with concurrence of both the principal and the president will charge the Ad Hoc Faculty Retrenchment Review Committee with conducting a thorough review. The Committee shall submit its recommendations within thirty (30) working days, with supporting documents and rationale, to 1) the dean for the Faculty of Medicine, and 2) the president.

- B. The president, the principal, the dean for the Faculty of Medicine, and the Ad Hoc Faculty Retrenchment Review Committee will meet to discuss the report and attempt to agree upon specific recommendations to the Board of Trustees. If the decision is to proceed with retrenchment, the president will then prepare the administrative recommendation for retrenchment which: (1) documents the need for retrenchment; (2) identifies the number of positions to be terminated by department/Module or program area; and (3) provides any other relevant, supporting information.

If the president, the principal, the dean for the Faculty of Medicine, and the Ad Hoc Faculty Retrenchment Review Committee cannot agree, then all participating reports shall be submitted to the Board of Trustees. In making its review, the Board shall meet with the Committee, the dean for the Faculty of Medicine, and the president. The Board of Trustees shall make the final decision at its discretion on whether retrenchment is necessary and shall instruct the president to implement their decision.

- C. In all cases of retrenchment, faculty members will have the following rights:

Retrenchment shall be in the inverse order of seniority by teaching service areas which have been identified for retrenchment. Seniority is measured by the faculty member's full-time equivalent service at Windsor University.



13.0.0 FACULTY GRIEVANCE PROCEDURE: RIGHT TO HEARINGS

- A. Any faculty member who has a grievance as that term is defined in Section 3.7.0 of this Faculty Handbook is entitled to a fair and impartial hearing as provided herein.
- B. The grievance procedures herein described are intended to provide the preferred method for a faculty member to grieve or pursue resolution of any dispute arising from any action taken by the administration or the Board of Trustees under the provisions of this Faculty Handbook, unless such action is specifically exempted from this grievance procedure. The parties believe that these internal grievance procedures are the best means available for ensuring speedy and effective resolution of disputes in the context of the academic setting, and for avoiding the costs and delay associated with litigation.

13.1.0 PURPOSE

- A. The purpose of this procedure is to secure, at the lowest possible level, equitable solutions to the problems, which may from time to time arise, affecting the welfare or terms and conditions of employment of faculty members. Both parties agree that these proceedings will be kept as confidential as may be appropriate at any level of the procedure.
- B. Nothing herein contained shall be construed as conferring the right upon any faculty member having a grievance to discuss the matter informally with any appropriate member of the Administration, and having the grievance adjusted without intervention of the Faculty Senate, provided the adjustment is not inconsistent with the terms of this Faculty Handbook the opportunity to be present at such adjustment and to state its views.
- C. Notwithstanding any other provisions of this Faculty Handbook, a grievance may not be brought before the Board of Trustees for legal review until such time as it has appropriately been reviewed by the principal and president.

13.2.0 FORMAL GREIVANCE PROCEDURE

Since it is important that grievances be processed as rapidly as possible, the number of days indicated at each level should be considered as a maximum and every effort should be made to complete the process in a more expedient amount of time. In certain situations, the time limits specified may be extended by mutual agreement.

- A. Level One. Faculty members with a grievance shall first discuss it with their department/Module chairperson with the objective of resolving the matter informally.
- B. Level Two. If aggrieved persons are not satisfied with the disposition of the grievance at Level One, or if no decision has been rendered within five (5) working days after presentation of the grievance, they shall discuss it with the principal and the (respective) dean, with the

objective of resolving the matter at this level.

- C. Level Three. If aggrieved persons are not satisfied with the disposition of their grievance at Level Two, or if no decision has been rendered within five (5) working days after presentation of the grievance, they may file the grievance in writing with the chairperson of the Ad Hoc Special Faculty Hearing Committee within three (3) working days after the decision at Level Two.

The petition shall set forth in detail the nature of the grievance and shall state against whom the grievance is directed. It shall contain factual or other evidence, which the aggrieved person deems pertinent to the case. Because the grievance procedure is designed to permit an informal resolution of disputes, formal or strict rules of evidence are not applied. However, hearsay evidence shall not be considered, unless the facts and circumstances indicate its trustworthiness.

- D. Ad Hoc Special Faculty Hearing Committee. The Ad Hoc Special Faculty Hearing Committee shall be composed of three regular faculty members elected/selected by the Faculty Senate. The Committee shall elect a chairperson from its membership.

The chairperson of an Ad Hoc Faculty Hearing Committee shall confer with the Committee. The Committee will have the right to decide whether or not the facts merit a detailed investigation. Within ten (10) working days after receiving the written grievance, the Committee will report its findings and recommendations in writing to the president, with copies to the interested parties and the dean for the Faculty of Medicine.

It should be noted that with nearly all of the grievance procedures, the president's decision is final. Now, when it appears that the president's final decision is going to be legally challenged, then the president's decision will be handled differently, such that the president's recommendation shall be added to that of the Committee and forwarded with the complete record within ten (10) working days to the Board of Trustees for Windsor University.

The chairperson of the Board of Trustees shall assign the grievance matter to an Ad Hoc Grievance Board Hearing Committee for its consideration and recommendation.

The Ad Hoc Grievance Board Hearing Committee shall render an opinion and then submit that opinion back to the full Board of Trustees.

- E. The Windsor University Ad Hoc Grievance Board Hearing Committee shall meet with the grievant and/or with the Ad Hoc Special Faculty Hearing Committee.

Both the aggrieved party and the Windsor University Ad Hoc Grievance Board Hearing Committee shall have the right to call witnesses and hear testimony pertinent to arriving at a just resolution of the grievance. If the decision and recommendation of the Ad Hoc Grievance



Board Hearing Committee is not supportive of the aggrieved person(s), the aggrieved person(s) shall have the opportunity, if they so desire, to meet with the Board of Trustees in executive session to state why the Board should not approve the recommendation of the Ad Hoc Grievance Board Hearing Committee. Another faculty member other than a member may accompany the aggrieved person.

- F. The Windsor University Board of Trustees shall consider the grievance, including the (prior) executive session meeting(s), and make its final decision and action, at the next regular Board meeting after the grievance is first submitted to the Board, providing the Board receives the grievance not less than ten (10) working days before such meeting. The decision and action of the Board of Trustees for Windsor University shall be at its sole discretion and shall be final.

Any amendments proposed to this Faculty Handbook shall be circulated to members of the faculty at least one month prior to any meeting at which such amendments will be considered.



14.0.0 APPENDICES

FACULTY EVALUATION



WINDSOR UNIVERSITY
SCHOOL OF MEDICINE

Annual Faculty Evaluation Form

Faculty Information:

Name: _____ Department: _____

Position: _____ Evaluation Period:

Components and criteria for evaluation are derived from faculty self-evaluation form, self and peer evaluation of classroom teaching, and feedback received from respective module director, department chair, Associate Dean of research, and SASP director. Use the rating scale ranging from "Unsatisfactory" to "Outstanding" to indicate the faculty member's performance in each category. Additionally, provide specific comments or examples to support

your ratings. **Rating Scale:**

1. Unsatisfactory
2. Below Expectations
3. Satisfactory
4. Above Expectations
5. Outstanding

Criteria	Self Evaluation	Peer Evaluation
1) Teaching Effectiveness:		
Demonstrates expertise and command of subject matter	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations



	<input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding	<input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding
--	---	--

Utilizes effective teaching methods and strategies	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding
Provides clear explanations and communicates concepts effectively	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding
Effectiveness of the learning environment based on student engagement, instructor interaction, and the session's stimulation of critical, student-centered thinking	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding
Evidence and comments from self & Peer review:		



2) Research / Scholarly Activity		
Criteria Self Evaluation	Associate Dean of Research/Peer Evaluation	
Actively engages in research and scholarly activities, Endeavors and initiatives in this area are an important factor for academic evaluation / academic promotion.	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding
Demonstrates commitment to professional development and continuous learning in the area of specialty	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding
Evidence and comments from self-evaluation and Associate Dean of Research (peer)		

3) Service: Administrative, leadership, and committee involvement		
Criteria	Self Evaluation	Department chair,module director,SASP director/Peer Evaluation
Actively engages in the faculty-student advisory and support program	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory



	<input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding	<input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding
Demonstrates active involvement in committee meetings and leadership roles	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding
<p>Contributes to the development and enhancement of the curriculum through effective involvement in module or course activities</p> <p>Provides service to the school and the community.</p>	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding
4) Professionalism & Communication		
Criteria	Self Evaluation	Department chair,module director/Peer Evaluation



Upholds the highest standards of professionalism and ethical conduct: Evaluate the effectiveness and professionalism of both email and verbal communication	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding
Attendance and Punctuality: Evaluate adherence to authorized leave policies and	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory

consistency in maintaining an exemplary attendance record	<input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding	<input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding
Communication Compliance: Rate the adherence to communication standards and protocols, both via email and in-person interactions	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding	<input type="checkbox"/> Unsatisfactory <input type="checkbox"/> Below Expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Above Expectations <input type="checkbox"/> Outstanding

Faculty Cv Is Up-To-Date: YES NO

List Goals For The Coming Year And Expected Outcomes:

A. Teaching: _____

_____ **B. Research/Scholarly**

Activity: _____ **C.**



Service: _____

_____ **Overall Rating:**

Overall performance rating for the faculty member:

Unsatisfactory

Below Expectations

Satisfactory

Above Expectations

Outstanding Comments:

Additional Comments:

Reviewer Information: Name: _____ Position:

_____ Date: _____

MODULE DIRECTOR/ DEPARTMENT CHAIR EVALUATION OF CLASSROOM TEACHING:

The teaching evaluation is intended to be not just an evaluative process but also an opportunity to receive constructive feedback to improve teaching effectiveness.

PROCESS:

I. Pre-Visit Preparatory Meeting

The evaluator and faculty member meet prior to the scheduled evaluation in order to:

- Review course syllabus for course objectives, teaching, and assessment methods.
- Discuss the types of learners in class.
- Discuss methods of instruction selected for class, and class format.
- Discuss how feedback is provided to students.
- Discuss areas of focus for the evaluation.
- Go over evaluation form to be used during class observation.
- Other areas, as requested by the faculty member being evaluated.

II. Evaluation Visit

A evaluation form should be completed as part of the class observation (a sample one can be found at the end of this document). Upon completion of the visit, the faculty member being evaluated should do a self-appraisal that can be used as part of a post evaluation meeting (a sample of a self-appraisal is provided at the end of this document).



Evaluation Form to be used by Module Director/ Department Chair

Instructor:

Class:

Observer:

Date:

Number of Students in room:

Scale: *Strongly Disagree (1)* *Disagree (2)* *Undecided (3)* *Agree (4)* *Strongly Agree (5)*

1. Course Content

- Does the instructor demonstrate command of subject matter? 1 2 3 4 5
- Does content reflect current research/knowledge of discipline? 1 2 3 4 5
- Is the purpose of the session evident? 1 2 3 4 5
- Is the content consistent with the course syllabus? 1 2 3 4 5

2. Teaching Methods

- Are transitions between ideas smooth? 1 2 3 4 5
- Are relevant examples given and used to clarify concepts? 1 2 3 4 5
- Is the presentation organized? 1 2 3 4 5
- Is the instructor enthusiastic about the subject? 1 2 3 4 5
- Is material adapted to student needs? 1 2 3 4 5
- Are supplemental materials/visual aids/technology used effectively? 1 2 3 4 5
- Given the type and size of class, are the methods selected appropriate? 1 2 3 4 5



3. Learning Environment

- Is the classroom atmosphere participatory? 1 2 3 4 5
- Do students seem engaged with the topic? 1 2 3 4 5
- Does the instructor encourage questions and check-in with students? 1 2 3 4 5
- Is the instructor attentive to cues of boredom or confusion? 1 2 3 4 5
- Was the session thought provoking and stimulating? 1 2 3 4 5
- Was the environment conducive to critical thinking and student-centered learning? 1 2 3 4 5



Classroom Self Appraisal Form

Instructor:

Class:

Observer:

Date:

Number of Students in room:

Scale: *Strongly Disagree (1)* *Disagree (2)* *Undecided (3)* *Agree (4)* *Strongly Agree (5)*

1. Course Content

- Does the instructor demonstrate command of subject matter? 1 2 3 4 5
- Does content reflect current research/knowledge of discipline? 1 2 3 4 5
- Is the purpose of the session evident? 1 2 3 4 5
- Is the content consistent with the course syllabus? 1 2 3 4 5

2. Teaching Methods

- Are transitions between ideas smooth? 1 2 3 4 5
- Are relevant examples given and used to clarify concepts? 1 2 3 4 5
- Is the presentation organized? 1 2 3 4 5
- Is the instructor enthusiastic about the subject? 1 2 3 4 5
- Is material adapted to student needs? 1 2 3 4 5
- Are supplemental materials/visual aids/technology used effectively? 1 2 3 4 5
- Given the type and size of class, are the methods selected appropriate? 1 2 3 4 5



3. Learning Environment

- Is the classroom atmosphere participatory? 1 2 3 4 5
- Do students seem engaged with the topic? 1 2 3 4 5
- Does the instructor encourage questions and check-in with students? 1 2 3 4 5
- Is the instructor attentive to cues of boredom or confusion? 1 2 3 4 5
- Was the session thought provoking and stimulating? 1 2 3 4 5
- Was the environment conducive to critical thinking and student-centered learning? 1 2 3 4 5



Post evaluation meeting:

Comments from Evaluator:

Successful elements

Elements to refine

Self-Appraisal (Instructor)

Successful elements

Elements to refine

Recommendations for Improvement from Evaluator:

Signed by:



Faculty Member (Instructor)

Date

Peer Evaluator (Observer)

Date



ANNUAL FACULTY SELF EVALUATION DOCUMENT

i. Employee Information

1. Faculty Member: _____
2. Rank: _____
3. Department: _____
4. School ID: _____

ii. Teaching

A. This Year's Current Teaching Assignments / Teaching Workload Activity (1 Jan 2018–31 Dec 2018)

i. Medical Students' Active Learning

- Teaching sessions created de novo
- Teaching sessions retaught / optimized from last academic year
- Teaching sessions with participation as a team member

ii. Medical Students' Lecture/Non-Active Learning

iii. CME/Faculty Development

iv. Professional development – teaching

v. Other Activities (List)



B. Specific Planned Activities for Next Year (1 Jan 20..–30 Dec 20..)

- i. Medical Students' Active Learning
- ii. Medical Students' Lecture/Non-Active Learning
- iii. CME/Faculty Development
- iv. Professional development – teaching
- v. Other Activities (List)

III. Research / Scholarly Activity

A. This Year's Current Research / Scholarly Activities (1 Jan 20–31 Dec 20)

1. Refereed Publications
2. Books / Book Chapters
3. Presentations
4. Abstracts
5. Professional development in research/scholarship
6. Mentoring and advising activities - include evidence of outcomes resulting from your mentoring (publications or presentations with mentees; current positions of mentees)
7. Other Activities



B. Specific Planned Activities for Next Year (1 Jan 20–31 Dec 20)

1. Publications
2. Books / Book Chapters
3. Presentations
4. Abstracts
5. Professional development in research/scholarship
6. Other Activities

IV. Service

- A. Activities for this year (1 Jan 20 – 31 Dec 20)
- B. Administrative Service (position held, start date, end date if any, summary report of your activity for evaluation year)
- C. Committee Activities (Position held, start date, end date if any, summary report of your activity for evaluation year)
- D. Planned activities for next year(1 Jan 20 – 31 Dec 20)



Application for Faculty Promotion and Tenure

This form is to be used by applicants for appointment to faculty rank. For appointment at the rank of associate professor or full professor, two copies of each publication must be supplied by the candidate and submitted with this form. Requirements for appointment to the various academic ranks are defined in Windsor University Faculty Handbook. Finally, please attach an official transcript from the institution that granted your highest degree.

The dean should forward the completed forms and supporting documents to the chairperson: Faculty Appointment, Reappointment, Promotions, and Tenure Committee, the president, as appropriate.

SECTION I

APPLICATION

To be completed by the Candidate

1. Name of Candidate
2. Proposed Rank
3. Department/Module
4. School
5. Home Address
6. Date of Birth
7. Place of Birth



8. Citizenship*

9. Marital Status

10. S.S. #

*If the candidate does not hold United States citizenship, any forthcoming appointment is expressly conditioned on the appointee presently having and maintaining during the term of the appointment a nonimmigrant or immigrant visa status approved by the United States Immigration/ Naturalization Service and/or the St. Kitts & Nevis Government Service which permits the appointee to perform his employment obligations under the terms of the appointment. It is the candidate's responsibility to obtain such approval.

12. Education (Medical School and University)

Institution	Years Attended	Degree	Date of Degree



- 13. Title of Doctoral Dissertation, Name of Major Professor (Director), Date of Oral Defense and, if applicable, Publication Information

- 14. Medical School or University Faculty Experience:

Institution	Date of First Appointment	Rank	FT/PT	From	To

- 15. An appointment probationary for tenure is subject to renewal up to six years. Any service beyond the first year as a full-time probationary faculty member at Windsor University will be included in the six-year period.

_____I have served more than one year as a Probationary (visiting) faculty member at Windsor University, which qualifies for inclusion in the probationary period.

_____I do not have previous service as described above.



16. Professional and Research Experience:
(Please provide a summary of professional experience giving employer, position, and dates of employment. Summarize research experience by giving description, dates, and sponsorship.)

17. Membership and Offices in Learned or Professional Societies:

18. Awards and Other Distinctions:

19. Publications/Professional Products: (List all publications/products submitted with this application, giving complete reference data and co-authors. Assign a number to each publication/product and affix this number to the reprint or copy of the publications submitted with the application.)

20. Appraisal of Publication/Product. [State briefly the nature of contribution of each. Attach reviews or critiques (not abstracts), if applicable. Duplicate this page as necessary]

Publication No. Title

Author(s)

Published in/by

Candidate's Appraisal of Contribution:



Evaluation:

Department/Module Chairperson:

Signature of Department/Module Chairperson

Faculty Appointment, Retention, Promotion, and Tenure Committee:

Signature of Committee
Chairperson

21. Teaching Experience:

- a. If you have teaching experience in a medical school or university as an instructor or graduate teaching assistant, please attach a list containing the titles of courses taught, the institution(s) at which they were taught, and a brief description of the course content. If teaching experience exceeds three years, list only those courses taught in the most recent three-year period. If available, attach evaluations of the courses.

_____Please check here if you have no higher education teaching experience.

- b. If you have experience directing dissertations or theses, please list on a separate sheet below the titles of those for which you have been the major professor. If your experience in directing exceeds three years, list only those that you have directed during the most recent three-year period.

_____Please check here if you have no experience directing dissertations or theses.

- c. List below contributions to teaching which you consider important (e.g., title and description of published or unpublished instructional material, description of major curriculum reorganization, introduction of new courses, awards, or citations for outstanding or extraordinary teaching, etc.). Give date(s) of each contribution.



22. Describe your contributions to your field or profession that you wish to be considered as “equally important service.”

Date

Signature of Candidate



3. If the candidate does not hold the doctoral degree or the highest professional degree in the field, please explain.

If adjunct appointment is sought, please indicate duties.

4. If any unusual circumstances are associated with this appointment, please describe these circumstances below.



5. For appointment to the rank of Professor, list below the names and affiliations of persons outside the University who have attested to the scholarly or professional reputation of the candidate. Attach to this application correspondence associated with outside evaluation of the candidate.

Name	Institution

Effective Date of Appointment:

The appointment recommended herein is to become effective

APPENDIX A : ENDORSEMENT BY THE WINDSOR UNIVERSITY BOARD OF
TRUSTEES PERTAINING TO ACCEPTED ADMISTRATIVE POLICIES /
PRINCIPLES THAT DEAL WITH AFFIRMATIVE ACTIONS

Preamble

Over the past decade, the Board of Trustees has had to deal with personnel activities that may be of benefit or that might the developing Windsor University.

The following list offers an insight as to the abridged policies and principles that have been recognized by the Board of Trustees.

Equal Employment Opportunity: No person shall, on the ground of race, color, sex, religion, creed, national origin, age, or handicap be excluded from employment or participation in, be denied the benefits of, or otherwise be subjected to discrimination under any program or activity conducted by the Windsor University Faculty: Board of Trustees.

Civil Rights: The Windsor University Board of Trustees complies with the spirit of the provision of Title VI of the US Civil Rights Act of 1964 as amended.

Sexual Harassment

Windsor University's Board of Trustees agrees with the following concept:

United States Federal law provides that it shall be unlawful discriminatory practice for any employer, because of the sex of any person, to discharge without cause, to refuse to hire, or otherwise discriminate against any person with respect to any matter directly or indirectly related to employment or academic standing. Harassment of an employee on the basis of sex violates this federal law.

We at Windsor University comply with this policy and its intent. Sexual harassment of employees or students or staff at Windsor University (at the campus or at an affiliated facility) is prohibited and the University shall subject the offender to dismissal or other sanctions after compliance with procedural due process requirements. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when:

- A. Submission to such conduct is made explicitly or implicitly a term or condition of an individual's employment or academic standing; or
- B. Submission to or rejection of such conduct by an individual is used as a basis

for employment or academic decisions affecting an individual; or

- C. Such conduct unreasonably interferes with an individual's work or academic performance or creates an intimidating, hostile, or offensive working or academic environment.

Political

As responsible and interested citizens in a democratic community, employees of Windsor University are encouraged to fulfill their civic obligations and otherwise engage in the normal political processes of society. Nevertheless, it is inappropriate for Windsor University personnel to manage or enter political island campaigns while performing services for Windsor University.

Employment

The basic criteria for the appointment and promotion of faculty at Windsor University shall be appropriate qualifications and performance. Relationship by family or marriage shall constitute neither an advantage nor a disadvantage.

Policies Concerning Outside Professional Activity

The Windsor University's Board of Trustees affirms the fact that the members of its faculty are professionals with certain obligations and privileges inherent in that status. Professionals are obliged to continuously broaden their capabilities, to share their knowledge with their peers, and to make their knowledge and skills available to the public under appropriate circumstances. Although professionals who accept full-time faculty appointment thereby commit themselves to extending their principal professional effort through the university, limited service to or association with organizations and persons external to the institution may contribute to the growth of faculty competence and the purposes of the university. Like other professionals, faculty members expend their principal productive effort on their professional work, which occupies time well beyond the norm for non-professional employment but may be flexible in schedule and not limited to particular hours of the day or week. This policy is also applicable to persons in administrative positions, regardless of whether they also have faculty appointments.

Whenever prior approval of the university is required for activities covered by this policy, the initial request generally must be submitted to the appropriate associate dean, Module director or chairperson, and principal dean. Persons reporting to others

should check with their immediate supervisors regarding the proper approval process.

The policies below are based on certain premises:

1. Faculty members should be encouraged to engage in activities beyond their regular university duties when such activities contribute to individual growth, extend knowledge, or advance the mission of the university.
2. Under appropriate limitations, it is acceptable for faculty members to receive extra compensation for work that is definitely beyond and does not interfere with their university duties.

Outside Professional Activity: Outside professional activity is understood to mean any service rendered by a faculty member with or without compensation to persons or organizations external to the university, without university sponsorship, for the purpose of advancing, applying, or transferring knowledge in a field of endeavor related to the faculty member's employment at the university. Such activity is beyond or in addition to the faculty member's university responsibilities; the activity generally occurs off-campus and requires only the time and special capabilities of the individual. This is accomplished without significant use of university facilities or supporting services.

Outside professional activity under appropriate circumstances is to be encouraged. However, since faculty members have committed their primary professional effort to the university, the university has a responsibility to limit and regulate such activity. With certain exceptions, faculty members are required to obtain the permission of the university prior to engaging in outside professional activity and to make periodic summary reports on such activity. All outside professional activity must be in compliance with the university patent and copyright policies when applicable.

There is need to protect the interests of the university by ensuring that the faculty do not have outside demands and commitments that would retard their academic development and discharge of their responsibilities at Windsor University.