

Universidad Central del Caribe



FACULTY HANDBOOK

2002

AFFIRMATIVE ACTION POLICY

Universidad Central del Caribe recognizes the right of all persons to work and to advance on the basis of merit, ability and potential, and is therefore committed to taking any and all steps necessary to identify and alter policies, practices or other institutional barriers which cause or perpetuate inequality.

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NOTE: Certain material in this manual may be superseded by changes in policy, procedures or programs occurring following its publication. Revised versions will be issued as needed to keep the faculty informed on such changes.

FOREWORD

The Faculty Handbook of Universidad Central del Caribe was developed as a reference source on institutional organization and governance, current policies and procedures, and the benefits and responsibilities of the Faculty.

The information included should guide faculty members as they contribute to the fulfillment of the University's mission and goals, through the attainment of excellence in teaching, research and service.

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CHAPTER I - GENERAL INFORMATION

A. History: The Universidad Central del Caribe (UCC) was founded in 1976, in Cayey, Puerto Rico, as a private non-profit institution, incorporated under the laws of the Commonwealth of Puerto Rico. The first educational units established were the School of Medicine, with a four-year program leading to the M.D. degree, and the Radiologic Technology Program, which offered the Associate Degree.

Since 1990, all University facilities have been integrated into one campus at the grounds of the Dr. Ramón Ruiz Arnau University Hospital in the city of Bayamón, one of the most important urban centers in Puerto Rico.

The spectrum of educational programs of the Universidad Central del Caribe has been expanded through the years to include: Graduate Medical Education Programs; Graduate Program in the Biomedical Sciences; Post- Associate Degree Certificate in Diagnostic Medical Sonography, Post Associate Degree Certificate in Mamography and Post-Baccalaureate Certificate in Substance Abuse Counseling and a Master Degree Health Sciences in Substance Abuse Counseling.

The University has vigorous research programs in the basic sciences, clinical sciences and psychosocial sciences. The Center for Addiction Studies, created in 1996, is a very active research center on issues of substance abuse, founded by Center for Substance Abuse Treatment (CSAT), and National Institute on Drug Abuse (NIDA). The University has an excellent track record in research funded by the National Institutes of Health through the Research Center for Minority Institutions (RCMI). Basic sciences research is also sponsored through the Minority Biomedical Research Support Program (MBRS). Other research programs include: the Specialized Neurosciences Research Program (SNRP), the Digital Optical Imaging Facility, the Center for Molecular and Cell Biology Research and the Clinical Research Center.

Clinical services are also provided through the following: the Faculty Practice Plan of the School of Medicine, the Specialized Clinical Reference Laboratory, the University Center for Integrative and Complementary Medicine and the Behavioral Clinical Services Center.

Other activities at the University include the Center for Biomedical Humanities, the University Center for CPR Training and the Continuing Education Program for Health Professionals.

B. Mission

Universidad Central del Caribe's (UCC) mission is to develop competent health care professionals, capable of treating community health problems in a psychosocial, cultural and biological context, with humanity, compassion, and a sense of moral and ethical responsibility.

This institution is characterized by the emphasis on the excellence of its educational programs and services of health maintenance, prevention, early detection and treatment of illnesses.

UCC contributes to the Puerto Rican community by developing health-care professionals in the following areas: Medicine, Radiologic Technology, Biomedical Sciences and Substance Abuse.

The University also contributes to the maintenance and enrichment of knowledge by means of its continuing education program for health-care professionals. It also promotes the development of scientific research in biomedical, clinical and psychosocial sciences with an emphasis on community epidemiological studies.

C. Academic Programs

1. School of Medicine

a. Undergraduate Medical Education

The goal of the School of Medicine is to prepare qualified physicians with a humanistic outlook, oriented toward primary care, with a commitment to continuing education, interested in research and capable of playing a top-quality professional role in accredited medical graduate programs.

The curriculum emphasizes primary health care with a problem-solving approach to learning. The first two years of the curriculum consist primarily of basic medical sciences education and an introduction to clinical sciences through courses in community health, human behavior, and clinical skills. Basic sciences offerings are organized in clinically

oriented courses with a problem solving approach to learning. The final two years of the curriculum are geared toward the required clinical course work, including elective courses. During the third year of studies, students rotate through the different departments of the Ramón Ruiz Arnau University Hospital, selected community based health facilities and other hospitals such as the Veteran's Administration Hospital and the San Juan City Hospital. The M.D. Program is authorized and accredited by the Council on Higher Education of Puerto Rico and by the Liaison Committee on Medical Education. Our graduates provide a multicultural approach to medical services in the Commonwealth of Puerto Rico and communities in the United States.

b. Graduate Medical Education

The School of Medicine and the University Hospital sponsor residency programs in the following specialties: Internal Medicine, Family Medicine, and in Pediatrics. In addition, a Transitional Internship Program provides training opportunities for physicians who plan on a military career or subsequent training in a specialty requiring a preliminary year. All programs are accredited by the Accreditation Council on Graduate Medical Education (ACGME).

2. Graduate Program in Biomedical Sciences

The Graduate Program in Biomedical Sciences strengthens the clinical sciences by advancing knowledge through research and the enhancement of teaching in the health sciences by the training of competent basic science educators. It also provides students with a background in basic biomedical sciences knowledge and skills required to become involved in research in university, government and private settings.

The three study programs are as follows:

- a. Master of Science (M.S.) in Anatomy and Cell Biology, Biochemistry, Microbiology /Immunology, Physiology and Pharmacology.
- b. Master of Arts (M.A.) in Anatomy and Cell Biology, Microbiology/Immunology, Physiology and Pharmacology
- c. Master of Arts (M.A.) in Basic Biomedical Sciences

3. Allied Health Programs

a. Associate Degree in Radiologic Technology

The Radiologic Technology Program was established in August of 1977, being the first academic Institution in Puerto Rico to offer an Associate Degree in Radiologic Technology and the first to receive accreditation by Joint Review Committee on Education in Radiology Technology (JRCERT) on the island. The Program's mission is to fulfill the demand for this specialized healthcare professional in Puerto Rico and to help upgrade the quality of the practitioners in this field. Its principal goal is to educate qualified personnel to provide direct patient services using various arrays of state-of-the-art diagnostic radiology equipment.

The faculty of the Radiologic Technology Program has vast experience in diagnostic imaging processes as well as sound knowledge in such diverse disciplines as medicine, biology, physics and the humanities.

This Program has been authorized and certified by the Council on Higher Education of Puerto Rico since it was established. The Program has also been fully accredited by JRCERT. The main teaching hospital is Dr. Ramón Ruiz Arnau University Hospital. In addition, there are over 20 affiliated institutions serving as clinical sites.

b. Post Associate Degree Certificate in Diagnostic Medical Sonography

This academic practical program seeks to develop theoretical knowledge and practical training in the modalities of medical diagnosis by means of ultrasound. The academic content is balanced and offers students varied opportunities to comprehend theoretical processes related to this field and to develop practical skills in the operation of equipment and management of patients.

c. Post Associate Degree Certificate in Mammography

The academic program seeks to develop in a radiologic technologist theoretical knowledge and practical training in the modalities of mammography. The academic content is balanced in order to offer students other opportunities to comprehend theoretical processes related to this trend and develop practical skills in the equipment operation and patient's management.

d. Substance Abuse Counseling Programs

The Substance Abuse Counseling Programs were established in 1995. The main goal of these programs, the first of their kind in Puerto Rico, is to train qualified professionals to provide services of excellence in substance abuse treatment and prevention, as well as in the planning and evaluation of substance abuse organizations.

The two programs of study are as follows:

i. Post-Baccalaureate Certificate in Substance Abuse Counseling

This program trains professionals to provide addiction counseling services to individual patients, their families and to other members of the community.

ii. Masters of Health Sciences in Substance Abuse Counseling

The program imparts knowledge and skills and fosters attitudes that enable students to provide and supervise counseling services and to plan, manage, and evaluate substance abuse programs in both the public and private sectors.

D. Facilities and Services

1. Conference and Lecture Rooms

Classrooms and rooms for small group discussions are located at the Biomedical Sciences Building. Space is also available at the Academic Resources Center for small-group discussions.

Each of the six basic science departments has its own meeting room. There are classrooms and conference rooms at the University Hospital.

2. Academic Resources Center

a. The Academic Resources Center (ARC) serves students, non-teaching personnel, and the community in general. The ARC comprises the following areas: Library, Educational Technology Unit, and Information Systems Unit. The first floor comprises a general services area and contains traditional and computerized services, the reserve and reference collection, the current year's serials, and circulation as well as

group study tables. Research documents, bound serials and additional individual study space are located on the second floor. A room named after Dr. Salvador Arana Soto is dedicated to Puerto Rican authors and also serves as a conference and special meeting room. The Educational Technology Unit and part of the Information Systems Unit are on this floor.

Services: The services offered by the ARC include circulation of printed and non-printed materials and interlibrary loans. Photocopy and fax services, medical photography, recording of audio-visual materials, user orientation, information searches, technological literacy courses and access to the Internet are other services offered.

Collection: The collection is constantly revised to ensure that it is up-to-date and appropriate for the institutional needs. The collection includes online and paper subscriptions. Both the book and periodicals collections are protected against theft by means of an electronic security system at the exit of the ARC.

Electronic Resources: The ARC has various systems to obtain up-to-date information. The following systems that are currently available are: Access to Medline via Internet, ScienceDirect, Micromedix, EbscoOnline and Glas (UCC Electronic Catalog).

Interlibrary Loans: This service is provided via FAX. The Library has agreements for this type of service with libraries in Puerto Rico and off the island. All bibliographical material requested through this system takes a maximum of three days and in cases of emergency, no more than eight hours to be processed.

Photocopy Service: The ARC has photocopiers for student and faculty use. This service allows the user to make photocopies from resources that don't circulate out of the ARC.

Educational Technology: The Educational Technology unit includes the Academic Computation Center and Audio-Visual Services Area. In addition to instructional materials, computers are available for the preparation of presentations, reports and

spreadsheets. Access to the Internet and e-mail services are also provided.

The Audio-Visual Services Area loans out equipment and material such as overhead projectors, slide projectors, video and film projectors, recordings, etc. This area also has a collection of films and videos which cover all areas of basic and clinical sciences. These materials are available to both students and faculty.

The Audio-Visual Services Area also produces materials such as photographs, slides, films, videos and posters.

Orientation Services: The ARC continually offers seminars on various information-related topics. The areas covered range from computer operating systems to medical informatics. Computerized applications, online courses management program, Internet searching are the most in demand. During the year workshops and seminars for students, faculty and staff are announced regularly. Trained staff is available for individual consultations.

ARC Advisory Committee: The ARC Advisory Committee was established by the UCC President to advise the ARC Director. The Committee is composed of faculty representatives, one student, and the Library Director.

3. Animal Resources Center

The Animal Resources Center is a scientific research center of 7,700 square feet. This center provides for the care of a variety of animals. The center is staffed by an animal health technologist and also has an animal care technician and a consulting veterinarian.

4. Center for the Development of Clinical Skills

The Center for the Development of Clinical Skills is located on the first floor of the Biomedical Sciences Building. The Center provides the academic support resources necessary for the teaching of clinical skills.

The Center is furnished with the following equipment and facilities:

- Computerized cardiac and respiratory sounds simulators
- Simulators for basic cardiopulmonary resuscitation in children and adults

- Anatomic simulators for eye and ear examinations, pelvic examinations, genital examinations for both sexes, and rectal, breast, and prostate examinations
- Simulators to develop skills in vein channeling, tubing, sutures, artery channeling and procedures such as tracheotomies
- Four examining rooms with medical equipment and video cameras
- Wide screen video projection area.

Individualized teaching is offered to students. This guarantees an exposure to clinical experiences similar to those found in the real practice of medicine. The Center is also used in the training of other health professionals to develop skills particular to their field of specialization.

CHAPTER II - ORGANIZATION AND GOVERNANCE

The UCC is a private non-profit corporation organized under the laws of the Commonwealth of Puerto Rico.

A. Organizational Chart

The following page presents the organizational structure of Universidad Central del Caribe.

B. Board of Trustees

Prestigious members of our community volunteer their participation in this governing body.

The Board of Trustees, UCC's top decision making body, is composed of eleven members, which include physicians, educators, economists and businessmen. Members of the Board have tenures ranking from two to twelve years. The Board has such responsibilities and authority as set forth in the Corporate Charter and Bylaws of the University. This body appoints the President of the University and approves all other faculty and administrative appointments upon his/her recommendation. The Board is responsible for the approval of all rules and regulations governing the Institution, as they arise from University policy making bodies, or as generated by the Board itself. The Board of Trustees may delegate to the President the approval of such internal rules, regulations, policies and/or procedures, as it deems appropriate.

C. President

The President is the Chief Executive Officer of the Institution and is responsible for the planning, administration, and evaluation of all its activities. The duties of the President include the following, among others:

1. To act as the official representative of the Institution.
2. To act as the immediate supervisor of all deans and other top administrators of the Institution.

ORGANIZATIONAL CHART

3. To attend the meetings of the Board of Trustees and its committees and to be an exofficio member of the Board and of all its committees with voice but no vote.
4. To prepare an Institutional Strategic Plan to be submitted for the approval of the Board of Trustees.
5. To assure the fiscal stability of the Institution by means of an effective administration of the budget and/or by identification of additional fiscal resources.
6. To assure the quality of the academic programs and research activities at the University.
7. To establish and sustain effective relationships with government and accrediting agencies, and professional and social organizations in both the public and private sectors, and in the community at large.
8. To foster effective collaboration with other institutions of higher education both in Puerto Rico and abroad.
9. Should the President be on vacation, ill, or performing duties not related to his/her responsibilities, one of the Deans will serve as acting president. In the absence of the President, the order of succession will be the following: Dean for Academic Affairs, Dean of Medicine, Dean of Student Affairs and Dean of Administration.
10. To carry out the evaluation of Deans. In doing so, the President, may seek the participation of different sectors of the university community.
11. To carry out all other duties delegated by the Board of Trustees, as it deems appropriate

D. Deans

The deans, in collaboration with the President are the officials responsible for daily operations of the University and constitute the top management of the Institution. Each dean is accountable directly to the President concerning his/her area, which normally composes functions which are congruent in nature. The deans are selected and appointed by the President, with the approval of the Board of Trustees and serve at the pleasure of the President. Within their respective areas of responsibility, the deans are charged with meeting institutional goals. With this in mind, the deans coordinate diverse plans and projections, assuring that operations are working efficiently in accordance with the

established institutional norms and policies and carry out continuous self assessment strategies.

The deans are also charged with promoting new ideas and with providing support for projects related to their particular areas. Each Dean is responsible for the development of a strategic plan for their area and for developing the budget to carry out the plan, to be submitted for approval by the President. In addition, they advise the President and assist him/her in the preparation of institutional policies.

The particular responsibilities of each of the deans are as follows:

1. Dean for Academic Affairs

The primary responsibility of the Dean for Academic Affairs is to assure that institutional academic programs and services are operating at outmost level of excellence. The responsibilities of the Dean are the following:

- a. To supervise the University academic programs and services. This includes the Office of the Registrar as well as the Academic Resources Center.
- b. To supervise the revision, as well as the curricular and programmatic development of the University's academic offerings.
- c. To supervise the academic support services related to teaching and research activities.
- d. To supervise the evaluation of the University programs, curriculum and educational processes.
- e. To supervise research activities on academic issues.
- f. To supervise the scheduling and coordination of the continuing education program.
- g. To supervise the students' evaluation and promotion, in coordination with faculty deans and program directors.
- h. To supervise, in coordination with the faculty deans and program directors, the recruitment, appointment, evaluation and promotion of faculty.
- i. To supervise the scheduling and coordination of the Faculty Development Program.
- j. To carry out any other duty, as required by the President.

2. Dean of Medicine

The Dean of Medicine, as the chief officer of the School of Medicine, has the following responsibilities:

- a. To organize, supervise, and evaluate all programs, services, and activities carried out by the School's units, departments and programs.
- b. To supervise and evaluate the work of the chairpersons of the Basic Sciences and Clinical Departments as well as the Director of the Graduate Biomedical Sciences Program.
- c. To supervise, in conjunction with the Dean for Academic Affairs, the evaluation and promotion of students in the School.
- d. To implement, in conjunction with the Dean for Academic Affairs, the recruitment, appointment, evaluation, and promotion of the Medical School Faculty and to make recommendations to the President for the corresponding action.
- e. To oversee the design and evaluation of the curricular and scheduling development of the academic offerings of the School.
- f. To supervise and evaluate the faculty, following the University's regulations and procedures.
- g. To supervise the scheduling and coordination of the Medical Continuing Education Program.
- h. To supervise the operation of the Faculty Practice Plan.
- i. To supervise the Office of Graduate Medical Education.
- j. To carry out any other duty, as required by the President.

3. Dean of Student Affairs

The primary responsibility of the Dean of Student Affairs is to ensure the quality of student services and of the admission process of students. The responsibilities of the Dean are as follows:

- a. To supervise and coordinate the personnel and functions of the Admissions, Guidance and Financial Aid Offices.
- b. To supervise and participate in the process of selecting candidates for admission to all academic programs.
- c. To coordinate the student health services.
- d. To administratively support and coordinate the activities and election of officials of the student organizations.
- e. To supervise and coordinate the student recruitment activities.
- f. To supervise the scholarships, fellowships, and financial aid services.
- g. To foster and coordinate student participation in official, cultural, community oriented, recreational, and sporting activities, among others.
- h. To supervise the academic support programs and services geared to students, including tutoring, individual guidance, housing, and academic counseling.
- i. To carry out any other duty, as required by the President.

4. Dean of Administration

The primary responsibility of the Dean of Administration is to provide support to meet the goals and objectives of the University. The Dean is responsible for the following operational functions:

- a. To supervise the administration of the University personnel, files and procedures.
- b. To supervise the preparation of the payroll of the University.
- c. To supervise the acquisition of materials, equipment, and services.
- d. To supervise the administration of a centralized control system of the University official documents, files, and records.
- e. To supervise the safekeeping of institutional inactive files.
- f. To supervise the conservation and maintenance of the physical structures-
- g. To supervise the general services such as mail, telephone, transportation, messenger services, security, and risk management.
- h. To administer the University's insurance program.

- i. To supervise the control of institutional property.
- j. To supervise the procedures pertaining to the management of fiscal resources.
- k. To carry out any other duty, as required by the President.

5. Associate/Assistant Deans

The associate and assistant deans, in collaboration with their respective dean, share the responsibilities of the administration of the University. Within their areas of responsibility, the associate and assistant deans are charged with specific tasks associated with the activities of the deanship they are assigned to. They collaborate with their deans in the coordination of diverse plans and projections, assuring that operations are working efficiently in accordance with the established institutional norms and policies, and carrying out continuous self assessment strategies.

The associate and assistant deans are also charged with promoting new ideas and with providing support for projects related to their particular areas.

They are selected by the Dean, who recommends the appointment to the President, who makes the final decision on the appointment. They are evaluated by the corresponding Dean, who may seek the participation of different sectors of the university community in that task.

E. Directors, Chairpersons and Coordinators

Each administrative, academic, research or service program, office, centers and units is supervised by a director, chairperson or coordinator. They are responsible to a Dean, an Associate or an Assistant Dean for the educational, research and administrative policies of their office, department or program, as well as for the supervision of its personnel. Some may be under the direct supervision of the President. In agreement with institutional objectives, the directors, chairs and coordinators implement the plans, programs, regulations, and policies of the unit under their responsibility. They represent their office, department or program in relation to other units, together with the deans and other administrative officers of the University.

F. Committees

There are a number of committees charged with advising and making recommendations at different levels in the Institution. Their members are either appointed or elected by different sectors of the University Community. Table 1 includes information on the composition and main responsibilities of the committees.

1. Institutional Committees

a. Appointed by the President:

Committee	Administrators	Faculty	Students	Community Representatives	Committee Responsibilities
Student Disciplinary Committee		X	X		Examine charges of student misconduct, hear charges, review evidence and make recommendations to the President.
Institutional Review Board		X		X	Review all research that involves human subjects to ensure ethical standards.
Institutional Animal Care and Use Committee		x	x	X and a Veterinarian	Review all research that involves animals, inspect the animal facility to ensure it complies with federal guidelines.
Radiation Safety Committee	X	X		External Radiation Safety Officer	Inventory of all storage and disposal of radioactive materials, oversee compliance with institutional and federal guidelines.
Faculty Practice Plan	X	X			Set regulations and policies, advise in development of contracts with insurance companies, consult in billing of medical services.
Institutional Research Committee		X			Advise President on norms, regulations, policies and practices that foster and facilitate research.
Institutional Safety Committee	X and Human Resources Office Rep.	X	X		Oversee all aspects of institutional occupational health and safety, review reports from other committees engaged in safety issues
Institutional Planning & Development Committee	X	X	X	X and Alumni	Evaluate and revise institutional strategic and development plan
Chemical Safety Committee	X	X			The Chemical Safety Committee ensures that chemicals used at UCC are used and disposed of in such a manner as to minimize the health and safety risks to personnel, facilities, the environment, and the public and to assure compliance with UCC policies and federal as well as PR regulations.
Biosafety Committee	X	X			Implement and supervise the Institutional Policy to the disposition of biomedical disposal follows the federal and local regulations.
Institutional Committee for	X	X			Establish regulations and procedures that guarantee an effective response to

Emergencies					any emergency that could occur in the facilities of the Universidad Central del Caribe.
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b. Elected by the Faculty and/or Students:

Committee	Administrators	Faculty*	Students	Community Representatives	Committee Responsibilities
Faculty Affairs Committee		X			Advise the President on formulation of policies and regulations affecting the faculty, receive concerns on such issues from the faculty.
Student Affairs Committee		X	X		Advise the President on student recruitment, admission, counseling, career counseling, health services, financial aid, ethical and professional development, preparation for the transition to work based on current local and federal policies.
Student Disciplinary Board		x	x		Ensure adherence to institutional behavioral and ethical norms, conduct hearings and report and recommend to Dean or Program Director if action should be taken.
Faculty Appointment & Evaluation Committee		X			Advise and recommend to the President appointments, reappointments and promotion presented by Program Directors, Deans and Faculty Committees

* These committees have representation of the faculty and students of each academic program of the Institution. As of 2002, the composition of these committees is of 5 faculty representatives of the School of Medicine, 1 from the Substance Abuse Program and 1 from the Radiologic Technology Program, and those with student representation have one from each program. A faculty and student (when applicable) representative should be elected to represent new academic program when implemented.

2. Departmental/Program/Deanship Committees

a. Appointed by the Dean/Program Director:

Committee	Administrators	Faculty	Students	Community Representatives	Committee Responsibilities
Curriculum Committees	X	X	X		Oversee implementation and evaluation of curriculum in the respective programs, recommend revisions to the curriculum
Student Admissions Committee	X	X			Evaluate, interview and recommend applicants to Dean/Program Director, oversee implementation of program admission policies and procedures.
Student Evaluation and Promotion	X	X			Advise and recommend to the Dean/Program Director actions concerning the academic status of students, according to the evaluation and promotion rules and regulations approved by the program faculty.

G. University Faculty Meetings

1. Frequency of Meetings and Procedure of Convening
 - a. Two regular faculty meetings will be convened during the academic year: one at the beginning of the fall semester and another at the end of the spring semester.
 - b. The President will convene special meetings when deemed to be found necessary or when requested in writing by ten members of the faculty, in which case said meeting will be held no later than twenty-one (21) days from the date of receipt of the request.
 - c. The announcements of the meeting accompanied by the agenda will be sent to the members of the faculty at least ten days before the meeting.
2. Faculty Members Eligible for Elected Positions with Voting Privileges
 - a. Full time faculty with probationary and multi-annual academic appointments, as well as part-time faculty members, with twenty (20) or more weekly hours of teaching, research and or clinical service; the Director of the Academic Resource Center and Director of the Library will have voting privileges in the faculty meetings and will be eligible for elected positions.
3. Quorum
 - a. One fifth (1/5) of the faculty members with right to vote will constitute quorum.
4. Parliamentary Procedure
 - a. Faculty meetings will be conducted in agreement with the regulations established in Robert's Rules of Order Revised which will be the parliamentary authority of the meetings, so long as these regulations do not specify differently in some areas.
 - b. The order of business to be followed in the meetings will be the following:
 - Call to order (establishment of quorum)
 - Reading and approval of the minutes of the previous meeting
 - Report of committees or elections

Uncompleted business

New business

Adjournment of the meeting

5. The Minutes of the Meetings

- a. The minutes of the meetings will be edited by the Secretary of the Faculty and co-signed by the President or his/her representative.
- b. The minutes will be sent to members of the faculty as early as possible following each meeting.

6. Elections for Elected Positions

a. Secretary of the Faculty

1. The Secretary of the Faculty will be a member of the faculty elected by secret vote in the spring meeting.
2. Nominations for this position will not be closed until there are three (3) candidates proposed.
3. The candidate who receives the greatest number of votes will be elected Secretary of the Faculty. The candidate that is next in number of votes will be elected substitute Secretary and will act as Secretary in the absence of the Secretary.
4. The secretary may not serve for more than four consecutive years.

b. Representatives of the Faculty to the various Institutional Committees

1. The faculty representatives to the various institutional committees will be elected by secret vote in the spring meeting.
2. All committees will consist of not less than three (3) and not more than seven (7) members, unless otherwise specified.
3. Nominations for this position will not be closed until there are three (3) proposed candidates.
4. The candidate that receives the greatest number of votes will be elected.

5. At the recommendation of the faculty some appointments will be made for one year and others for two years in a manner that achieves continuity in the labor of these deliberative groups.
 6. Not more than two members of one department may be appointed to the same committee.
- c. Beginning of the term of office
 1. The appointment of the secretary and of the elected representatives to the different committees will become effective July 1, following their election.

H. Academic Programs Faculty Meetings

1. Frequency of Meetings and Procedure of Convening
 - a. Each academic program shall hold faculty meetings at least twice a year: one during the fall semester and another during the spring semester.
 - b. The Dean/Director of the Academic Program will convene special meetings when deemed to be found necessary or when requested in writing by ten members of the faculty, in which case said meeting will be held no later than twenty-one (21) days from the date of receipt of the request.
 - c. The announcements of the meeting accompanied by the agenda will be sent to the members of the program faculty at least ten days before the meeting.
2. Faculty Members Eligible for Elected Positions with Voting Privileges
 - a. Full time faculty with probationary and multi-annual academic appointments, as well as part-time faculty members, with twenty (20) or more weekly hours of teaching, research and or clinical service; will have voting privileges in the faculty meetings and will be eligible for elected positions.

3. Quorum

- a. One fifth (1/5) of the faculty members with right to vote will constitute quorum.

4. Parliamentary Procedure

- a. Program faculty meetings will be conducted in agreement with the regulations established in Robert's Rules of Order Revised which will be the parliamentary authority of the meetings, so long as these regulations do not specify differently in some areas.
- b. The order of business to be followed in the meetings will be the following:
 - Call to order (establishment of quorum)
 - Reading and approval of the minutes of the previous meeting
 - Report of committees or elections
 - Uncompleted business
 - New business
 - Adjournment of the meeting

5. The Minutes of the Meetings

- a. The minutes of the meetings will be edited by the Secretary of the Faculty and co-signed by the Program Dean/Director or his/her representative.
- b. The minutes will be sent to members of the faculty as early as possible following each meeting.

CHAPTER III - FACULTY

The Faculty is composed of all personnel holding academic ranks, whose main responsibilities are related to teaching, research and the delivery of services. Faculty members have a primary appointment in one of the departments or programs. Secondary appointments in other academic units are possible and encouraged.

A. Faculty Rights and Responsibilities

1. Academic Freedom

All members of the Faculty are entitled to academic freedom as set forth in the 1990 revised version of the Statement of Principles on Academic Freedom and Tenure, formulated in 1940, by the Association of American Colleges and the American Association of University Professors. This section on academic freedom below is essentially a restatement of those principles, with some modifications consistent with their intent.

- a. The Faculty is entitled to full freedom in research and in the publication of the results.
- b. The Faculty is entitled to freedom in the classroom in discussing their subject, yet must comply with course content, teaching strategies and evaluation principles as approved by the Curriculum Committee of their Faculty/Program. They should be careful not to introduce into their teaching controversial matter which has no relation to their subject.
- c. University Faculty are officially appointed citizens, members of a learned profession, and officers of the Institution. When they speak or write as citizens, they should be free from institutional censorship or discipline but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and the Institution by their utterances. Hence, they should strive at all times to be accurate, should exercise appropriate restraint, should show respect

for the opinions of others, and should make every effort to indicate that they are not speaking for the Institution.

- d. Limitations of academic freedom because of religious or other aims of the Institution should be clearly stated in writing at the time of the appointment.
- e. Each faculty member should respect the academic freedom of other colleagues. Allegations that the academic freedom or other rights of a faculty member have been violated are to be settled according to the procedures outlined in the Faculty Appeals Process in this Handbook.

2. Code of Professional Ethics

The Statement of Professional Ethics promulgated by the American Association of University Professors is a reminder of the variety of obligations assumed by all members of the academic profession. This statement, which has been adopted as the Code of Professional Ethics for the Universidad Central del Caribe, cited by follows:

- a. "The professor, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognizes responsibilities placed upon him/her. His/her primary responsibility to his/her subject is to seek and to state the truth as s/he sees it. To this ends he/she devotes his/her energies to developing and improving his/her scholarly competence. S/he accepts the obligation to exercise critical self discipline and judgment in using, extending and transmitting knowledge. S/he practices intellectual honesty. Although s/he may follow subsidiary interests, these interests must never seriously hamper or compromise his/her freedom of inquiry".
- b. As a teacher, the professor encourages the free pursuit of learning in his/her students. S/he holds before them the best scholarly standards of his/her discipline. S/he demonstrates respect for the student as an individual, and adheres to his/her proper role as intellectual guide and counselor. S/he makes every reasonable effort to foster honest conduct and to assure that his/her evaluation of students

reflects their true merit. S/he respects the confidential nature of the relationship between professor and student. S/he avoids any exploitation of students for his/her private advantage and acknowledges significant assistance from them. S/he protects their academic freedom”.

- c. As a colleague, the professor has obligations that derive from common membership in the community of scholars. In the exchange of criticism and ideas, s/he shows due respect for the opinions of others. S/he acknowledges his/her academic debts and strives to be objective in his/her professional judgment of colleagues. S/he accepts his/her share of faculty responsibilities for the governance of the Institution.
- d. As a member of the Institution, the professor seeks above all to become an effective teacher and scholar. Although s/he observes the regulations of the Institution, provided they do not contravene academic freedom, s/he maintains his/her right to criticize and seek revision. S/he determines the amount and character of the work s/he does outside his/her Institution with due regard to his/her paramount responsibilities within it. When considering the interruption or termination of his/her service, s/he recognizes the effect of his/her decision upon the program of the Institution and gives due notice of his/her intentions.
- e. As a member of his/her community, the professor has the rights and obligations of any citizen. S/he measures the urgency of these obligations in the light of his/her responsibilities to his/her students, his/her profession and to his/her Institution. When s/he speaks or acts as a private person, s/he avoids creating the impression that s/he speaks or acts for his/her University. As a citizen engaged in the profession that depends on freedom for its health and integrity, the professor has a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

Faculty is also expected to adhere to other professional codes of ethics related to their disciplines. Allegations of violation of the Code of Professional Ethics are to

be settled according to the procedures outlined in the Faculty Appeals Process in this Handbook.

3. Other Rights and Privileges

- a. Participation in the meetings of the faculty and of his/her department.
- b. Eligibility for the academic and administrative positions for which he/she is qualified.
- c. Participation in the search of department/program chairs, directors and faculty members.
- d. Meet with the Deans, Program Directors and /or the President, should a situation arise.

4. Duties and Responsibilities of the Faculty

The Faculty is expected to be devoted to the accomplishment of the purposes of the Institution: education, research and service. At all times they should be knowledgeable about institutional by-laws and observe the stated norms and regulations. These documents are available in the Office of Human Resources.

- a. Faculty members have responsibilities to their students
 1. They must meet classes as scheduled. If unable to meet a regularly scheduled class, the class should be re-scheduled in coordination with the students or an appropriate alternate instruction strategy must be arranged and approved by the course coordinator or department/program chair.
 2. Individual faculty members are responsible for following the curriculum and for providing course content according to the approved course syllabus. They shall assist students to develop professional skills, as well as appropriate attitudes and behaviors.
 3. They must remain current in their field(s) of competence and in new pedagogical trends.
 4. They shall actively participate in institutional initiatives towards the improvement of the teaching-learning process.

5. They shall be accessible to students and inform them about their availability for consultation.
 6. They shall provide students with timely, objective and unbiased evaluations.
 7. They shall provide academic advising to students.
 8. They shall support student organizations and activities.
- b. Faculty members have responsibilities to their departments/programs
1. They shall contribute to the accomplishment of the objectives of their department/program.
 2. They shall contribute to the planning of their department's/program's curriculum and shall comply with all duties and responsibilities delegated upon them by their director, according to their appointment.
 3. Those engaged in research are expected to adhere to UCC research policies and procedures regarding grants and contracts, the protection of human subjects including minorities such as women , children, etc. and animal research subjects, and research safety issues.
 4. Faculty members are responsible of providing instruction about conduct and safety to the students, trainees, and staff who work in their laboratories or clinical programs.
 5. Clinical faculty members are expected to accept patient care assignments within the scope of their clinical competence and experience.
 6. They shall participate in continuing education activities throughout their careers to stay abreast of the developments in medical science and practice.
 7. They shall attend all department/program meetings, participating actively in presentations and discussions aimed at attaining solutions in relation to matters that may affect their units.
 8. Before engaging in formal studies or outside activities for *compensation* during institutional regular working hours, faculty members must secure approval of the department/program director, the appropriate Dean and the

President of the Institution. In order to secure this approval, the faculty will follow the procedure established by the office of the Dean for Academic Affairs.

9. They shall collaborate with the evaluation of their performance. They shall also participate in the evaluation of peers and administrators according to the established rules and procedures.

c. Faculty members have responsibilities to their Institution

1. To work for the most effective attainment of the objectives of their department/program and of the University.
2. To participate in the consultation process related to the appointment of the President and Deans.
3. To attend all faculty meetings, participating actively in presentations and discussions aimed at attaining solutions in relation to matters that may affect the Institution.
4. To make recommendations with respect to issues that affects the well-being of the Faculty and the progress of the Institution.
5. To participate in the election of the Secretary of the Faculty and the Faculty representatives to the various advisory bodies and committees.
6. To comply with all duties and responsibilities delegated upon them by the President, Deans, Chairs / Directors and Faculty, through their active participation in the committees of which they are members, by election or designation.
7. To participate in programs of professional development.
8. To make recommendations for the creation and awarding of honors.
9. To attend the commencement exercises at the end of each academic year.

5. Intellectual Property

Universidad Central del Caribe encourages the development, production, and dissemination of intellectual work by its faculty, since it strongly believes that the Institution and the community are best served by their creative efforts and innovations aimed at the enhancement of the quality of the academic programs, health services and the development of scientific knowledge. In doing so, the Institution follows the principles of the American Association of University Professors (AAUP) regarding the definition, ownership, and use of intellectual property, approved in 1999. This section is essentially a restatement of those principles, with some modifications consistent with their intent.

- a. Intellectual property applies to copyrights and patents. The term "copyright" shall be understood to mean that bundle of rights that protect the original works of authorship fixed in any tangible medium of expression, now known or later developed, from which they can be perceived, reproduced, or otherwise communicated, either directly or with the aid of a machine or device. The term "patent" shall be understood to mean that bundle of rights that protect inventions or discoveries.
- b. Intellectual property applies to:
 1. material developed for use in the classroom and distance education in department and institutional programs, such as syllabi, assignments, teaching strategies and tests;
 2. inventions or discoveries which constitute any new and useful application, technique, process, machine, manufacture, or composition of matter, or any new and useful improvement thereof; created, made, or originated by a faculty member, or a group of faculty members.

- c. Following the tradition in educational institutions, at UCC faculty members are considered to hold intellectual property of works that are created independently and at the faculty member's own initiative. The intellectual product shall be the property of the faculty except as s/he (they) may voluntarily choose to transfer such property, in full, or in part. However, even though they are considered to be the property of the faculty member(s), the Institution will be permitted to use such material for internal instructional, educational, research, service and administrative purposes, including satisfying requests of accreditation agencies.
- d. The University will be considered proprietor of the material, invention or discovery developed by the faculty member(s) when:
 - 1. UCC expressly directs the faculty member(s) to create a specified work, or the work is created as a specific requirement or condition of his/her (their) employment or as an assigned institutional duty, included in the job description.
 - 2. The University has contributed specialized services and facilities to the production of the work that goes beyond what is traditionally provided to faculty members.
 - 3. The faculty author(s) has/have voluntarily transferred the copyright, in whole or in part to the Institution. Such transfer shall be in the form of a written document signed by the faculty author(s).
- e. The terms of ownership by the faculty member(s) and/or the University shall be clearly stipulated before the initiation of the development of materials, the research project and/or the implementation or modification of services, undertaken by the faculty member(s). These terms should be included in a written contract.
- f. Funds received by the faculty member(s) from the sale or lease of intellectual property owned by the faculty shall be allocated and expended as determined

solely by the faculty member(s).

- g. Funds received by the University from the sale or lease of intellectual property owned by UCC shall be allocated and expended as determined solely by the university.
- h. Funds received by the faculty member(s) and the University from the sale or lease of intellectual property owned jointly by the faculty member(s) and University shall be allocated and expended in accordance with the specific agreement between the faculty member(s) and the University.
- i. In the event of multiple creators, the creators will determine the allocation their individual shares when the work is first undertaken.
- j. When the need arises, the President will appoint a committee represented by members of the faculty and the administration, to make recommendations to solve emerging issues or disputes concerning intellectual property. The Committee shall serve as a forum for the receipt and discussion of proposals to interpret existing institutional policy and/or to provide recommendations for contract negotiations.
- k. The Committee will make recommendations to decide disputes over ownership, and its attendant rights, of intellectual property. The Committee shall make recommendations on whether the University or any other party has rights to the invention or creation, and, if so, the basis and extent of those rights.

B. Faculty Roles

The University's overall mission encompasses three major areas of activities pertaining to the Faculty:

1. Teaching in the different academic programs
2. Research in the basic sciences, clinical sciences or the biopsychosocial sciences, including community health.

3. Service in the community, direct patient care and service within the University.

The responsibilities of a faculty member may include activities in one or more of these areas. In most cases and according to the professional interests and expertise of the individual and the needs of the University, a major area of activity can be identified. Thus, as an example, a faculty member who employs 75% or more of his/her time in research would have this as the major area of activity and would be identified, for all practical purposes, as a researcher. The same would apply to teachers (or educators) and to practitioners (Ex: physicians in the hospital, radiologic technologists in labs and substance abuse counseling professor in community base organizations or other scenarios). However, many faculty members combine different activities and roles such as clinical practitioner/educator, researcher/educator and others.

In order to establish a faculty classification that enables the University to have a fair and practical evaluation, compensation and reward system, equivalencies have been developed to account for faculty time in each role. The identification of roles is based on the percentage of time-effort dedicated to specific activities within that role. (See Table 2). The predominant roles and activities that a faculty member is engaged in determine the track in which the faculty is classified for contractual, evaluation and promotion purposes. (See Table 3).

TABLE 2: Activities within Different Faculty Roles

Faculty Roles	Activities
Teaching (Instruction, Education, Pedagogy)	<ul style="list-style-type: none"> - Lectures - Small-group discussions - Problem-Based Learning sessions. - Laboratories (Basic Sciences, Clinical Skills Development Center; Radiologic Technology Laboratories - Student Evaluation (preparation, administration and correction of written and practical exams; preparation administration and evaluation of clinical skills examinations such as OSCE's, and feedback evaluations; oral examinations, case presentations; evaluation of clinical work in teaching sites, <i>practical exams, oral exams and evaluations administered with LXR.Test and Blackboard, clinical evaluations etc.</i>) - Clinical supervision (Practice sites, clerkship supervision and teaching) - Student mentoring - Thesis Committees - Tutoring - Presentations and publications about pedagogical issues in their area of expertise - Direct supervision, teaching and/or evaluation of residents and interns - Other
Research (Basic, Clinical,	<ul style="list-style-type: none"> - Participation in externally funded sponsored research programs as PI, CPI, collaborators, and consultants. (RCMI, MBRS, RCRII, State and Federal Government , R01, etc.)

TABLE 2: Activities within Different Faculty Roles

Faculty Roles	Activities
Community, Biopsychosocial)	<ul style="list-style-type: none"> - <i>Institutionally sponsored</i> research - Publications in peer-reviewed journals - Publications in non-peer reviewed journals - Presentations in local, national or international meetings - Presentation of Abstracts - Poster sessions - Membership in research boards (local, national or international) - Reviewer for journals - Reviewer for research grants - Other
service	<ul style="list-style-type: none"> - Clinical service (direct patient care as faculty at a UCC clinical site; supervision of direct patient care with active participation and ultimate responsibility for such care), clinical laboratory services and others. - Professional services (consultant to outside agencies or institutions; providing other services to outside agencies or institutions). - Community service (in community health programs usually concomitant with teaching and/or research activities; as resources in continuing education activities)* - Clinical laboratory service. Providing clinical laboratory service to UCC, its affiliated clinical facilities and to the general

TABLE 2: Activities within Different Faculty Roles

Faculty Roles	Activities
	<p>public.</p> <ul style="list-style-type: none"> - Institutional services. (participation in committees, task forces, boards and other groups at UCC and/or its clinical sites if acting as an agent for UCC) - Other
Administration	<p>Departmental Chairpersons</p> <p>Directors of Centers</p> <p>Directors and Coordinators of Programs</p> <p>Assistant/ Associate Deans who maintain faculty activities on a part-time basis.</p> <p>Note: The President, Deans, Associate and Assistant Deans, as well as program and office directors, who hold a full-time administrative position may hold academic appointments.</p>

*(must have authorization from UCC and/or be acting as an agent for UCC).

TABLE 3

Faculty Tracks at UCC

Definition: The Faculty Tracks is determined by the role (or roles) which account for 75% or more of the individual time-effort.

Tracks	Roles
Educator	Mostly teaching at the undergraduate, post-baccalaureate, or graduate level program and /or M.D. program.
Researcher	Mostly conducting research in the basic, clinical, biopsychosocial or community health areas.
Researcher -Educator	A researcher who has an active participation in teaching of medical and graduate students at least 15% of the time.
Clinician-Educator	A clinical practitioner who teaches and supervises interns and residents of UCC Graduate Medical Education programs and/or supervises and teaches students at least 15% of the time.
Clinician-Researcher	A Clinical practitioner who has active participation in research at least 15% of the time.

Faculty Tracks at UCC

Definition: The Faculty Tracks is determined by the role (or roles) which account for 75% or more of the individual time-effort.

Tracks	Roles
Administration combined with another track (Researcher, Clinical or Educator)	A faculty member (Clinician, researcher or educator) with an administrative position such as Department Chair, Program or Center Director.

Note: Only the major faculty tracks are described in the table. However, there may be individual cases where a faculty member may participate in three or four roles which in combination account for a 100% time-effort.

C. Academic Load

Health -professions schools and universities, by their own nature, have multiple environments in which the faculty and students engage in the teaching-learning process. These include seminar rooms and classrooms; teaching laboratories and computer facilities; research centers, health-care sites such as hospitals, primary care centers and private offices and community agencies and programs.

Within those environments faculty members carry out a variety of activities that either complement their role as teachers or account for almost all of their endeavors within the University. Thus, in health-professions schools, faculty may have different roles and responsibilities such as classroom or laboratory instruction, research, clinical supervision and direct patient care. As representative of the University, faculty may engage in community service. As members of the academic community, faculty is often called upon to participate in institutional service activities such as committees, task forces, advisory boards and administration.

Our institution has defined the academic load as follows:

- a) **Full time academic load** implies 1500 hours per academic year
- b) **Part time academic load** implies less than 1500 but not less than 750 hours per academic year

Faculty members with less than 750 hours per academic year are considered adjunct faculty.

Time-effort percentages and hours per year, hours per semester and hours per week are determined by the Office of the Dean for Academic Affairs according to the equivalency schedule approved by the President and the Board of Trustees.

D. Types of Contracts

Faculty services are secured under one of the following types of contracts depending on the number of hours of services and their remuneration:

1. **Full time-** A faculty member whose responsibilities with the institution comprise of 1500 hours of work during the academic year, with pay.
2. **Part-time-** A faculty member whose responsibilities with the institution comprise of less than 1500 but not less than 750 hours per academic year, with pay.

3. **Adjunct**- A faculty member whose responsibilities with the institution comprise of less than 750 per academic year, with pay.
4. **Ad-honorem**- A faculty member who receives no financial remuneration for his/her services.

CHAPTER IV – ACADEMIC RANKS AND QUALIFICATIONS

A. Instructor

1. **Qualifications:** Appointments to this rank may be extended to an individual with a masters degree (or its equivalent) in the disciplines of the academic program to which he/she will be appointed, or an individual with a masters degree in a related field and 24 graduate credits or three years of experience in the discipline of the academic program in which he/she will be appointed.
2. **Appointment and Terms:** Appointment to this position is based on the recommendations of the Department Chair, the Deans*, and the approval of the President, following the process approved by the Board of Trustees. The initial appointment will be made for a term of one year, and could be renewed for a maximum of seven years. At the end of the first year the Chairperson and the Deans* may recommend the reappointment for a three year term to the President. At the end of the fourth year of employment the Chairperson and the Deans may recommend the reappointment for a final three years term, or instead recommend the promotion to assistant professor.
3. **Promotion to the rank of Assistant Professor:** After eight years of employment as an Instructor, but no later than the seventh year, a faculty member may request promotion to the rank of Assistant Professor to the President. After the fourth year of employment as an Instructor the Department Chair and Deans may recommend promotion to this rank. Criteria for promotion to this rank are as follows:
 - a. A doctoral degree (or its equivalent) or a masters degree and a minimum of four years of employment as an Instructor at UCC.
 - b. Proven excellence in teaching.

* When the recommendation of the Deans is required, it is understood that there is a Dean of School responsible for the academic program. If there is no Dean of School, only the recommendation of the Dean of Academic Affairs is required.

- c. Evidence of significant contributions to the enrichment of the curriculum, the instructional strategies, and the development of the department and the University.
- d. Research and scholarly accomplishments, evidenced by publications in professional journals and presentations of research results at the local, national and international levels.
- e. Proven excellence in services to the Department, the University their professional field and/or the community.

The weight of each of the above criteria will be determined by the track or role (as defined on Table 3 of Chapter III Faculty) to which the faculty was appointed.

B. Assistant Professor

Appointments to this rank are modified according to the primary activities of the faculty member.

There are three types of appointments at this level: **Assistant Professor**, for those faculty members who are responsible for a range of academic functions in the institution that include teaching, research, and service; **Research Assistant Professor**, for those whose primary responsibilities are confined to specialized, technologic research activities; and **Clinical Assistant Professor** for those who most of their time is devoted to the clinical activities of the University.

- 1. Qualifications:** Appointment at this level may be extended to an individual with a doctoral degree (or its equivalent) in the disciplines of the academic program to which he/she will be appointed, or to an individual with a doctoral degree in a related field who demonstrates achievements in professional activities which are deemed valuable contributing assets to the enhancement of the academic programs, activities and services of the department to be appointed to.
- 2. Appointment and Terms:** For individuals with a doctoral degree the initial appointment to this position will be made for a term of one year and could be renewed for a maximum of seven years. For those with a masters degree the initial appointment will also be for one year, and extended, every three years, without limitations. For both, at the end of the first year the Chairperson and the Deans may recommend the reappointment for a three years term. At the end of the fourth year of employment of those with a doctoral degree the Chairperson and the Deans may recommend the reappointment for a final three year term, or, instead, recommend

the promotion to associate professor. Instructors who earn a doctoral degree during their employment at UCC will automatically be promoted to the rank of Assistant Professor.

3. Promotion to the rank of Assistant Professor: After four years of employment as an Instructor, but no later than the seventh year, a faculty member may request promotion to the rank of Assistant Professor. After the fourth year of employment as an Instructor the Department Chair and Deans may recommend promotion to this rank. Criteria for promotion to this rank as follows:

- a. A doctoral degree (or its equivalent) or a masters degree and a minimum of four years of employment as an Instructor at UCC.
- b. Proven excellence in teaching.
- c. Evidence of significant contributions to the enrichment of the curriculum, the instructional strategies, and the development of the department and the University.
- d. Research and scholarly accomplishments, evidenced by publications in professional journals and presentations of research results at the local, national and international levels.
- e. Proven excellence in services to the Department, the University their professional field and/or the community.

The weight if each of the above criteria will be determined by the type of activities to which the faculty member devotes most of his/her time.

C. Associate Professor

- 1. Qualifications:** Appointment at this level may be extended to a faculty member with a doctoral degree in the disciplines of the academic program to which he/she will be appointed, or to individuals with a doctoral degree in a related field who demonstrates exceptional achievements in professional activities which are deemed valuable contributing assets to the enhancement of the academic programs, activities and services of the department to be appointed to. Appointments to this rank are modified according to the primary activities of the faculty member. There are three types of appointments at this level: **Associate Professor**, for those faculty members who are responsible for a range of academic functions in the institution that include

teaching, research and service. **Research Associate Professor** for those faculty members who have demonstrated scholarly achievements in specialized, technologic research activities, whose primary responsibilities are confined to research activities. **Clinical Associate Professor** for those faculty members who have demonstrated scholarly achievements in the clinical activities of the University, whose primary responsibilities are confined to clinical services.

Candidates who hold the rank of Associate Professor in an institution comparable to the University, in size, complexity and academic excellence, prior to the employment at UCC, may be appointed at the same rank.

2. **Appointment and Terms:** The initial appointment to this position will be made for a term of one year. At the end of the first year the Chairperson may initiate the recommendation for the reappointment for a three years term. At the end of the fourth year of employment the Chairperson may recommend the reappointment for a second three year term, and every three years thereafter will determine the eligibility for future three year contracts. At the end of the seventh year the Chairperson may recommend the promotion to the rank of Professor.
3. **Promotion to the rank of Associate Professor:** After four years of employment as an Assistant Professor, a faculty member may request promotion to the rank of Associate Professor. Criteria for promotion to this rank are as follows:
 - a. A doctoral degree.

In very meritorious cases an Assistant Professor with a Master's degree may be promoted to the rank of Associate Professor. A minimum of eight years as Assistant Professor and outstanding overall performance will be required.
 - b. Proven excellence in teaching, whose impact in higher education is outstanding and recognized.
 - c. Evidence of significant contributions to the enrichment of the curriculum, the instructional strategies, and the development of the department and the University.
 - d. Research and scholarly accomplishments, evidenced by publications in professional journals and presentations of research results at the local, national and international levels.

- e. Proven excellence in services to the Department, the University, their professional field and/or the community.

The weight if each of the above criteria will be determined by the type of activities to which the faculty member devotes most of his/her time.

D. Professor

1. **Qualifications:** Appointment at this level is the highest academic status extended to an individual with a doctoral degree in the disciplines of the academic program to which he/she will be appointed, or to individuals with a doctoral degree in a related field who demonstrates exceptional achievements in professional activities which are deemed valuable contributing assets to the enhancement of the academic programs, activities and services of the department to be appointed to. Appointments to this rank are modified according to the primary activities of the faculty member. There are three types of appointments at this level: **Professor** for those faculty members who have demonstrated scholarly achievements in teaching, research and service. **Research Professor** for those faculty members whose primary responsibilities are confident to research activities, who have demonstrated scholarly achievements in specialized, technologic research activities. **Clinical Professor** for those faculty members whose primary responsibilities are confined to clinical services, who have demonstrated scholarly achievements in the clinical activities of the university.
2. **Appointment and Terms:** This appointment, may be renewed every three years, following the procedures approved by the Board of Trustees.
3. **Promotion to Professor:** After seven years of employment as an Associate Professor, a faculty member may request promotion to the rank of Professor. Among the criteria for promotion to this rank is as follows:
 - A doctoral degree (or its equivalent). For the Associate Professor with an MD degree, s/he must have completed a graduate medical education program or a Master's Degree in a related field.
 - a. Proven excellence in teaching.

- b. For educators, evidence, of significant contributions to the enrichment of the curriculum, the instructional strategies, and the development of the department and the University.
- c. A record of effectively educating and/or mentoring junior faculty in their field of expertise.
- d. Quality of research activities, evidenced by publications in professional journals and presentations of research results at the local, national and/or international levels.
- e. Proven effectiveness in services to the Department, the University, their professional field and/or the community. The weight of each of the above criteria will be determined by the type of activities to which the faculty member devotes most of his/her time.

CHAPTER V - FACULTY EVALUATION

A. Introduction

Evaluation and feedback are inherent to the process of continuous professional development. These do not imply the presupposition of inadequate performance of faculty, but should be viewed as normal, appropriate and necessary for both, the faculty and the Institution. The process of evaluation provides valuable information to be used in the establishment of faculty development programs, thus contributing to building the best possible faculty for the University. It also assists in administrative decision-making with regards to contract renewal, rank promotion, individual benefits for further professional improvement, and considerations for salary increases based on merit, all of which must be based on appropriate objective criteria reflecting the mission of the University and the legitimate goal of particular departments/programs.

Faculty members with probationary appointments will be evaluated annually in accordance to the nature of the appointments they have been granted, based on current academic year data and using standard criteria, designed to enable the Institution to recognize their unique role within the academic community, which may change throughout time.

A comprehensive evaluation for the full probationary period will be performed for those candidates for multiannual appointments using the same standard criteria.

Faculty members holding multiannual appointments will be evaluated every three years considering criteria associated to the faculty member's rank. Department heads will require an annual report for each faculty member activities, including the student opinion survey.

In addition, the department head will review the student evaluation survey to be used for faculty development purposes. Departmental chairpersons and program directors are responsible for identifying candidates due for evaluation within their respective units, discussing the procedure for evaluation with the candidates and encouraging the maintenance of records on all professional activity involvement. Candidates shall collaborate with procedures pertaining to the evaluation of their performance of duties and responsibilities. They must facilitate

arrangements for peer reviewing and submit all pertinent documentation on their contributions and achievements.

B. Criteria

Evaluations consider fulfillment of contractual responsibilities and observance of institutional roles and regulations, moral conduct both within and outside of the University community, academic improvement and contributions to teaching, research, and professional services. Such contributions are evaluated according to the following criteria:

1. Teaching

As part of its mission the University is dedicated to undergraduate, graduate and continued education. Teaching is broadly defined as teacher-student interaction in an instructional setting and generally consists of the following: classroom teaching, laboratory teaching, clinical teaching, graduate thesis and dissertation advising, continuing education presentations to colleagues and other professionals in University sponsored programs, seminars, workshops, grand rounds, and conference presentations, among others. All faculty members should demonstrate ability in presenting concepts and information, in teaching problem solving, research and laboratory techniques, developing professional attitudes, evaluating students and conducting remediation.

Methods of evaluating teaching effectiveness include: (a) input from course coordinators-directors (if applicable); (b) written peer evaluation (by faculty colleagues) based on auditing lectures or other teaching activities; (c) review of available student evaluations of instruction; (d) evidence of the design and implementation of new and innovative courses; (e) innovative methods of presentation and evaluation; (f) continued updating of methods and materials, as evidenced by course outlines, syllabi, annotated bibliographies; (g) awards for excellence in teaching or authored materials.

2. Research

Research is understood to mean systematic, original investigation directed toward the expansion of human knowledge or the solution of contemporary problems. The criteria for judging the original nature of research must be the generally accepted

standards prevailing in the applicable discipline or professional area. To qualify as research the results of the endeavor must be disseminated and subject to critical peer evaluation in a manner appropriate to the field of expertise.

Quality in research is evaluated through significant accomplishments, including:

(a) conduct of independent research projects or assumption of major role in collaborative research, as evidenced by being a principal investigator or a co-principal investigator; (b) publication of research results in recognized, refereed journals, which will be assessed in terms of quality, quantity and the faculty member's role in the work; (c) oral presentations or visual exhibits of scholarly work at national or international meetings; (d) initiating, chairing, or otherwise significantly participating in national or international scholarly meetings or activities; (e) publication of invited reviews of a scholarly nature and (f) demonstrated ability to generate funds for research support through grants, contracts and other extramural funding.

Also to be considered are recognitions of research accomplishments in the form of: (a) editing or reviewing for national journals; (b) serving on national and local research advisory or review panels; (c) serving as moderator or session chair at national and local scientific meetings; (d) invitations to serve as visiting professor or present research seminars at other Institutions; (e) organization of symposia; (f) invitations to give state-of-the-art lectures at national and local meetings; (g) awards for research or scholarly endeavors; and (h) attracting graduate students and/or clinical research fellows; (i) professionally oriented community service.

3. Professional Service:

Service is subdivided into three distinct types:

- (a) clinical service, including specialized laboratory services
- (b) administrative and/or educational service
- (c) professionally oriented community service

Criteria to be evaluated include the following:

Clinical Service -includes professional responsibilities that are primarily related to patient care. These responsibilities are an integral part of that particular faculty member's academic position. Excellence is evaluated through evidence on the application of progressive and innovative programs in patient care, and the utilization of data collected in advancing clinical knowledge and technology. He/she should not only demonstrate superior scientific knowledge and proficiency in the technology of his/her field, but also should be skilled in the techniques of delivery of health care. Publications in professional journals or clinical care awards are also *to be* considered as evidence of scholarly activity relative to patient care.

Administrative and/or Educational Services - includes activities that, in the main, involve committee work or administrative work related to the organization and execution of University functions. Recognition is given to faculty members who prove to be able administrators and who participate effectively and innovatively in (a) faculty government (b) course coordination and (c) through timely participation on committees and advisory bodies that contribute to the formulation of departmental and institutional policies.

Similarly, participation in a specialized capacity in programs sponsored by students and faculty, and contributions to student welfare through service on student-faculty committees or as advisor to student organizations, are to be considered.

Professionally Oriented Community Service - refers to activities directly related to the faculty member's discipline or profession. Includes those activities wherein a faculty member is serving as a representative of the University in a professional capacity. Examples are: (a) service on local, national or international commissions, advisory boards, or agencies (public or private); (b) service on local, national or international professional organizations; (c) contributions to the development of public forums; and (d) consultation in the private and public sectors of the community.

All of the candidate's professional service activities are scrutinized for evidence of achievement and of leadership in the field, and in the development or utilization of new approaches and techniques for the solution of professional problems. Evidence must be

provided of the quality of the service rendered, including evaluations by persons or agencies served.

C. Procedure

Within each department or program, and for each evaluation to be performed, an internal committee on appointments and promotions shall be constituted. The committee shall be composed of at least three (3) of the unit's faculty members. If the faculty member to be evaluated is a researcher, then at least one member of the committee shall be an experienced researcher. The department chairperson/program director will be an ex-officio member of his/her respective unit's committee. The remaining members will be elected by secret vote among faculty members holding non-administrative, full-time, regular appointments with a rank of Professor, Associate Professor or its equivalent.

In the event that a department/program does not count with enough eligible members so as to constitute its internal committee on appointments and promotions, a committee shall be constituted at the Faculty level. This committee will consider all evaluations of faculty within the unit. The Faculty will determine the composition of the committee, using the same eligibility requirements stated above for the departmental committees. The department chairperson/ program director will serve as an ex-officio member in all evaluations pertaining to his/her unit.

In evaluating faculty member's qualifications and accomplishments within the different faculty roles reasonable flexibility shall be exercised, balancing, where the case requires, heavier assignments and responsibilities in one area versus another.

The procedure, timetable and weight of criteria will be set by the Office of the Dean for Academic Affairs in consultation with the department chair/program director and his/her faculty, the respective Faculty Dean, and the Committee on Faculty Evaluation, Appointments and Promotions. All the procedures shall be approved by the President.

Candidates shall collaborate with the procedures of evaluation of their performance of duties and responsibilities. They must facilitate arrangements for peer reviewing and submit all pertinent documentation on their contributions and achievements.

The evaluation shall be discussed with the faculty member prior to being sent to any other administrator or placed in the faculty member's personnel file. It shall be signed and dated by the departmental chairperson/program director and by the faculty member, who may attach to the evaluation a concise comment regarding the evaluation, indicating his/her agreement or disagreement with it. The signature of the faculty member signifies that he/she has read and discussed the evaluation, but not necessarily that s/he concurs with it.

The department chairperson/program director will send in writing to the Faculty Dean or Program Director an annual report concerning the work of the person evaluated, with a copy to the Committee on Evaluation, Appointments and Promotions of the Faculty. This committee will evaluate the report and other materials submitted and will make pertinent recommendations to the Faculty Dean, who will in turn make recommendations to the Dean for Academic Affairs. The latter will present all the recommendations received, as well as his/her own, to the President, who will officially notify the faculty members the official results of his/her evaluation.

D. Appeals of Evaluation Results

Any faculty member who does not concur with the results of his/her evaluation may request a reconsideration before the Committee on Evaluation, Appointments and Promotion of the Faculty following the procedure outlined below, to which he/she must adhere strictly. Failure to do so may result in the filing or annulment of his/her petition.

1. The faculty member must apply, in writing, for a full or partial reconsideration of his/her evaluation results within fifteen (15) working days of knowing officially the outcome of his/her evaluation process. The petition for reconsideration must be accompanied by all documents to be considered. In the petition s/he may request a hearing before the Committee.
2. The Committee on Evaluation, Appointments and Promotion of the Faculty will set the date for the hearing within the following thirty (30) working days. In such hearing the faculty member will have the opportunity to explain his/her position in regard to the evaluation. The Committee will reconsider the case in the light of the submitted evidence. Its decision will be included in the faculty member's evaluation file to be submitted to the Faculty Dean or Program Director, and

through him/her to the Dean of Academic Affairs, who will forward it the President, with his/her recommendations.

3. In the event that the faculty member does not concur with the results of the reconsideration s/he may submit, within fifteen (15) working days of being noticed, a complementary writing providing the basis for his/her objection(s), yet limiting the documents and/or testimonies provided to those originally presented to the Committee. It shall be discretionary of the Committee to grant a second hearing, based on the merits of the submitted complementary writing.
4. The decision of the Committee on Evaluation, Appointments and Promotion of the Faculty will be submitted to the Faculty Dean, and through him/her to the Dean of Academic Affairs, who will forward it the President, with his/her recommendations.
5. The faculty member will be notified of the results of the appeals process. S/he can then appeal directly to the President within 15 working days. An extension of 15 additional days could be requested within those 15 days. The President has the discretion of conceding an appellation hearing or not. The final decision will be made by the President .

CHAPTER VI - APPOINTMENTS, REAPPOINTMENTS AND PROMOTIONS

A. Appointments

1. Selection Criteria

All appointments will be made by the President of the University, considering recommendations of the faculty, department chairs/program directors and deans. The precise terms and conditions of every appointment shall be in possession of both the University and the faculty member before appointment becomes effective.

Candidates for appointment will be judged with respect to the proposed rank and duties, considering his/her present achievements or future potential for excellence in teaching, research, and service to the University, the profession, and the community.

The general criteria for appointment include, but are not limited to: (a) Evidence of expertise in the appropriate academic field, awareness of developments within the field, and dedication to continuing advancement of this field of knowledge; (b) Evidence of ability and dedication as an effective teacher at the university level, capable of communicating to students knowledge of and interest in the discipline; (c) Evidence of creativity and competence in an appropriate field of research; a record of research and creative activities resulting in publication or comparable results, which shall show the capability for independent investigation; (d) Evidence of ability to assume responsibility for professional services or administration of health services.

A candidate for appointment has the right to a full, impartial and confidential review of the credentials submitted.

2. Selection Process

Credentials of candidates for faculty positions will be initially evaluated by the recruitment committee of the corresponding department/program. The departmental chair/program director will submit the pre-selected candidates to the Interdisciplinary Recruitment Committee, designated by the corresponding Faculty Dean or Program Director, which will make recommendations to the chair/director as to those candidates who best conform to institutional and departmental programmatic needs and priorities.

The faculty members appointed to the Interdisciplinary Recruitment Committee shall be acquainted with the needs of their departments/programs in relation to teaching, research and service. They shall, in addition, be capable of determining possible areas of interdisciplinary activity the candidates may contribute to strengthen through their participation in course design, teaching and coordination, as well as their possible collaboration in on-going research and service initiatives.

Following consideration of the recommendations from the Interdisciplinary Recruitment Committee, departmental chairpersons shall make recommendations to the Dean of Academic Affairs or the Faculty Dean when appropriate. The appropriate dean will approve the next step- the recruitment process: an invitation to meet with members of the University Community.

The chairperson of the department/program at which the candidate would be appointed is responsible for the formal invitation, for all arrangements regarding transportation, lodging and per diem, as well as for the necessary coordination for meetings of the candidate with department/program faculty members, members of the Interdisciplinary Recruitment Committee, the corresponding Faculty Dean, the Dean of Academic Affairs and the President. Funds for this process should be approved by the corresponding dean and President as resources allow. The chairperson shall also arrange for a candidate's formal presentation to the university community, which may be in the form of a seminar, demo class, workshop, etc. A candidate's visit to all institutional facilities shall also be arranged. The chairperson will make his/her recommendation to the corresponding Faculty Dean and the Dean of Academic Affairs, following consultation with the faculty members of his / her department/program and taking into consideration the final evaluation by the Interdisciplinary Recruitment Committee based on credentials, presentation and interview. The recommendation statement shall explicitly document the scholarly, educational, clinical or other activities of the candidate that warrant the appointment, as well as duties and responsibilities to be assigned, and proposed rank and salary. The Faculty Dean or Program Director and the Dean for Academic Affairs will make their recommendations to the President. In the event that a department chairperson's recommendation for an appointment is not approved, the reason(s) for such decision shall be communicated to the chairperson, who may

request an opportunity to appeal the decision. If the candidate is not endorsed again, the reason(s) shall be communicated to the chairperson and the candidate shall be ineligible for further consideration for at least one year.

3. Appointments

The final recommendation for appointment to be sent to the President, the nominating authority of the Institution, shall explicitly document the scholarly, educational, clinical or other activities of the candidate that warrant the appointment, as well as duties and responsibilities to be assigned, and proposed rank and salary. Specific criteria for academic rank and terms of appointments are included in **Chapter IV- Ranks, Qualifications and Appointments**.

A letter offering the appointment signed by the President will state the rank and type of appointment. The letter will contain details on the term of appointment and information relevant to the appointment process as well as the evaluation process and instruments. The initial appointment, correspondent to a probationary period, will be made for one year during the first four years.

4. Secondary Appointments

A department chairperson program director may recommend to the appropriate dean a candidate for a secondary appointment, with the prior consent and endorsement of the chairperson of the department in which the secondary appointment is to be held. The candidate for a secondary appointment must be recognized as having an important and significant identification with both departments and the documentation and justification must indicate the rationale for such a secondary appointment.

B. Reappointments and Promotions

1. Reappointment and Promotion Criteria

The Institution acknowledges scholarly achievement and excellence as criteria for faculty reappointment and academic advancement, independent of whether a faculty member's achievements derive from teaching, research and/or service, contributions to the department, the Institution, and/or professional organizations.

Specific requirements for reappointments and promotions are included in **Chapter IV - Ranks, Qualifications and Appointments**. Reappointments and promotions require endorsement by the Committee on Faculty Evaluation, Appointments and Promotions, the respective Dean, and the approval of the President.

2. Reappointment and Promotion Process

The department chair/program director shall be responsible for overseeing the reappointment or promotion process of members of his/her department. S/he shall establish a departmental committee to participate in the reappointment and promotion processes.

The Committee shall be composed of at least three (3) of the department's/program's faculty members. The members will be elected by secret vote among faculty members holding non-administrative, full-time, regular appointments with a rank of Professor or Associate Professor. If there is an academic program where there are no faculty members holding the rank of Professor or Associate Professor, those with the rank of Assistant Professor will fulfill this requirement.

Faculty with the rank of Instructor are not eligible to be members of this committee. If needed, the program may identify a professional with senior academic rank in a comparable institution to join the committee. In this case, prior approval by the appropriate Dean is required.

In the event that a department or program does not have enough eligible members so as to constitute its internal Committee on Evaluation, Appointment and Promotions, a committee shall be constituted at the faculty or university level, based on its location in the organizational structure. If the department/program is in a Faculty in the University, it will be established at the faculty level. Otherwise, It will be at the University level.

This committee will consider all evaluations of faculty within the unit. The Faculty will determine the composition of the committee, using the same eligibility requirements stated above for the departmental committees. A statement from the chair/director shall be an essential part of each recommendation for reappointment or promotion. The statement should explicitly document the educational, research, service or additional activities of the candidate that warrant the reappointment or promotion, consonant with departmental and institutional criteria.

The chairperson of the Committee Evaluation, Appointments and Promotions of the Faculty shall appoint an ad hoc committee to review each recommendation for reappointment or promotion.

The ad hoc review committee will consist of three members of the Committee, one of whom shall serve as chairperson, and two additional professors. No member of the ad hoc review committee shall have a primary appointment in the same department as the candidate.

All votes by members of the Committee of Evaluation, Appointments and Promotions of the Faculty and its ad hoc review committees on an individual recommendation for reappointment and promotion shall be by secret ballot. This committee will evaluate the report and other materials submitted and will make pertinent recommendations to the Dean of Faculty or the Dean of Academic Affairs, who will notify and make recommendations to the faculty member based on the results of the evaluations. In the event that a chair's/director's recommendation for reappointment or promotion of a faculty member is not approved, the reason(s) for such decision shall be communicated to him/her by the respective dean. The chair/director may request an opportunity to appeal the decision and meet with the ad hoc review committee of the Committee on Evaluation, Appointments and Promotions of the Faculty. The department chair/program director may invite a senior faculty member to accompany him/her to assist in the presentation to the Committee. In the event that the candidate is not endorsed again by the Committee, the reason(s) shall be communicated to the chair/director and the candidate shall be ineligible for further consideration for at least one year.

In the event that the Dean fails to accept a recommendation submitted by the Committee on Evaluation, Appointments and Promotions of the Faculty, such decision shall be communicated in writing to the Committee, along with the substantive reasons. The Committee will then re-consider the reappointment or promotion of that faculty member.

The Committee on Evaluation, Appointments and Promotions of the Faculty will consider a recommendation for reappointment or promotion at the time set in the calendar approved by the Office of the President each year. Recommendations and approval for promotions will become effective the following academic year.

C. Limits of Promotions to be Approved

When determining the dates for the submission of recommendations for promotions, the President will announce the number of promotions that can be granted during that year, based on the availability of financial resources.

If at a given time there are more candidates recommended for promotions, than the number of available positions and funds, those with the highest recommendations by the Committee on Faculty Evaluation, Appointment and Promotion, together with the particular needs of the academic department and the Institution will be considered by the President for granting the promotion.

Those faculty members who are recommended for promotion but who, due to financial limitations, can not be granted the promotion will be eligible to apply the following year, on equal basis with those who become eligible that year.

D. Letter of Reappointment and Promotion

A letter of reappointment or promotion signed by the President will confirm the rank and type of reappointment and promotion granted. The letter will contain details on the term of appointment and promotion, together with information relevant to the reappointment and promotion process.

E. Letter of Denial of Reappointment

When a faculty member is not recommended for reappointment, a letter signed by the President will indicate the reasons for the action and will include relevant information pertinent to the terms and conditions of the disaffiliation from the University. This letter must be received by the faculty member immediately after the decision is made, but no later than thirty days prior to the last day of employment.

F. Letter of Dismissal

When a decision is made to dismiss a faculty member due to the grounds for dismissal included in this Chapter VIII of this document, a letter subscribed by the department or program director, the Dean and the President of the Institution, following the disposition in that chapter, must be sent to the faculty member stating the date of termination of employment.

G. Letters of Resignation

When a faculty member decides to resign to his/her position at the University a letter indicating the reason for the resignation should be sent to the President, through the appropriate program director/chair and dean. This letter should be received in the President's Office no later than one month prior to the last day of services by the faculty member to the Institution.

CHAPTER VII - BENEFITS

The Universidad Central del Caribe offers its faculty benefits with the objective of providing for their personal and professional well being. Some of the benefits are the same which are provided to all employees of the Institutions, regardless of their roles and responsibilities. Others are aimed at the particular needs of the faculty.

A. Benefits for all Employees:

1. Health Insurance - This insurance includes the protection of full time employees and their eligible family members in case of illness. Every year the insurance policy is negotiated with an insurance company to determine the extent of the coverage and the fees to be paid by the institution and, when applicable, by the employee.
2. Vacations – Paid vacations days are granted, following institutional policies and labor laws, according to the type of contract and services rendered to the Institution.
3. Holidays - These are observed and granted to employees as set in the academic calendar. The President may authorize institutional days off, depending on institutional needs and other contingencies.
4. Sick days, paternity and maternity leave - These are granted based on labor laws, institutional regulations and the particular needs of employees.
5. “Corporación del Fondo del Seguro del Estado” - A compulsory worker insurance that applies to every employee who is injured, becomes ill or has an accident in the work place. The affected employee has five days to fill out the application form and to submit it to the Regional Office of the “Corporación del Fondo del Seguro del Estado” (FSE). The application form is available at the Human Resources Office of the Institution. The employee must receive medical assistance, be medicated and/or hospitalized if necessary. The Institution must send the form to the “FSE”, even when the employee declines to receive medical assistance from the “FSE”.
6. SINOT – A program that pays benefits to insured employees who suffer partial or total lost of their income due to an illness or to a non-occupational accident. Injuries due to a transit accident are

not covered by this insurance. The appropriate forms to apply for this benefit are available in the Human Resources Office.

B. Particular Benefits for the Faculty:

1. Faculty Development Activities – Faculty members are encouraged to participate in these activities, either planned and conducted at the Institution, or those sponsored by other professional groups and organizations. Every year the Coordinator of Curriculum and Faculty Development at the Office of the Dean for Academic Affairs organizes a series of professional development activities aimed at meeting faculty, academic programs and institutional needs. Faculty members are invited to submit proposals for the Institution to sponsor their participation in specialized professional development activities aimed at meeting their individual professional growth. These activities can be in Puerto Rico or abroad.
2. Tuition Waivers - Teaching personnel with the rank of instructor and with a Master's Degree or less, may be granted a tuition waiver to study at UCC. The amount of the waiver and the conditions will be determined by the President based on academic program needs, institutional needs and the availability of institutional financial resources.
3. Reduced Tuition for Dependents – The children of a full time faculty may be granted a reduction of tuition to pursue studies at the University. The amount of the reduction, to be granted by the President will be based on the availability of institutional financial resources.
4. Study Leaves - The President may grant leaves of study to qualified faculty members, who have worked at UCC for at least five years. These may be granted based on academic programs, institutional needs, and the availability of resources. There are two types of leaves of study:
 - a. Study leave without pay - A faculty member may apply for a study leave without pay to pursue studies towards an academic degree related to his/her area of expertise and his/her academic responsibilities at the University. A leave may be granted on a full time or part time basis depending on the needs of the faculty member, the needs of his/her academic programs, or the institutional needs. Individual full time leaves

cannot last more than two years and part time leaves will not be granted for more than four years. The conditions of the leave need to be negotiated with and recommended by the Department Chair. They must be recommended by the Dean of Faculty or, in its defect, by the Academic Program Director and the Dean for Academic Affairs and approved by the President.

- b. Study leave with pay - A faculty member may apply for a study leave with pay to pursue studies towards an academic degree related to his/her area of expertise and his/her academic responsibilities at the University. A leave may be granted on a full time or part time basis depending on the needs of the faculty member and the needs of his/her academic programs, or the institutional needs. Individual full time leaves cannot last more than one year and part time leaves will not be granted for more than three years. The conditions of the leave need to be negotiated with and recommended by the Department Chair. They must be recommended by the Dean of Faculty or, in its defect, by the Academic Program Director and the Dean for Academic Affairs and approved by the President.

Study leaves with pay are subject to the availability of institutional funds, as determined by the President.

For each year of full time study leave the employee must render at least two years of service after returning to the Institution. For every part time leave the faculty member must render at least one year of services. These terms of service must be agreed upon in the negotiations with the Department Chair and recommended by the Faculty Dean or, in its defect, the Academic Program Chair and the Dean for Academic Affairs and approved by the President. If the faculty member does not return to the University after the leave or if he/she does not comply with the stipulated time of service after the leave, he/she must reimburse the Institution the amount of money equivalent to the salary and benefits granted for the leave, not paid back to the Institution in services.

5. Sabbatical Leave – These are leaves of absence for scholarly and educational purposes which may be granted by the President to eligible faculty to increase their knowledge and scientific achievements and thereby enhance their value to the Institution as teachers and scholars.

a. Eligibility Requirements - Full-time Associate Professors and Professors who have been bona-fide employees of UCC with multi year contracts for at least seven (7) consecutive years of full-time service will be eligible for sabbatical leave. Thereafter, faculty members will be eligible for additional sabbatical leaves after each seven (7) consecutive years of full-time employment at UCC. Sabbatical leave will not be available to faculty members who plan to retire at the termination of the leave.

b. Application for Sabbatical Leave - The faculty member must submit a written request for sabbatical leave to the Department Chair at least six months in advance of the leave. The application will be a proposal in which the faculty member must specify the goals and scholarly activities that will be undertaken during the leave. It must also include the duration and specific months of the leave. When appropriate, the proposal must include the name of the sponsor, institution and/or laboratory in which the sabbatical period will be spent.

If the Department Chair recommends the application, he/she will forward it to the Faculty Dean along with an accompanying letter that supports the scholarly value of the sabbatical, indicating the potential benefit to U.C.C. The Department Chair must provide a plan for covering the academic, research and clinical responsibilities of the faculty member during his/her absence without increasing the financial obligations of the Department. If a faculty member holds a joint appointment in another department, the Chair of that Department must also submit a letter to the Dean of Faculty indicating the recommendation of the sabbatical leave, together with the same information required of the primary Department Chair concerning the plan for covering the

academic, research and clinical responsibilities of the applying faculty member. The Faculty Dean's recommendation must be forward to the Dean for Academic Affairs who will forward his recommendation to the President for approval.

- c. Approval of Sabbatical Leave – The President may grant final approval for sabbatical leaves, based on the merits of the applications, the recommendations of the Dean of Faculty or, in its defect, the Academic Program Director and the Dean for Academic Affairs and the needs and availability of financial resources of the Institution.
- d. Salary and Benefits during Sabbatical Leave - Each sabbatical leave may be granted for a maximum of twelve months. During the sabbatical the faculty member will receive their monthly full base salary, together with the health insurance and annual Christmas bonus the faculty member is normally entitled to. When the faculty member is offered a compensation (salary) by sources outside the Institution while in sabbatical leave, UCC will only provide the amount need to reach the monthly full base salary of the faculty member. If the compensation (salary) offered by the external source while in sabbatical leave is equal or greater than the base salary, the faculty member will not receive a salary from UCC.
 - i. Responsibilities of Faculty - Arrangements must be made with the Department Chair to ensure that the faculty member's academic, research and clinical duties and responsibilities are fulfilled during the period of the sabbatical leave, so that educational programs and other responsibilities are not disrupted. Upon completion of sabbatical leave a written report must be submitted to the Department Chairperson, the Faculty Dean and the Dean for Academic Affairs that summarizes the faculty member's activities during the leave.

For each month of the sabbatical the faculty member must render at least one month of services after returning to the Institution. If the faculty member does not return to the University after the sabbatical, he/she must reimburse the Institution the amount

of money equivalent to the salary and/or benefits granted during the sabbatical not paid back in services to the Institution.

6. Faculty Practice Plan (FPP) - The University Faculty Practice Plan provides an opportunity for the Faculty to participate in revenue producing activities which generate a supplemental income. These activities include the following:
 - a. Clinical Practice
 - b. Consultation Services
 - c. Continuing Education
 - d. Specialized Laboratories and Services
 - e. Other activities that may arise

In order to pursue any of these activities the faculty must have prior approval by the President. The request for approval must be submitted to the Department Chair, who will forward it with his/her recommendations to the appropriate Dean, who will forward it with his/her recommendations to the President.

The "Faculty Practice Plan Rules and Regulations" provides guidelines and specific issues such as governance and financial management. All revenue producing activities carried out by the Faculty in the University, or acting as university agents, or during working hours at the University, fall under the "Faculty Practice Plan Rules and Regulations".

A faculty member who engages in outside practice (clinical practice, teaching at other institutions, or acting as private consultants) cannot have a full time appointment unless either/or:

- i. Time spent in these outside activities is deducted from accrued vacation time, when applicable.
- ii. Outside activities are carried out as agents of UCC, under the guidelines of the Faculty Practice Plan, and do not account for more than 20% of the individual's time effort.

Individuals in violation to the aforementioned norms will be subject to disciplinary actions, as they are deemed contrary to the "Faculty Code of Ethics" and to the best interests of the University.

7. Faculty Legal Liabilities – All faculty members while exercising their academic responsibilities with students will be covered by the Institution Self Insurance Fund.

CHAPTER VIII - DISCIPLINARY ACTIONS

A. Introduction

Universidad Central del Caribe exercises great care in the selection of its faculty appointees, in their evaluation, and in the identification and retention of only those who have demonstrated merit for continuous appointment. Disciplinary sanctions and dismissals will be undertaken only after administrative remedies have failed. Nevertheless, the University shall be prepared for such eventuality, so that both the integrity of the Institution and the right of the faculty members may be preserved.

B. Grounds for Sanctions and Dismissal

Adequate reasons for the imposition of sanctions or dismissal of a faculty member of Universidad Central del Caribe include, but are not limited to:

1. Presenting the Institution with false information in an attempt to favour appointment, reappointment, or the granting of an unmerited academic rank and/or promotion;
2. Violations of the contractual dispositions that rule the relationship between the Institution and the faculty member;
3. Professional incompetence as determined by the evaluation criteria established in Chapter V, or dishonesty.
4. Proven scientific misconduct according to norms established by peers and approved by pertinent Federal agency.
5. Proven sexual/racial/ethnic harassment to coworkers, students, visitors and others somehow associated with his/her duties and responsibilities in the Institution.
6. Substantial, flagrant or repeated failure to fulfill professional duties and responsibilities, or to adhere to University policies
7. Personal behavior not in accordance with the University's code of ethics as presented in this document and which prevents him/her, and/or others, from the satisfactory fulfillment of professional duties and responsibilities.

8. Working under the influence of any substance (alcohol, drugs and controlled substances).
9. A faculty member who is accused of a felony may be licensed, without pay, for the duration of the misconduct inquire. The conditions of the license it will be determined by the President. Should a faculty member be convicted of a felony s/he will be immediately dismissed.

C. Notification

The faculty member who has been found in violation of any disposition of the Institution's Rules and Regulations, including the grounds for sanctions or dismissal included in this section, will be informed of his/her misconduct, the remedies and/or the consequences of his/her action. Such notification must be subscribed by the department/program director, the Dean and the President of the Institution.

D. Due Process

In all administrative decisions faculty members shall be advised as to the basis for such decisions, the corresponding appellate hearing officer according to the chain of authority, and the term for appeal. The filing of an appeal does not relieve the complainant of assigned duties and responsibilities. All parties to the appeal shall attempt to resolve the issue informally at the lowest administrative level possible. The faculty member who believes that he/she has been treated unjustly is obliged to confer informally with the individual or individuals responsible for the action. A faculty member who at any stage of the process fails to file a request for further action by the deadline indicates acceptance of the determination at the previous stage.

Any time limit set forth in this procedure may be extended by mutual written agreement of the parties and, when applicable, the consent of the chairperson of the appropriate committee. In the absence of such an agreement, a faculty member who does not receive a response by the deadline, disciplinary action process will be considered terminated and no action will be imposed. The purpose of this process for faculty appeals is to provide a mechanism for the fair and timely resolution of claims based upon an event or condition, which affects the term and/or conditions of employment of a faculty member or a group of faculty members at Universidad Central del Caribe. The issue presented

should be one which has not or cannot be resolved within the regular administrative procedures, and must be limited to the following:

1. Alleged discrimination or violation of fundamental rights.
2. Alleged denial of academic freedom.
3. Alleged failure to follow due process procedures with respect to contract renewal, promotion, compensation, dismissal, suspension or reassignment. This category includes cases in which allegedly appropriate procedures were not followed, and cases in which allegedly existing procedures were inadequate or unfair.
4. Alleged violation, misinterpretation, or inequitable application of the faculty handbook provisions.
5. Personnel decisions by department heads/program directors, other administrators, or faculty committees which allegedly do not conform with the letter or intent of established and accepted procedures and criteria.
6. Alleged abuse of authority in the process of decision-making.

E. Procedure for Appeal

Any faculty member who believes that either academic freedom or academic due process has been violated, or alleges other grievances concerning the alleged failure to follow University policy or alleged unfairness in the application of University policy should:

1. Within fifteen (15) working days of the incident/decision, prompt address through regular administrative channels. This would include an initial discussion of the matter with the departmental chair/program director, followed by their meeting with the party responsible for the alleged of action, in an honest attempt to resolve the dispute through reconsideration.
2. Should the issue remain unresolved the faculty member may, within ten (10) working days, request the intervention of the corresponding Dean. The Dean shall meet with the concerned parties within ten (10) working days of receipt of request in an effort to resolve the controversy. The Dean shall render a decision, in writing, within five (5) *working* days of the meeting.
3. If the faculty member does not accept the Dean's decision, he/she may request that the Dean refer the issue to the Faculty Affairs Committee, which will serve as a mediation panel. For such

purposes, the complainant shall have ten (10) working days to submit in writing to the Dean: (a) a concise statement of the complaint, (b) a reference, when applicable, to the section(s) of the Institutional By-laws or Faculty Handbook that were allegedly violated, and (c) a statement of the relief sought. Upon the receipt of such writing, the Dean shall convene the Faculty Affairs Committee within ten (10) working days.

The Faculty Affairs Committee shall make every effort to resolve the issue at this level. As the meeting is intended to be informal, only the concerned parties and the committee members may be present. Members of the committee appointed to the department/program of the complainant shall not serve in this mediation panel. The panel may not consider the matter for more than ten (10) working days without the parties' mutual consent. Recommendation(s) shall be presented in writing to the Dean, who shall render a final written decision within five (5) working days of receipt.

4. In the event that the faculty member does not concur with the results of the reconsideration he/she may submit to the President, within fifteen (15) working days of being noticed, a written appeal, providing the basis for his/her objection(s) to the Dean decision.
5. The President will consider the recommendations of the Dean and decide on the next step to follow. The latter will officially notify the faculty member of the results and recommendations of his/her appeal process. The President's decision shall be considered final.