



## LCME Newsletter #8 – August 2020

### Subcommittee Updates

During July, the following elements have gone through an initial review by subcommittees:

**Organizational & Leadership Subcommittee:** 1.1 Strategic Planning & Continuous Quality Improvement—The SOM recently launched a 5-7 year strategic plan.

**Academic & Learning Environments:** 3.6 Student Mistreatment—The College has robust mechanisms for the BCM community to report mistreatment.

**Faculty & Resources Subcommittee:** 5.0 Educational Resources & Structure, 5.1 Adequacy of Financial Resources, 5.2 Dean's Authority/Resources—The College will be approving new policies on deferred maintenance.

**Curricular Objectives & Content Subcommittee:** 6.3 Self-Directed & Life-Long Learning—Over the last few years, the SOM has implemented self-directed learning into several courses.

**Curriculum Management & Assessment Subcommittee:** 9.1 Preparation of Resident & Non-Faculty Instructors, 9.2 Faculty Appointments, 9.3 Clinical Supervision of Medical Students—The SOM will need to ensure that non-faculty instructors are being properly trained to teach and assess medical students.

**Medical Student Experience Subcommittee:** 11.5 Confidentiality of Student Educational Records, 11.6 Student Access to Educational Records—The College has appropriate policies and procedures to ensure the confidentiality and access to student educational records.

**Institutional Student Analysis Subcommittee:** School leaders have developed action items in response to the ISA report and will be working on implementing changes over the upcoming months.

### Elements of the Month



- **Element 4.3— Faculty Appointment Policies**
- **Element 4.5— Faculty Professional Development**

#### Element 4.3 — Faculty Appointment Policies

**Element 4.3** states that a medical school has clear policies and procedures in place for faculty appointment, renewal of appointment, promotion, granting of tenure, remediation, and dismissal that involve the faculty, the appropriate department heads, and the dean and provides each faculty member with written information about term of appointment,

responsibilities, lines of communication, privileges and benefits, performance evaluation and remediation, terms of dismissal, and, if relevant, the policy on practice earnings.

The moral, ethical and professional behavior of all Baylor personnel is essential to the basic principles of the institution. At Baylor College of Medicine, faculty members are our greatest asset. That is why BCM has compiled the policies, procedures and resources of the College in a faculty handbook to help faculty find the information needed to contribute to BCM's missions of excellence in research, education, patient care and service.

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## ...Continuation of Element 4.3 — Faculty Appointments Policies

### FACULTY APPOINTMENTS

A faculty member receiving a salary from Baylor College of Medicine has College employment and either a Full-time or a Part-time appointment. A faculty member not receiving a salary from Baylor does not have College employment but has a faculty appointment. Usually, but not always, faculty not employed by the College have Voluntary appointments rather than either Full-time or Part-time appointments; the exception exists for those who are employed by select Affiliated Institutions, rather than by Baylor.

There are various types of faculty appointments that are full-time/part-time appointments:

- Non-tenured/Non-tenured track Appointments:
- Tenure Track Appointments
- Tenured Appointments
- Voluntary Appointments
- Voluntary Faculty Appointments Documentation
- Re-Appointment of Voluntary Faculty
- Secondary Appointments
- Concurrent Holding of Position of Clinical Fellow

For information on policies, faculty appointment, tenure and promotion, and other resources, go to the [Faculty Handbook Website](#).

At the time of initial appointment, the Faculty Employment Agreement provides faculty with notification regarding the terms and conditions of employment, benefits, planned compensation and assignment to a faculty track. Providers that are eligible for the incentive based compensation plan are notified and provided a copy of the policy .

After the initial time of employment, this information is provided annually in writing by the department chair to the faculty member (annual reappointment letter).

### **What are the procedures for faculty promotion, granting of tenure (if relevant), and dismissal?**

Appointment or promotion is based on documentation of excellence in a primary mission with evidence of good to excellent performance in at least one of the other academic mission areas of education, research, and patient care.

Each request for tenure and appointment or promotion should indicate in which of the mission areas the candidate's excellence forms the basis of promotion. Pathways in all missions—Research and Education, Research and Patient Care, or Education and Patient Care are possible.

Information about the procedures for initial faculty promotion and granting of tenure (if relevant) are provided in the [Faculty Promotions and Appointments guidelines](#). The guidelines also include information about dismissal, for examples as part of the tenure clock policy (including an option for tenure clock suspension as appropriate) and in the faculty bylaws.

[Tenure Clock](#)  
[COVID-19 Tenure Clock Extension](#)

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## Element 4.5 Faculty Professional Development

Element 4.5 states that a medical school and/or its sponsoring institution provides opportunities for professional development to each faculty member in the areas of discipline content, curricular design, program evaluation, student assessment methods, instructional methodology, and research to enhance his or her skills and leadership abilities in these areas.

Faculty development for teaching and assessment is supported by the Office of Faculty Development, the School of Medicine, the Baylor College of Medicine Education Innovation Core and the Baylor College of Medicine Center for Professionalism.

The [Office of Faculty Development](#) provides professional growth resources and opportunities that enable Baylor faculty members to excel and advance in their roles across all mission areas of the College. Baylor's faculty development initiatives include College-wide programs for educator development, educational research, coaching, teamwork skills and recognition of faculty excellence.

The *School of Medicine* provides direct guidance to faculty members on teaching and assessment via the Curriculum deans and directors. The Curriculum leadership are available to assist faculty with the development of teaching and assessment skills.

The [Education Innovation Core](#) supports faculty and programmatic development of multimodal initiatives for educational experiences in a variety of settings, including online, synchronous distance education, hybrid or blended experiences, competency-based and face-to-face.

The [Center for Professionalism](#) supports faculty and team development for professionalism in the learning environment.

Resources are accessible both in person and virtually, and the frequency and variety of offerings enables faculty across the range of clinical affiliations to participate as needed. Faculty with identified problems with teaching and assessment are identified through formal mechanism with targeted plans for improving, using available resources such as peer coaching. For all faculty, information about available resources is provided in a multi-modal fashion, ranging from internet and intranet websites, email announcements, newsletters, calendar invitations, and departmental communications.

### Development as an Educator

The Office of Faculty Development offers the following education training programs for Baylor College of Medicine faculty members.

- Master Teachers Fellowship Program
- Master of Education in Teaching (University of Houston)
- Peer Coaching for Educators
- Workshops
- Team Launch

More information on each program is available on the [Faculty Development website](#).

### Workshops for Faculty

Faculty Development organizes workshops on topics such as teaching in different environments, communication skills curriculum design and more.

Registration is required for all events. To register for the workshop please email Deborah Fernandez at [faced@bcm.edu](mailto:faced@bcm.edu). The Workshop Calendar can be found on the [Workshop Calendar](#).

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## ...Continuation of Element 4.5 Faculty Professional Development

### Faculty Career Support

Professional development opportunities are available for every stage of faculties career.

- Resources for new faculty members
- Career advancement and coaching services.

More information on Career Support is available on the [Faculty Development site](#).

### What are some examples of formal activities to assist faculty in enhancing their skills in research, methodology, publication development, and/or grant procurement?

The Division of Evaluation, Assessment, and Education Research within the School of Medicine provides expertise, advising and administrative support related to education research.

The Division of Evaluation, Assessment, and Education Research provide consultation and support related to submissions to Baylor's Institutional Review Board (IRB), medical education research methods, data analysis, authoring, and submission of scholarship. The Division also manages software licenses to support research efforts such as Survey Monkey, Qualtrics, SPSS, and EValue.

Additional statistician is available to consult with faculty on best methods of statistical analysis, as well as conduct requested analyses to support research efforts. Venues for submission include peer reviewed journals, national/regional/local conferences, and applications for grant funding in medical education.

Baylor's Office of Research led by the Vice President of Research, provides online training related to ethical conduct of human subjects research.

Research Compliance Services offers educational opportunities for all individuals engaged in research at Baylor, from those who are new to research to seasoned investigators, and anyone needing a "refresher," or an update on current regulatory or institutional requirements.

The Clinical Scientist Training Program, including the "Fundamentals of Clinical Investigation" course, is available to faculty and trainees at Baylor College of Medicine. The programs are designed for academic physicians with significant commitments to clinical research.

### In our next LCME Newsletter ...

In the September newsletter we will look at elements 6.1, 10.2 and 10.5. You will also be provided with our monthly subcommittee updates and any other LCME information as it pertains to our upcoming site visit. For more information please visit our LCME website at [www.bcm.edu/lcme](http://www.bcm.edu/lcme).

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### Resources

BCM Self-Study Website:  
[www.bcm.edu/lcme](http://www.bcm.edu/lcme)

LCME: <https://lcme.org/>

Policies & Procedures: (intranet)  
<https://intranet.bcm.edu/index.cfm?fuseaction=Policies.Policies>

SOM Student Handbook  
<https://www.bcm.edu/education/schools/medical-school/md-program/student-handbook>

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