



Northern Ontario
School of Medicine
École de médecine
du Nord de l'Ontario
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THE NORTHERN ONTARIO
SCHOOL OF MEDICINE

FACULTY HANDBOOK

This edition of the Northern Ontario School of Medicine (NOSM) Faculty Handbook contains policies and procedures pertinent to faculty at NOSM. Because of the range of subject matters and authority of them, these policies and procedures are subject to change at any time. Revisions to the Faculty Handbook will be incorporated periodically. NOSM Faculty are responsible for checking the website to keep abreast of alterations and additions.

Please Note: This document must be downloaded and not simply opened in order for the hyperlinks to work correctly.

Should you have any Faculty Handbook related questions please contact one of the following:

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Vision, Mission and Values

VISION

Innovative Education and Research for a Healthier North.

MISSION

The Northern Ontario School of Medicine (NOSM) is committed to the education of high quality physicians and health professionals, and to international recognition as a leader in distributed, learning- centered, community-engaged education and research.

NOSM will accomplish this by:

- Being socially accountable to the needs and the diversity of the populations of Northern Ontario.
- Actively involving Aboriginal, Francophone, remote, rural and underserved communities.
- Leading and conducting research activities that positively impact the health of those living in Northern communities.
- Fostering a positive learning environment for learners, faculty, and staff.
- Achieving an integrated, collaborative approach to education, learning, and programming.
- Increasing the number of physicians and health professionals with the leadership, knowledge and skills to practice in Northern Ontario.

VALUES

INNOVATION

The Northern Ontario School of Medicine (NOSM) encourages ingenuity, creativity, a culture of inquiry and discovery, and the importance of learning from others in every aspect of the School's education, research, social accountability, and corporate mandates. NOSM uses innovative approaches to ensure continuous improvement of our distributed model of education and research.

SOCIAL ACCOUNTABILITY

NOSM adheres to the World Health Organization's (WHO) definition of the Social Accountability of Medical Schools as "the obligation to direct their education, research and service activities towards addressing the priority health concerns of the community, region and the nation that they have a mandate to serve. The priority health concerns are to be identified jointly by governments, health care organizations, health professionals and the public." As part of its social accountability mandate, NOSM has the responsibility to engage stakeholders at all levels of its broad community.

COLLABORATION

NOSM pursues education and research goals in close partnership with its host universities. Collaboration and partnership is also important to NOSM with its teaching hospitals, community physicians, health professional clinical teachers, health system stakeholders, and communities it serves. NOSM values the insights, contributions, and support of its many partners that work to improve the health of the people and communities of Northern Ontario. NOSM recognizes that collaboration is both a process and outcome that engages different perspectives to better understand complex problems, and leads to the development of integrative solutions that could not be accomplished by any single person or organization.

INCLUSIVENESS

NOSM fosters inclusiveness by supporting an environment which embraces differences in staff, faculty and learners and respectfully creates value from the differences of all members of the NOSM community, in order to leverage talent and foster both individual and organizational excellence.

RESPECT

NOSM's faculty, staff, and learners seek to learn and listen to one another respectfully and communicate openly. NOSM's staff, faculty, and learners treat others and their ideas in a manner that conveys respect as differences are discussed, fosters an open academic debate, and which respects academic freedom.

To view NOSM's Strategic Plan for 2015-2020, click [here](#).

Welcome to the Northern Ontario School of Medicine

I am pleased to welcome you as a faculty member of the Northern Ontario School of Medicine (NOSM).

Since its official opening in 2005, NOSM has made great strides in establishing itself as a medical school for the 21st century.

Guided by our vision – *Innovative Education and Research for a Healthier North* – NOSM is committed to the education of high-quality physicians and health professionals and building the School's international recognition as a leader in distributed, learning-centred, community-engaged education and health research.

We will achieve this by fostering positive learning environments for our faculty, staff and learners, building collaborations with partners, and continuing to meaningfully engage our communities. Your role at the School will be integral to NOSM's continued success and progressive changes occurring at the forefront of medical education.

Should you have any inquiries, please feel free to contact us via our **toll free faculty line at 1 877 678 7358**. We would be pleased to assist you.

I wish you much success and look forward to working with you.

Sincerely,

Dr. Roger Strasser AM
Dean and Professor
Northern Ontario School of Medicine

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Section 1 - Recruitment and Hiring Protocol between the Northern Ontario School of Medicine and Lakehead and Laurentian Universities

Recruitment and Hiring of Faculty and Staff

While recognizing that each institution is entitled to determine its staffing needs and that any qualified person is entitled to apply for a faculty or staff position, the Northern Ontario School of Medicine wishes to maintain a cooperative relationship with Lakehead University and Laurentian University. Accordingly, NOSM undertakes to follow an open recruitment and hiring process with appropriate consultation with Lakehead and Laurentian Universities wherever their interests may be seen to be directly affected.

Section 2 - Agreement for Secondments of Lakehead and Laurentian Faculty Members to the Northern Ontario School of Medicine

Introduction

The Northern Ontario School of Medicine (“NOSM”) is the Faculty of Medicine of Lakehead University (“Lakehead”) and the Faculty of Medicine of Laurentian University (“Laurentian”). In order to be one medical school of two Universities, NOSM is constituted as a not-for-profit corporation with the two Universities as the sole Members. NOSM has a 19 member Board of Directors which provides corporate and fiscal governance for NOSM.

As a separate corporate entity, NOSM has its own Policy on Appointment, Promotion and Tenure of NOSM faculty members. That Policy applies to NOSM faculty members who, when their appointment to NOSM becomes effective, are not employees of either Lakehead or Laurentian and, therefore, are not members of the Lakehead Faculty Association or the Laurentian Faculty Association.

This Agreement outlines the procedures for secondment of Lakehead and Laurentian faculty members to undertake academic roles for NOSM. For the purpose of this Secondment Agreement a reference to “academic” with respect to responsibilities at NOSM includes teaching, division head and administrative co-ordinator responsibilities and responsibilities in developing and delivering new programs but does not include any responsibilities or work relating to research.

If the commitment to NOSM is only one day per week (Lakehead) or one half day per week (Laurentian) and falls within the respective collective agreement as “outside professional activity”, these procedures may not be applicable. However, a secondment agreement may apply if Dean-to-Dean discussion concludes that academic service to NOSM would conflict in timing and schedule with the faculty member’s academic duties at Lakehead or Laurentian.

There is a clear expectation from NOSM and the Universities, that faculty members of either Lakehead or Laurentian will inform their Department Chair / School Director and Dean of their intention to undertake any paid academic work for NOSM and NOSM will provide notification of such arrangements to the appropriate Vice President Academic.

This Agreement is intended to provide clarity to administrators at NOSM and at Lakehead and Laurentian, as well as to Faculty Associations and individual faculty members. It respects the delegated authority of the respective Universities for administrative and human resource matters involving University faculty. NOSM secondments under this Policy will respect the terms and conditions of the collective agreements between Lakehead and Laurentian and their respective Faculty Associations.

PROCESS FOR SECONDING LAKEHEAD OR LAURENTIAN UNIVERSITY FACULTY TO NOSM

Initiating the Process

- a) By February 15 of each year, NOSM will inform the Lakehead and Laurentian Vice Presidents Academic respectively about the secondments (which may include courses taught on overload) of Lakehead and Laurentian faculty members contemplated for the forthcoming academic year beginning July 1.
- b) This process is initiated when NOSM identifies a preferred candidate who is a faculty member of Lakehead or Laurentian. The Vice-President Academic of the member's University will be informed by NOSM in writing of the proposed secondment including the name of the preferred candidate, the schedule and duration of NOSM academic duties requested.
- c) The terms of the secondment shall be determined by Dean to Dean discussion, and mutual approval. (preliminary discussions may occur between other individuals)
- d) There will be full disclosure of the terms of the proposed secondment appointment to the appropriate Provost or Vice President whose approval is required.

Content of Written Offer

After an agreement is reached between the NOSM Dean and the candidate's Dean, NOSM will prepare a written offer to the candidate with a copy to the Staff Relations / Office of the Vice President Academic containing the following terms:

- a) The number of days per week that NOSM requires the candidate to dedicate to NOSM and, accordingly, to be released from Lakehead or Laurentian University duties and the duration of the secondment by date.
- b) The expectation that for each day dedicated to NOSM, the candidate will provide a full day's work consisting of academic program activities and faculty development.
- c) The candidate will continue to be paid by the University at the same level of compensation and benefits and will be eligible for any general increases.
- d) NOSM will reimburse the University the salary and benefits costs of the candidate's release. The prorated reimbursement will be between 20 and 100 per cent depending on the number of days per week release time.

- e) NOSM will reimburse the reasonable costs incurred by the University in recruiting a replacement faculty member (where applicable).
- f) Although the individual remains a University employee, disputes related to NOSM work will be resolved through the NOSM dispute resolution mechanism and not through the individual's Faculty Association.
- g) NOSM acknowledges that the candidate retains responsibilities as a faculty member of the respective University (e.g. serving on committees). Time spent performing these tasks is considered University time.
- h) An administrative or developmental stipend may be paid by NOSM directly to the seconded faculty member.
 - i. Administrative stipends will reflect Division Head and Administrative Coordinator responsibilities at NOSM.
 - ii. Any developmental stipend will reflect workload in developing and delivering new programs.
- i) The President of the University will receive a written notification of each completed secondment appointment.

Section 3 - Clinical Teaching Position Description

Clinical Teacher - Instructional Position Description

The Clinical Teacher is a qualified health care professional and faculty member who practices in a clinical setting in which the learner will learn. The Clinical Teacher provides experiences and opportunities for observation, which allow the learner to meet learning objectives. The Clinical Teacher also acts as a resource person during the learner's placement.

Criteria:

1. Licensed health care professional. This includes Health Science Professionals, to view a complete list, please click [here](#).
2. Qualified to assist the learner in meeting learning objectives in the clinical setting.
3. Qualified by the faculty according to practice experience, clinical expertise, and educational expertise.

Responsibilities:

1. Become acquainted with the objectives of the Medical School's clinical placement/clerkship.
2. Become familiar with the learner's individual learning objectives.
3. With the learner, determine and arrange clinical experiences that will help the learner meet their personal learning objectives.
4. Provide the School with a list of skills and/or procedures that the learner may observe or perform and specify which may require some advance preparation.
5. Orient the learner to the clinical environment's personnel, physical facilities, policies, and procedures.
6. Assume supervisory responsibility for the learner's practice.
7. Provide periodic written assessments of the learner's progress in meeting the learning objectives and the learner's behavior and responsibility in demonstrating a professional commitment to patients, staff, the Clinical Teacher, and the clinical setting.
8. Maintain verbal and/or written communication with a designated School faculty or staff member.
9. Assist the learner in becoming acquainted with the people and activities of the community.

Note: All Clinical Educators should have a Northern Ontario School of Medicine faculty appointment. For more detailed information on the various Clinical Educator positions at NOSM please view the [Faculty Opportunities Brochure](#).

Section 4 – NOSM Faculty Appointment and Reappointment Policy & The Distributed Medical Education Committee of the Council of Ontario Faculties of Medicine (DME-COFM)



NOSM Faculty Appointment and Reappointment Policy v2.1

Approved By: Board of Directors

Responsible Office(s): Faculty Affairs

Responsible Officer(s): Associate Dean, Faculty Affairs

Effective date: June 22, 2011
2012

Supersedes: November 30,

Revised: May 9, 2014
Revised: May 8, 2015

1. Introduction

This document establishes the policy of the Northern Ontario School of Medicine (“NOSM”) in regards to appointment and reappointment, of Faculty, for faculty members outside of the OPSEU Unit 1 bargaining unit. Such faculty members are found in all three academic divisions of the Northern Ontario School of Medicine, herein after referred to as the “School”.

This policy has been implemented to ensure fairness in the process of recommending appointments and reappointments.

The granting of an appointment, including academic rank, to NOSM faculty members by Lakehead University and/or Laurentian University is not intended to imply and does not include the conferring of employment status or membership in the bargaining unit of either University.

Accordingly, this policy applies to NOSM faculty members who were not employees of either Lakehead University or Laurentian University at the time of their appointment to NOSM and, therefore, were not members of the Lakehead University Faculty Association or the Laurentian University Faculty Association.

The policies outlined below do not apply to Lakehead University faculty members or to Laurentian University faculty members who were appointed to NOSM under the secondment agreement or alternative work assignment agreement.

Upon approval by the appropriate University or Universities, in accordance with their rules and procedures, NOSM faculty members will be granted an appointment at Lakehead University and/or Laurentian University, at the same academic rank as their NOSM appointment. NOSM faculty members will receive a letter of appointment from the relevant University or Universities, according to their policies.

For those faculty initially appointed at NOSM, the faculty appointment at Lakehead University and/or Laurentian University is contingent upon the NOSM faculty members’ appointment.

Should the faculty appointment at NOSM terminate, the University appointment or appointments will terminate automatically, at the same time.

NOSM, in pursuing its objectives and purposes, subscribes to the principle of academic freedom and to protecting the integrity of research which are articulated in the Academic Freedom and Integrity of Research Policy (Board Policy Manual November 29, 2013).

The School is an open environment for the pursuit of scholarly work. Academic freedom and critical inquiry depend on the communication of the findings and results of intellectual investigation. The School shall not interfere with a faculty member's freedom to publish the results of scholarly inquiry and research, except for limitations imposed by duly constituted research ethics boards.

The School shall expect and encourage each faculty member to participate in, and contribute new ideas to, the promotion of its objectives. Furthermore, it shall respect the right of each Faculty member to disagree with academic or administrative decisions. However, criticism of or advocacy of changes in the policies, programs or administrative practices of the School shall be in the proper academic tradition of reasonable discussion.

Faculty members have the right to freedom of expression, including the right to criticize the government of the day, the administration of the School, the Physician Clinical Teachers Association (“PCTA”) and/or the NOSM Faculty and Staff Association (“NOSMFSA”).

NOSM faculty members are required to comply with the relevant policies, rules and regulations of NOSM and of either or both Lakehead University and Laurentian University, and to declare any real or potential conflict of interest.

NOSM and its affiliated hospitals are committed to the highest standards of ethical conduct and public accountability in research and clinical practice. NOSM respects the hospitals' role in overseeing the rights and responsibilities of their staff, including those who hold academic appointments at NOSM. NOSM acknowledges the fiduciary obligation of the hospitals with respect to the protection of patients and the maintenance of the highest ethical and clinical standards, pursuant to each hospital's mission and values. Accordingly, NOSM faculty members working part or full time in hospitals are expected to familiarize themselves with both NOSM and hospital policies and are further expected to follow the policy in effect at the institution where the work is being carried out. NOSM faculty members, who believe that doing so puts them in substantive conflict with the policy of the other institution, should consult the appropriate officials and seek clarification of their responsibilities. Academic freedom cannot override the policies of affiliated hospitals with respect to the care of patients or the obligations of NOSM faculty members as Members of the College of Physicians and Surgeons of Ontario and other relevant colleges.

2. Appointment Categories

The appointment categories are used for administrative purposes within the Medical School only, and are not published in the academic calendar.

NOSM faculty members will belong to one of the following appointment categories listed below:

- Joint Appointments
- Stipendiary Appointments

- Visiting Faculty
- Professor Emeritus
- Professor Honorarius
- Cross Appointments
- Cross Appointments within Divisions/Sections
- Senior Academic Administrators

2.1 Joint Appointments

Joint appointments are appointments in which the salary and benefits of the appointee are shared by NOSM and another organization and the work responsibilities are proportioned accordingly.

2.2 Stipendiary Appointments

Initial Stipendiary Appointments, based on academic need, are appointments for one to five years and carry no implication of renewal or continuation beyond the stated term. NOSM will review expiring appointments and renew based on the academic needs of NOSM.

2.3 Visiting Faculty Status

Visiting faculty members are clinical professionals, who have a primary appointment at another Canadian Medical School and who spend less than 50% of their time providing clinical service in Northern Ontario, either as locums or visiting specialists. In recognition of accreditation requirements that faculty members must supervise learners, these individuals, upon application to NOSM and after confirmation of their status at their own institution and with the CPSO, or other regulated health professional body will be recognized as a visiting faculty member. This recognition is based on the Distributed Medical Education Committee of the Council of Ontario Faculties of Medicine (DME-COFM).

2.4 Professor Emeritus

Referring to the Professor, Associate Professor or Librarian Emeritus Policy approved by the Lakehead and Laurentian University Senates respectively.

2.5 Professor Honorarius

Referring to the Professor or Associate Professor Honorarius Policy approved by the Lakehead and Laurentian University respectively.

2.6 Cross Appointments

NOSM faculty members may be involved in the academic activities of a university department or school through a cross appointment. The Lakehead, Laurentian and NOSM Relationship Agreement outlines a protocol for reciprocal recognition of faculty members who make contributions to multiple university departments or schools. The procedure for seeking such an appointment is described in the protocol.

2.7 Cross Appointments with Divisions/Sections

There are occasions when the interests and capabilities of a faculty member are coincident with the requirements and goals of more than one Division or Section. Where sound academic

reasons exist, a faculty member may receive a subsequent appointment in the School such that she/he holds associated appointments in two Sections or Divisions. This is intended to facilitate extensive involvement of a faculty member in a broad range of activities.

The Dean, upon recommendation by the Division Head, will offer formally in writing to the faculty member a cross appointment according to the terms and conditions agreed to. The faculty member shall indicate consent by signing this offer.

This letter would specify the division or section into which the individual was primarily appointed, in which the faculty member holds residual rights, and to which she/he would return should the need for the cross appointment change. This offer shall be based on discussions with the faculty member, the Division Heads and the Section Chairs as appropriate. The cross appointment letter must result in agreement among all participants on the following matters:

- a) that the appointment not exceed a period of five years; and
- b) procedures for evaluating the faculty member for promotion in rank; and,
- c) the degree of involvement in section activities, including instruction and committee involvement, in both sections or divisions; and
- d) the faculty member's file shall be maintained by the responsible Division Head. The file may include information related to a faculty member's performance and evaluation. The faculty member will receive evaluations from both sections and or divisions; and,
- e) reporting relationship including whom the faculty member reports to directly

Copies of the cross appointment letter will be forwarded to the Dean, Division Head and the Section Chairs, as required.

2.8 Senior Academic Administrators

A Senior Academic Administrator is an individual who is appointed by the Board in an academic leadership position, including the Senior Associate Dean and Associate Deans and any other position of equivalent rank and responsibility. Senior Academic Administrators who are appointed from outside the School will be offered an appointment according to their qualifications. A Senior Academic Administrator may have an appointment for up to five years.

3. Criteria for Determining Rank at Time of Appointment

3.1 Human and Medical Sciences Faculty Appointments

Human and Medical Sciences faculty members at NOSM provide substantial contributions to the education of learners. NOSM recognizes the importance of these faculty members and their role in teaching, research and academic administration.

The academic rank shall be determined by the appropriate Division Head at the time of initial appointment and shall take into account the appointee's qualifications, experience and achievements. Appointments will be based on academic need and the Division Head may request and consider the recommendation from division faculty colleagues as to the appointment. The Division Head will make recommendations to the Dean. The Dean's decision will consider the recommendation of the Division Head. The faculty appointment letter from the Dean will indicate the appropriate faculty rank.

Upon appointment, these NOSM faculty will have one of the following academic ranks: Lecturer, Assistant Professor, Associate Professor, or Professor and the following general rules will apply:

A) Lecturer

For appointment at the rank of **Lecturer**, a person shall:

- a) hold an M.D. degree (or another second entry health professional degree), or
- b) a Master's degree, or
- c) hold a Baccalaureate degree and an appropriate professional designation and
- d) have professional experience which allows the individual to make a contribution to NOSM

B) Assistant Professor

For appointment to the rank of **Assistant Professor** a person shall:

- a) hold the Ph.D. or an equivalent degree, or a combination of credentials together equivalent to the doctorate and
- b) a record of scholarly achievement; and
- c) have shown evidence of the ability to teach or potential to do so at the university level.

C) Associate Professor

For appointment at or promotion to the rank of **Associate Professor**, a person shall:

- a) hold the Ph.D. or an equivalent degree, or a combination of credentials and a record of scholarly achievement together deemed equivalent to the doctorate; and
- b) have normally had at least five years of experience at the rank of Assistant Professor or equivalent; exceptional achievement while an Assistant Professor could reduce this experience requirement to four years; and
- c) have disseminated the results of scholarly activity of sufficient quality and significance for the discipline in question to warrant the appointment or promotion, and
- d) have demonstrated good performance as a teacher over a period of time

In exceptional cases an especially strong performance as a teacher may compensate for a somewhat lesser performance as a scholar, and vice versa, provided in either case that the quantity and quality of administration and service to the academic community is satisfactory.

D) Professor

For appointment to the rank of **Professor**, a person shall:

- a) hold the PhD or an equivalent degree, or a combination of credentials and a record of scholarly achievement together deemed equivalent to the doctorate; and
- b) have normally had at least five years' experience at the rank of Associate Professor or equivalent, though exceptional achievement while an Associate Professor may reduce this experience requirement to four years; and
- c) have demonstrated a good performance as a teacher over a period of time and at a wide range of levels; and

- d) have, since being ranked as Associate Professor, disseminated the results of scholarly activity of sufficient quality and significance for the discipline in question to establish the Member as an authority in his/her field, and to warrant the appointment

In exceptional cases, clearly outstanding qualities as a teacher may compensate for a somewhat lesser performance as a scholar and vice versa, so that the standard for the rank of Professor may be met by having carried out and disseminated scholarship since reaching the rank of Associate Professor, provided that in either case the quantity and quality of administration and service to the academic community has been satisfactory over an extended period of years.

3.2 Clinical Sciences Faculty Appointments

Clinical faculty members are normally licensed health-care professionals who hold an appointment at the School within the Clinical Sciences Division. Clinical faculty members normally hold an M.D. degree, another health professional degree, or possess professional experience, which allows the individual to make a contribution to NOSM.

Clinical faculty members at NOSM provide substantial contributions to the education of learners. NOSM recognizes the importance of clinical faculty and their role in teaching and providing excellent clinical care. In recognition of the centrality of clinical teaching to the undergraduate and postgraduate programs, the appointment of clinicians to NOSM's faculty recognizes the historic and honored tradition of the clinician as teacher.

The academic rank shall be determined by the appropriate Division Head in consultation with the Section Chair and shall take into account the appointee's qualifications, experience and achievements. The Division Head will make recommendations to the Dean. The Dean's decision will consider the recommendation of the Division Head. The faculty appointment letter from the Dean will indicate the appropriate faculty rank.

Upon appointment, a NOSM clinical faculty appointee will have one of the following academic ranks: Lecturer, Assistant Professor, Associate Professor, or Professor and the following general rules will apply:

A) Lecturer shall normally be the initial academic rank of NOSM clinical faculty who:

Teaching:

- a) have taught or indicate an interest in teaching
- b) have indicated an interest in attending faculty development sessions

Clinical:

- a) have demonstrated competence in clinical practice and a willingness to relate their practice to teaching

Governance:

- a) have indicated a willingness to participate in committee and working group activities

Scholarly Activity:

- a) have indicated a willingness to develop research skills

B) Assistant Professor

At time of appointment Assistant Professor shall normally be the academic rank of NOSM clinical faculty who have provided an academic contribution at an accredited academic institution over at least a four year period and who have the majority of the following:

Teaching:

- a) developed teaching strategies by participation in faculty development or other means
- b) have provided clear and useful teaching sessions
- c) demonstrated skill as a teacher

Clinical:

- a) demonstrated competence in clinical practice and a willingness to relate their practice to teaching
- b) are members of appropriate professional organizations

Governance:

- a) participated in, hospital's or professional organization's administrative and/or service activities
- b) participated in committee and working group activities

Scholarly Activity:

- a) participated in research

At time of appointment, practising physicians, who have completed a residency program and hold certification from either the Royal College of Physicians and Surgeons of Canada or the College of Family Medicine shall be awarded the rank of Assistant Professor.

Strong performance in two of the four areas can offset lesser performance in other areas.

C) Associate Professor

At time of appointment Associate Professor shall normally be the academic rank of NOSM clinical faculty who have had at least five years of experience at the rank of Assistant Professor and who have the majority of the following:

Teaching:

- a) regularly attended, and contributed to, faculty development sessions
- b) shown themselves to be excellent teachers by formal evaluation

Clinical:

- a) developed expertise within their own field, which may include an area of special professional skill,
- b) the reputation of being highly competent clinicians

Governance:

- a) been called upon to speak at professional society meetings, in continuing professional educational programs and at other institutions
- b) taken an active, prominent role in provincial and national professional organizations
- c) participated in the School's, hospital's or professional organization's administrative and/or service activities
- d) are actively participating in committee and working group activities

Scholarly Activity:

- a) are actively participating in research

Success in three of the four areas can offset lesser performance in other areas.

D) Professor

At time of appointment Professor shall normally be the initial academic rank of NOSM clinical faculty who have the following:

- a) have normally had **at least five years** of experience at the rank of Associate Professor or equivalent and who have the majority of the following,

Teaching:

- a) have contributed to and lead faculty development initiatives
- b) have shown themselves to be enthusiastic, effective and engaged leaders in an educational program and have performed well as a teacher

Clinical:

- a) are recognized by their peers as being outstanding practitioners, who have made documented, significant contributions to professional and or administrative practice in the School, hospital or professional organizations
- b) have developed expertise within their own field, which may include an area of special professional skill

- c) have the reputation of being highly competent clinicians have been called upon to speak at professional society meetings, in continuing professional educational programs and at other institutions

Governance:

- a) have taken an active and prominent role, including leadership in provincial and national professional organizations
- b) have demonstrated distinguished service and/or related leadership in committee, administrative or policy-making decisions in the School, hospital, or other professional organizations
- c) have provided leadership to the School's, hospital's or professional organization's administrative and/or service activities

Scholarly Activity:

- a) in addition to the above criteria, since assignment of rank to Associate Professor the applicant, must have disseminated the results of research and scholarly activity of sufficient quality and significance for the discipline in question to establish the individual as an authority in his/her field, and to warrant the appointment,
- b) are actively participating in research

4. Faculty Reappointments

1. Reappointments range from 1 to 5 years in length. An appointment may be reviewed sooner than at the specified interval if the individual is unable to fulfill the terms of the appointment.
2. Individuals eligible for reappointment as of **July 1** will be identified on the basis of need and academic involvement by the Division Head and Section Chairs if applicable, who may provide an opportunity to faculty colleagues in the division/section to make recommendations to them on appointments and renewals. Faculty members may be asked to provide additional information regarding their contributions to the School since time of appointment. The Division Head will then make a recommendation to the Dean. The Dean's decision will consider the recommendation of the Division Head. The faculty reappointment letter from the Dean will indicate the appropriate reappointment term.
3. The following are examples of the factors that will be taken into account regarding non-renewal of appointments:
 - a) voluntary non-renewal by an individual
 - b) diminished commitment to teaching activity
 - c) diminished administrative activity
 - d) diminished research activity
 - e) unprofessional or unethical conduct
4. Where diminished or absent commitment to teaching, research or administrative activities are a factor the faculty member may be offered a one year extension should they wish to maintain their appointment.

5. Getting Assistance

Queries regarding interpretations of this document and resolution of issues should be directed to:

Office of Faculty Affairs
Northern Ontario School of Medicine
Telephone 1-877-678-7358

DO NOT REMOVE THIS VERSION RECORD FROM THIS DOCUMENT		
Version	Date	Authors/Comments
V1.0	June 22, 2011	Approved by the Board Executive Committee on behalf of the Board of Directors
V1.1	November 30, 2012	Amendment – Visiting Professors Approved by the Board of Directors
V2.0	May 9, 2014	Full revision of the Appointment, Reappointment and Promotions document. 2 new policies created from one. Academic Council approved April 10, 2014 with minor amendments.
V2.1	May 8, 2015	Academic Council approved edits to Section 2.2 and 4.1 (3 to 5 years) & Board recommended edits to correct policy names in section 2.4 & 2.5

DME-COFM

Ontario Medical School Clinical Rotation Principles and Practices for Faculty Appointment and Dispute Resolution

Distributed Medical Education (DME) in Ontario is the collaborative placement of medical learners from the six Ontario medical schools to clinical rotations in communities outside of the Academic Health Sciences Centres (AHSC). The Distributed Medical Education Committee of the Council of Ontario Faculties of Medicine (DME-COFM) has outlined the principles for collaborative distributed medical education across Ontario in a document entitled *Collaboration in Ontario Distributed Medical Education*. Further to this document, development of principles and practices unique to DME have been identified regarding faculty appointments of community preceptors as well as a process for dispute resolution for both learners and preceptors.

Principles for Ontario DME Faculty Appointments and Dispute Resolution

Faculty Appointments: It has been agreed by the Deans of the six Ontario medical schools that given the similarity of the requirements of faculty appointments (refer to Appendix 1) and the integrity of each school's appointment process, to reciprocally honour faculty appointments from other Ontario medical schools for assessment and grading of learners (both Undergraduate Medical Students and Postgraduate Residents) for any school's core or elective rotations. Therefore, an Ontario medical learner can be supervised by a preceptor with a faculty appointment from any Ontario medical school for core or elective rotations provided the following processes are adhered to.

All Community preceptors are encouraged to hold an appointment with the medical school that is most closely affiliated with the community and/or community placement program having primary placement responsibility for their community (refer to Appendix 2) easing communication with respect to recruitment, retention, faculty appointment, faculty development and placement activities relating to that preceptor. When a preceptor is supervising a learner from another medical school, the preceptor must be prepared to teach by knowing the objectives, curriculum and evaluation requirements of the learner's home medical School.

The medical school where the community preceptor holds a faculty appointment is responsible for the faculty development of the preceptor. The faculty member is required to provide a teaching environment that complies with the policies of the medical school, the College of Physicians and Surgeons, the affiliation agreements of the teaching community hospitals and the laws of Ontario.

Dispute Resolution: Communication between the medical schools is essential including the sharing of relevant information and documentation necessary to assist in the resolution of any/all disputes. Complaints must be managed and resolution provided by both the medical school responsible for addressing the conduct, behaviour and academic performance of the learner and the medical school in which the preceptor holds their appointment. The policies and procedures of the host medical school, including adherence to the *Human Rights Code* and the *Occupational Health and Safety Act*, will be recognized for all clinical rotations.

Learner feedback: Learners are encouraged, if comfortable and appropriate, to address feedback directly with the preceptor as soon as possible following the event. The learner is expected to address the concern with the learner's medical school program at the earliest possible time. After assessment of the learner's feedback, the learner's school representative will contact the host medical school via the DME placement program representatives (refer to Appendix 3) who will manage the feedback in accordance with the host medical school's policies and procedures.

Preceptor feedback: Faculty is encouraged to address feedback regarding a learner's performance directly and verbally with the visiting learner as soon as possible and provide corrective suggestions, if deemed necessary. Preceptor feedback regarding a learner's performance (e.g. CanMEDS framework) will be directed, in writing, to the learner's medical school via the DME placement program representatives (refer to Appendix 3). If the performance issue is egregious, the concern should be directed to the learner's medical school as soon as possible.

Approved by COFM October 10, 2013

Appendix 1: Faculty Appointment Requirements for Community Preceptors of Ontario Medical Schools

Term Used to describe Preceptor	Pre-appointment Requirements	School Name	Forms to be filled out	Requirements for re-appointment
Assistant Clinical Professor (Adjunct) Non-adjuncts- begins with Assistant Clinical Professor but could be Associate Clinical Professor or Clinical Professor-the appropriate academic rank shall be determined by the Department Chair at the time of initial appointment and shall take into account the appointee's qualifications, experience and achievements	fn_ standing with CPSO Non-adjuncts - 3 letters of reference Meetings with Departmental representatives	McMaster University	Curriculum vitae Adjuncts: Application for appointment Non-adjuncts: Mutually Agreed Responsibilities (R4) form	Review CI every 3 years Completion of renewal form In good standing with CPSO@ Satisfactory student evaluations Adjunct: 150 hours of teaching/3 years Non-adjunct: Minimum of 100 hours of teaching annually
Adjunct at the rank of Assistant Professor, Instructor or Lecturer	In good standing with CPSO	Queen's University	Curriculum vitae Date of Birth Social Insurance number Name of their Professional Corporation	On confirmation that the regional community preceptor is still taking students Satisfactory student evaluations Reviewed every 1 to 3 years
Clinical teacher at the rank of Lecturer	In good standing with CPSO	University of Ottawa	Curriculum vitae	Reviewed every 5 years

Approved by COFM October 10, 2013

Term Used to describe Preceptor	Pre-appointment Requirements	School Name	Forms to be filled out	Requirements for re-appointment
	3 letters of reference from either current colleagues or prior colleagues.		Memorandum of Agreement Benefits Summary Career Paths	
Begins with Lecturer but could be Assistant Professor, Associate Professor or Professor – the appropriate academic rank shall be determined by the division head at the time of initial appointment and shall take into account the appointee's qualifications, experience and achievements. NOSM faculty will have academic appointments at Lakehead University and/or Laurentian University at the same academic rank as their NOSM appointment.	In good standing with CPSO	Northern Ontario School of Medicine	Application Form Curriculum vitae Faculty appointment references Statement of clinical/teaching intent	Reviewed every 3 years
Appointment category - Clinical Academic Faculty (Clinical full-time, part-time and adjunct appointments)	In good standing with CPSO	University of Toronto	Appointment application form CPSO certificate of professional conduct	Subject to probation and review Clinical part-time Renewal varies according to department (i.e. 1-3 years).

Approved by COFM October 10, 2013

Term Used to describe Preceptor	Pre-appointment Requirements	School Name	Forms to be filled out	Requirements for re-appointment
Rank-commensurate with experience and qualifications. Rank could be Lecturer, Associate Professor, etc.	Recommendation Letter		Curriculum vitae Recommendation letter from Hospital Chief or University or Hospital Education Director	Clinical adjunct-Department Chair Chair acciCies term anCI renewal
<p>Limited Duties Appointment-rank Adjunct Professor</p> <p>*</p> <p>Some Clinical Full time academics who would progress through ranks of Assistant Professor, Associate Professor and Professor</p> <p>*current Conditions of Appointments document is being revised</p>	<p>Curriculum vitae</p> <p>Letter of support from the discipline leader</p>	Western University	<p>Faculty Appointment online application form</p> <p>Curriculum vitae</p> <p>3 Letters of support from one of the following:</p> <ul style="list-style-type: none"> ● Academic Director from own discipline ● Academic Director from other discipline ● Assistant Dean, Rural & Regional Medicine ● Associate Dean, Windsor Program ● Assistant Dean, Faculty & Governmental Affairs- Windsor campus ● Schulich Faculty member ● Chief of Staff ● Former Chief of Staff 	<p>Initial 3 year term recommended</p> <p>Reappointment application package is required (faculty reappointment application form, updated CV and statement of expectations and responsibilities)</p> <p>5 year term recommended</p>

Approved by COFM October 10, 2013

Term Used to describe Preceptor	Pre-appointment Requirements	School Name	Forms to be filled out or Program Director	Requirements for re-appointment

Appendix 2: Medical School Responsibility for DME Locations

City/ Town/Township	Medical School with Primary Responsibility	Notes/Comments
Ajax	Toronto	
Alexandria	Ottawa	
Almonte	Ottawa	
Arnprior	Ottawa	
Atikokan	NOSM	
Bancroft	Queen's	
Barrie	Toronto	
Barry's Bay	Ottawa	
Belleville	Queen's	
Blind River	NOSM	
Bowmanville	Queen's	
Bracebridge	NOSM	
Brampton	McMaster	
Brantford	McMaster	
Brockville	Queen's	
Bruce Mines	NOSM	
Burk's Falls	NOSM	
Cambridge	McMaster	
Campbellford	Queen's	
Carleton Place	Ottawa	
Casselman	Ottawa	
Centre Wellington	McMaster	
Chatham	Western	
Chapleau	NOSM	
Chesley	Western	
Clinton	Western	
Cobourg	Queen's	
Cochrane	NOSM	
Collingwood	McMaster	
Cornwall	Ottawa	
Deep River	Ottawa	
Dryden	NOSM	
Durham	Western	
Elliot Lake	NOSM	
Emo	NOSM	
Embrun	Ottawa	
Englehart	NOSM	
Espanola	NOSM	
Exeter	Western	

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City/ Town/Township	Medical School with Primary Responsibility	Notes/Comments
Fergus	McMaster	
Fort Erie	McMaster	
Fort Frances	NOSM	
Georgetown	McMaster	
Geraldton	NOSM	
Goderich	Western	
Grand Bend	Western	
Grimsby	McMaster	
Guelph	McMaster	
Haldimand	McMaster	
Hamilton	McMaster	
Hanover	Western	
Hawkesbury	Ottawa	
Hearst	NOSM	
Hornepayne	NOSM	
Ignace	NOSM	
Ingersoll	Western	
Ingleside	Ottawa	
Iroquois	Ottawa	
Iroquois Falls	NOSM	
Kanata	Ottawa	
Kapuskasing	NOSM	
Kawartha Lakes	Toronto	
Kemptville	Ottawa	
Kenora	NOSM	
Kincardine	Western	
Kingston	Queen's	
Kirkland Lake	NOSM	
Kitchener	McMaster	
Lanark	Queen's	
Leamington	Western	
Lion's Head	Western	
Listowel	Western	
Little Current	NOSM	
London	Western	
Madoc	Queen's	
Manitoulin Island	NOSM	
Manitouwadge	NOSM	
Manotick	Ottawa	
Marathon	NOSM	
Markdale	Western	

City/ Town/Township	Medical School with Primary Responsibility	Notes/Comments
Markham	Toronto	
Matheson	NOSM	
Mattawa	NOSM	
Meaford	Western	
Merrickville	Ottawa	
Metcalfe	Ottawa	
Midland	Toronto	
Milton	McMaster	
Mississauga	Toronto	
Moose Factory	Queen's	
Morrisburg	Ottawa	
Mount Forest	McMaster	
Napanee	Queen's	
New Tecumseth	Toronto	
Newbury	Western	
Newmarket	Toronto	
Niagara Falls	McMaster	
Niagara-On-The-Lake	McMaster	
Nipigon	NOSM	
North Bay	NOSM	
North Dundas	Ottawa	
North Perth	Western	
Oakville	McMaster	
Orangeville	Toronto	
Orillia	Toronto	
Oshawa	Queen's	
Ottawa	Ottawa	
Owen Sound	Western	
Pakenham	Ottawa	
Palmerston	McMaster	
Paris	McMaster	
Parry Sound	NOSM	
Peel	McMaster	
Pembroke	Ottawa	
Penetanguishene	McMaster	
Perth	Queen's	
Petawawa	Ottawa	
Peterborough	Queen's	
Petrolia	Western	
Pickering	Toronto	
Picton	Queen's	

Approved by COFM October 10, 2013

City/ Town/Township	Medical School with Primary Responsibility	Notes/Comments
Port Colborne	McMaster	
Port Perry	Queen's	
Prescott	Queen's	
Red Lake	NOSM	
Renfrew	Ottawa	
Russell	Ottawa	
Sarnia	Western	
Sault Ste. Marie	NOSM	
Schreiber	NOSM	
Seaforth	Western	
Seeley's Bay	Queen's	
Sharbot Lake	Queen's	
Simcoe	McMaster	
Sioux Lookout	NOSM	
Smiths Falls	Queen's	
Smooth Rock Falls	NOSM	
Southampton	Western	
South Mountain	Ottawa	
St. Catharines	McMaster	
St. Isidore	Ottawa	
St. Marys	Western	
St. Thomas	Western	
Stirling	Queen's	
Stratford	Western	
Strathroy	Western	
Sudbury	NOSM	
Sydenham	Queen's	
Tamworth	Queen's	
Temiskaming	NOSM	
Terrace Bay	NOSM	
Thessalon	NOSM	
Thunder Bay	NOSM	
Tillsonburg	Western	
Timmins	NOSM	
Tobermory	Western	
Toronto	Toronto	
Trent Hills	Queen's	
Trenton	Queen's	
Tweed	Queen's	
Verona	Queen's	
Walkerton	Western	

Approved by COFM October 10, 2013

City/ Town/Township	Medical School with Primary Responsibility	Notes/Comments
Wallaceburg	Western	
Warkworth	Queen's	
Wawa	NOSM	
Weeneebayko	Queen's	
Weiland	McMaster	
Wellington	Queen's	
West Nipissing	NOSM	
Whitby	Toronto	
Warton	Western	
Winchester	Ottawa	
Windsor	Western	
Wingham	Western	
Woodstock	Western	

Appendix 3: Community Placement Program affiliation and contact information

Community Based Placement Program	Contact (host/home school)	Medical School Affiliation
Eastern Regional Medical Education Program (ERMEP)	<p>Ottawa: Darquise Lacroix dme@uottawa.ca 613-562-5800 x8625</p> <p>Dr. Chuck Su Director, Distributed Medical Education Faculty of Medicine, University of Ottawa csu(ci)uottawa.ca 613-562-5800 x8011</p> <p>Queen's: Assistant Dean, Regional Education 613 533 6000 ext 78452 http://meds.queensu.ca/regionaled</p>	Faculty of Medicine, University of Ottawa Queen's University
McMaster Community and Rural Education (Mac-CARE)	Mac-CARE Director 905 525 9140 # 22046 www.mac-care.ca	Michael G. DeGroote School of Medicine, McMaster University
Northern Ontario School of Medicine (NOSM)	NOSM Electives Unit Email- Electives@nosm.ca Jeannette Salmi Manager, Clinical Placement Phone: (705) 662-7119	Northern Ontario School of Medicine (NOSM)
Office of Integrated Medical Education (OIME)	Wendy Kubasik Manager, Office of Integrated Medical Education Office of the Dean, Faculty of Medicine University of Toronto Tel: (416) 978-3762	Faculty of Medicine, University of Toronto

Queens Regional Education Network (Q-REN)	Assistant Dean, Regional Education 613 533 6000 ext 78452 http://meds.queensu.ca/regiodaled	School of Medicine. Queen's University
Rural Ontario Medical Program (ROMP)	Mac-CARE Director 905 525 9140 # 22046 www.mac-care.ca	Michael G. DeGroot School of Medicine. ivlcMaster
Southwestern Ontario Medical Education Network (SWOMEN)	Shamim Tejpar, Assistant Dean Rural & Regional Medicine SWOMEN 519-858-5152 x22146 shamim.tejpar@schulich.uwo.ca	Schulich School of Medicine. Western University

Section 5 - Professionalism Policy for Clinical Faculty



NOSM Policy - Professionalism for Clinical Faculty

Approved by: Academic Council

Responsible Office(s): Faculty Affairs

Responsible Officer(s): Associate Dean, Faculty Affairs

Approved: June 7, 2012

Preamble

1. The Northern Ontario School of Medicine's most recent strategic plan highlights the core values which are fundamental to our mission. It is up to each of us to support innovation, collaboration, social accountability, respect and inclusiveness. A commitment to professionalism is implicit in these core values.

The following serves as a set of guidelines to be referenced by the learners and Clinical Faculty of the Northern Ontario School of Medicine. These guidelines aim to support and develop professionalism in the physicians, regulated health professional, leaders and learners who are committed to improving the health of Northern Ontarians and is to be used in conjunction with the Academic Misconduct section of the Discipline Procedures for Clinical Stipendiary Faculty Policy.

There is a long standing, high expectation for the professional behavior of clinicians. There is significant public trust in physicians which is premised on the integrity of individual physicians and physicians as a whole. It is imperative that students and residents learn the importance of generating trust and more generally what it is to be a professional. Clinical Faculty are an important influence in the professional development of learners as they model professionalism in their interactions with others.

Given the challenges currently faced by regulated health professionals it is useful to clearly identify fundamental principles of professionalism and the responsibilities expected from the Northern Ontario School of Medicine's Clinical Faculty.

2. Clinical faculty should demonstrate and model a high standard of professionalism including adopting a fair and ethical approach with respect to teaching. This includes but is not limited to a commitment to:

- respect the privacy and confidentiality of the patients and learners;
- promote a trusting learner teacher relationship;
- act as a mentor and leads by example;
- uphold the education standards and academic principles of the Northern Ontario School of Medicine Programs;
- ensure a collegial, supportive learning environment;
- ensure fair learner assessment and evaluation;
- demonstrate cultural intelligence and promote a welcoming environment for learners and health care providers of all cultures, personalities and learning styles;
- be a role model for collaboration and relationships with patients, their families and other providers of care;
- apply scientific knowledge in their clinical practice including evidence based medicine;

- support integrity and adherence to high professional standards among their colleagues;
- ensure maintenance of professional competence;
- demonstrates a commitment to lifelong learning;
- collaborate with learners and other health care providers to create a collegial practice and learning environment ;
- has insight into one's own behavior in order to seek self-improvement, including acknowledging errors;
- respect the rules and regulations of their regulatory body.

3. Clinical faculty should maintain a high standard of ethical and professional behavior when conducting research. This includes but is not limited to a commitment to:

- manage conflicts of interest (for additional information please see Conflict of Interest Policy);
- meet professional responsibilities; exercise honesty with colleagues and third parties;
- ensure integrity in data collection and reporting; ensure research is carried out in an ethical and scientifically sound manner with appropriate consents acquired;
- avoid all forms of scientific misconduct and to disclose all known instances of such behavior to the appropriate Section Chair.

4. Alleged or admitted violations of these principles will lead to investigation in accordance with the Academic Misconduct section of the Discipline Procedures for Clinical Stipendiary Faculty Policy (for additional information please refer to the policy). Corrective action may be taken in addition to what is outlined by the appropriate professional body. As per the Disciplinary Procedures for Clinical Stipendiary Faculty Policy actions may include warning, reprimand, suspension or other appropriate measures. Violations will be taken into consideration when making decisions regarding eligibility for reappointment and promotion.

For further information please refer to the following policies:

1. Discipline Procedures for Clinical Stipendiary Faculty Policy
2. Conflict of Interest Policy (draft)
3. College of Physicians and Surgeons of Ontario Policies:
<http://www.cpso.on.ca/policies/policies/default.aspx?id=1778>
4. Canadian Medical Association Policy on Medical Professionalism:
<http://www.cpso.on.ca/policies/guide/default.aspx?id=1696>
5. College of Physicians and Surgeons of Ontario Policy Statement: Professional Responsibilities in Undergraduate Medical Education:
<http://www.cpso.on.ca/policies/policies/default.aspx?ID=1854>
6. College of Physicians and Surgeons of Ontario Policy Statement: Professional Responsibilities in Postgraduate Medical Education:
<http://www.cpso.on.ca/policies/policies/default.aspx?ID=1846>
7. Tri-Council Policy Statement: Integrity in Research and Scholarship:
http://www.nserc-crsng.gc.ca/NSERC-CRSNG/Policies-Politiques?tpsintegrity-picintegritie_eng.asp

Version:

Version Number	Approval Date	Approved by	Amendment
Original Version	June 7, 2012	Academic Council	

Section 6 - Policy and Procedures for the Evaluation of Faculty Providing Clinical Teaching



NOSM Policy and Procedures for the Evaluation of Faculty Providing Clinical Teaching

Approved by: **Academic Council Responsible Office(s):** Faculty Affairs
Responsible Officer(s): Associate Dean, Faculty Affairs

Approved: **March 1, 2012**

Preamble

Faculty evaluation is critical to ensuring high quality medical education and the continued professional development and growth of the Clinical Faculty members. The Northern Ontario School of Medicine values its learners' ability to be reflective and is committed to continuous quality improvement. Through evaluation and feedback greater individual insight may be attained thus advancing the professional growth of each Clinical Faculty member providing teaching.

The Faculty Affairs Portfolio supports the school-wide culture of reflection and continuous quality improvement in faculty teaching including facilitating, lecturing, tutoring and clinical teaching. One of the ways in which Faculty Affairs accomplishes this goal is by promoting, supporting and coordinating evaluation of faculty by learners at all levels.

The evaluation and feedback tools used by Faculty Affairs are based on the CanMEDs competencies: Communicator, Educator, Collaborator, Scholar, Medical Expert, Professional, Advocate. The tools aim to measure faculty in the broad areas of supervision, teaching and professional behaviour.

This goal of this policy is to provide a protocol for:

- Obtaining information in reliable and consistent format;
- Evaluation of and presentation of the information to clinical teaching faculty members;
- Providing advice and remedial assistance;
- Alerting NOSM that disciplinary or other actions may be required;
- Where necessary, establishing sanctions.

Clinical Teaching Evaluation Forms

At the end of each clinical rotation each learner shall complete an electronic faculty evaluation form for their lead Clinical Faculty teacher.

Learners include:

- Undergraduate learners in the Undergraduate Medical Education Program
- Residents in the Postgraduate Medical Education Programs
- Physician assistant trainees in the Physician Assistant Program
- Resident and undergraduate learners rotating from other training programs where the learners have reasonable opportunity to evaluate the clinical teaching faculty member.

Clinical Teaching Evaluation Reports

A. Faculty evaluation reports are created after receiving a minimum of three (3) completed evaluations. This however may be waived in exceptional circumstances. All faculty evaluation reports shall be sent to the faculty member being evaluated, and where available, the appropriate Section Chair. If no Section Chair exists the report shall be forwarded to the Clinical Sciences Division Head. The Evaluation Coordinator shall have the responsibility of retaining the forms in a confidential electronic file. The following individuals may request copies of 'Anonymized' faculty evaluations or report at any time:

- The faculty member
- The Section Chair
- The Clinical Sciences Division Head
- The Associate Dean of Faculty Affairs
- The Dean

Inquiries and Investigations

A. When evaluating a Clinical Faculty member the Section Chair or the Clinical Sciences Division Head may consider any or all of the following:

- i. Any prior faculty evaluation reports
- ii. Reliable information which has been received by the Dean, Associate Deans, or Program Directors.
- iii. Information received from or provided by the Clinical Faculty teacher.

B. The Section Chair's or Clinical Sciences Division Head's report shall include information considered and the sources of such information. The results of the investigation including any disciplinary actions and leaves of absences from academics shall be recorded in the faculty member's file. In situations where additional follow up may be required from a specific program, the appropriate Associate Dean will be notified accordingly.

C. The evaluation, feedback and any subsequent discussion is intended and expected to provide to the Clinical Faculty teacher greater insight in one or more of the broad instructional domains: supervision, teaching and professional behaviour.

D. After the Section Chair or Clinical Sciences Division Head has met with the clinical teaching faculty member, or has provided the clinical teaching faculty member with a reasonable opportunity to meet, then the Section Chair or Division Head shall make a final decision.

E. The final decision shall be one of the following:

- i. Satisfactory – in all domains;
- ii. Satisfactory with areas of weakness of one or more of the domains. In this case the Section Chair (where available) and the Clinical Sciences Division Head shall settle upon a remedial course with the faculty member and where elements of the remediation are completed or ongoing;

- iii. Unsatisfactory – where in the opinion of the Section Chair (where available) or the Clinical Sciences Division Head substantial areas of weakness in one or more of the domains are present. In such cases the Section Chair or Clinical Sciences Division Head shall follow the NOSM Policy – Discipline Procedures for Clinical Stipendiary Faculty Members.
- iv. Unsatisfactory non remediable - where in the opinion of the Section Chair (where available), the Clinical Sciences Division Head and the Associate Dean of Faculty Affairs that the faculty member is non remediable. In such cases the Section Chair, Clinical Sciences Division Head or Associate Dean of Faculty Affairs shall proceed with the NOSM Policy – Discipline Procedures for Clinical Stipendiary Faculty Members.
- v. Circumstances requiring immediate action - where the Section Chair or Clinical Sciences Division Head receives information which causes concern that an interaction by a clinical teaching faculty member with a learner has resulted in serious misconduct then the Section Chair or Clinical Sciences Division Head shall follow the NOSM Policy – Discipline Procedures for Clinical Stipendiary Faculty Members.

Evaluations of Clinical Teaching and Eligibility for Reappointment and Promotion

The Section Chair or the Clinical Sciences Division Head may choose to review evaluation reports when determining a faculty member's eligibility for reappointment and promotion.

Version:

Version Number	Approval Date	Approved by	Amendment
Original Version	March 1, 2012	Academic Council	

Section 7 - Discipline Procedures for Clinical Stipendiary Faculty Members

NOSM Policy - Discipline Procedures for Clinical Stipendiary Faculty Members

Approved by: Academic Council
Responsible Office(s): Facilities Affairs,
Responsible Officer(s): Associate Dean, Faculty Affairs,
 Division Head of Clinical Sciences, Dean

Approved: June 9, 2011

1.0 Professional Misconduct

While the procedures contained in this document primarily apply to physician faculty, members of other self-regulating health professions are similarly bound by the rules of professional conduct for their own profession.

The College of Physicians and Surgeons of Ontario (CPSO) guidelines for supervision of undergraduate and post graduate trainee's state: the most responsible physician, supervisor and trainee should:

- a. Maintain an ethical approach to the care of patients;
- b. Maintain a professional supervisor-trainee relationship at all times which includes:
 - 1) Not exploiting the potential differential inherent in the supervisor-trainee relationships;
 - 2) Not becoming involved in situations involving conflicts of interest;
 - 3) Not intimidating or harassing one another emotionally, physically or sexually;
- c. Maintain an appropriate relationship with all other colleagues, which includes not intimidating or harassing them emotionally, physically or sexually.

In addition the most responsible physician/supervisor is responsible for providing a model of appropriate and compassionate patient care.

In general, regulatory bodies, such as the CPSO, make findings of professional misconduct but such finding may impact the ability of faculty members to supervise learners. Members of the Division of Clinical Sciences are therefore required to **self report** to the Division Head of Clinical Sciences, information relevant to a clinical academic appointment including but not limited to: if they have been convicted of a criminal offense, if they have been found guilty of academic misconduct at another university, incompetence, negligence or any form of professional misconduct by a court or the CPSO's Discipline Committee or Fitness to Practice Committee (or its equivalent in any jurisdiction).

It is expected that the Clinical Faculty member will make such a report within ten (10) working days of receipt of notification or knowledge of such a finding.

In the case of an inquiry by the Discipline Committee or Fitness to Practice Committee, reporting should conform to CPSO direction and hospital by laws especially if such an Inquiry may be relevant to a violation of CPSO guidelines for supervision of trainees.

The Division Head Clinical Sciences will consider the nature of the information presented and after consultation with the Associate Dean, Faculty Affairs will submit a written report to the Dean of the Medical School within twenty (20) working days of the notice of professional misconduct. The Dean's recommendations may include but are not limited to:

- a. No action required;
- b. Termination of academic appointment at NOSM for cause;
- c. Suspension of academic appointment (length of suspension often determined by CPSO decision); or
- d. Continued appointment but with restrictions.

The Faculty Member shall receive a copy of the Dean's recommendations. For the purpose of these proceedings and depending on circumstances, cause may include, but is not limited to:

1. A criminal conviction;
2. Failure to self-report;
3. Professional misconduct

The Dean shall file his written report with the appropriate University President, the Faculty Member and the Division Head Clinical Sciences within twenty (20) working days.

The Faculty Member may appeal the Dean's decision. The appeal must be communicated in writing to the Dean by the faculty member, hereinafter referred to as the appellant, within ten (10) working days of the appellant being notified by the Dean of the recommendation. The appeal may provide any relevant documents for consideration. Once an appeal has been filed, a Committee consisting of three (3) Chairs (from Sections other than that of the appellant), appointed by the Associate Dean of Faculty Affairs will consider matters of process and natural justice only. A personal hearing may be required. The appellant may also include an academic colleague to this hearing.

All recommendations of the Committee of Section Chairs will be communicated to the Dean within twenty (20) working days (or longer by written consent of the appellant and the Committee). The Dean will take into account the recommendations from the Committee of Section Chairs but retains final authority in all academic matters.

2.0 ACADEMIC MISCONDUCT

Academic misconduct is a finding that is made by the Northern Ontario School of Medicine, hereinafter referred to as "the School" and is different from professional misconduct, in that, it relates only to behaviors directly related to academic activities, which do not relate directly to patient care.

In the event of an event or series of events which appear to constitute gross misconduct, the Clinical Sciences Division Head and the Associate Dean of Faculty Affairs are delegated the authority to act on behalf of the School.

Gross misconduct is defined as indiscipline so serious that it may result in immediate dismissal.

Examples include but are not limited to:

Work place violence;

Theft;

Research misconduct, including but not limited to plagiarism, falsification and misuse of research funds;

Sexual harassment or assault;

Serious unprofessional behavior;

Disciplinary action shall be fair, reasonable, commensurate with the seriousness of the violations, and based on the principle of progressive discipline. Disciplinary action shall be initiated only after completion of a fair and complete preliminary investigation, and shall not be based on anonymous information.

The Faculty Member will be offered, in writing, a hearing with the appropriate Division Head and the Associate Dean of Faculty Affairs, at which time he/she may present his/her position regarding the alleged misconduct(s). The Faculty Member may bring an academic colleague to this hearing and may present any evidence, verbal or written, which relates directly to the alleged misconduct(s).

The Division Head or Associate Dean will consider the nature of the information presented and will submit a written report detailing the reasons for the finding and penalty to be imposed (if applicable), within twenty (20) working days of the hearing. This letter will be delivered by registered mail.

Disciplinary actions include but are not limited to:

A letter of warning or reprimand;

Suspension from the Faculty of NOSM for a defined period;

Dismissal from the Faculty of NOSM for cause.

The Faculty Member shall have the right to appeal the decision to the Dean and must do so, in writing, within twenty (20) working days from the receipt of the decision letter. The failure to properly follow the procedures contained in this document, or the denial of natural justice, shall be the only grounds for an appeal. A personal hearing may be required. The appellant may also include an academic colleague to this hearing. The decision of the Dean shall be final.

Section 8 - Entitlements of Stipendiary Appointments

Stipendiary appointees with faculty appointments are eligible to:

- Participate in Academic Governance
- An e-mail account, to be used in their capacity as NOSM faculty member
- Access to the NOSM intranet and online curriculum
- Participate in Continuing Health and Professional Education Sessions
- Access internet and on-line curriculum
- Remuneration for teaching
- Access to the School's Health Sciences Library (HSL), including electronic and on-site libraries and other resources
- Academic pricing at University bookstores and microcomputer centers
- Access to accredited virtual and in-house CME/CPD events at the School
- May purchase a membership at the athletic facilities at host Universities
- [View Q&A Clinical Sciences Division](#)
- Participate in Academic Funding Plan (AFP), if not a Physician Faculty member

Faculty members with stipendiary appointments are independent contractors, not employees of NOSM, as per Section 4.2 of the NOSM Policy and Procedures for Faculty Appointment and Promotion and are not eligible for:

- Tenure
- Sabbatical
- Pension and benefits
- Assigned office space
- Tuition waiver

Faculty with stipendiary appointments are responsible for the purchase of their own computers and other supporting technologies.

Section 9 - Policy & Procedures Governing Joint and Stipendiary Faculty Promotions



NORTHERN ONTARIO SCHOOL OF MEDICINE

Title:	Policy and Procedures Governing Joint and Stipendiary Faculty Promotions		
Approved By:	Board of Directors	Highest Authority:	Board of Directors
Approval Date:	May 13, 2016	Effective Date:	June 22, 2011
Responsible Portfolio / Unit:	Faculty Affairs		
Responsible Officer(s):	Associate Dean Faculty Affairs		

1. Introduction

This document establishes the policy of the Northern Ontario School of Medicine (“NOSM”) hereinafter referred to as the “School”, in regards to the promotion of faculty, who are not members of the OPSEU Unit 1 bargaining unit. Such faculty members are found in all three Academic Divisions: Human, Medical and Clinical Sciences. This policy has been implemented to ensure fairness in the promotion process.

Accordingly, this policy applies to NOSM faculty members who were not employees of either Lakehead University or Laurentian University at the time of their appointment to NOSM and, therefore, were not members of the Lakehead University Faculty Association or the Laurentian University Faculty Association.

This policy does not apply to Lakehead University faculty members or to Laurentian University faculty members who were appointed to NOSM under the secondment agreement or alternative work assignment agreement. This policy also does not apply to a NOSM faculty member who primarily and still holds a faculty appointment at Lakehead or Laurentian University. These faculty members cannot be promoted at NOSM until promoted at the host University.

Subsequent to proof of successful promotion at the University, NOSM, shall then, recognize the promotion at the School.

The policy with respect to academic promotions is set out in the following paragraphs as approved by the Board of Directors.

2. Definition of Promotion

For the purposes of this policy, the term promotion refers to advancement from the rank of Lecturer to Assistant Professor, from the rank of Assistant Professor to Associate Professor, and from the rank of Associate Professor to Professor.

The Promotions Committee referred to in this process relates to the Joint and Stipendiary Faculty Promotions Committee.

3. Timelines and Notice

The calendar and timelines outlined in Appendix A attached hereto and forming part of this policy provide guidance to support applicants through the promotion process. For specific situations or individual requests, please refer to the respective Division.

4. Procedures, Criteria and Assessment for Promotion

Human and Medical Sciences Faculty

Procedures

Faculty members shall normally apply for their own promotion. Applications may also be submitted by immediate supervisors, on behalf of faculty members, who have not themselves applied, but have declared their willingness to be considered. When the immediate supervisor applies on behalf of the faculty member, the immediate supervisor will consult in advance with the faculty member regarding information to be included in the application and the names of external referees.

Applications shall be made to the applicant's Division Head, together with a copy of all necessary and relevant documentation. To apply for promotion, a faculty member must be currently engaged with the School.

The complete and final application with all supporting documents for promotion shall reach the Division Head through the Office of Faculty Affairs not later than **September 30** for decision in that academic year. The promotion, if granted, will take effect on **July 1**, the first day of the new academic year.

Faculty members are encouraged to consult with the Division Head well in advance of the application deadline. If the faculty member so requests, by **July 1** the Division Head will review the application and prepare a preliminary written assessment based on the relevant criteria for promotion, within fifteen working days of receiving the faculty member's application. A copy of this assessment will be forwarded to the faculty member who will then decide whether or not to proceed with the application. If the preliminary assessment does not meet the promotion criteria, the Division Head will meet with the faculty member to explain the assessment and to suggest what action should be taken to give a future application a reasonable chance of success.

The following information must be attached to the application for promotion to all ranks and must be submitted at the time of application:

- an updated Curriculum Vitae (template available on the NOSM website), clearly outlining the academic teaching and other contributions (including details of all administrative services and committee memberships and the time commitment and outline of those responsibilities and contributions) with a particular focus on the last five years or since last appointment

- a detailed Contributions Dossier (template available on the NOSM website), clearly outlining the academic teaching and other academic contributions made to NOSM, over the assessed years with a particular focus on the last five years.
- a copy of the research and creative works the applicant wishes to have considered in the examination of the application, it being understood that the applicant may attach a clear and detailed description of these works when the works are such that the physical submission is not practical.

For applications for promotion to **Professor**, the names and contact information of four external referees, at least two of whom are from outside Lakehead and Laurentian Universities, qualified to assess the research and creative works of the applicant are required, of which two will be chosen by the Division Head. An additional two external referees shall be chosen by the Division Head, after consultation with members of the applicant's Division. An external referee must have expertise to enable a critical evaluation of the applicant, and be at arm's length with respect to the applicant. The external referee cannot be a NOSM faculty member: a member of the Joint and Stipendiary Faculty Promotions Committee (JSFPC), the applicant's Masters, Ph.D., or postdoctoral supervisor; or, a research collaborator. The Division Head will forward a copy of the applicable policy, the applicant's application, all required documentation, including but not limited to research and creative works to the external referees and request a written opinion.

For all promotion applications, the Division Head will ask three members of the applicant's division to provide a written assessment of the applicant, based on the submitted documentation, in terms of the relevant criteria for promotion. These assessments shall be sent to the Division Head for transmission to the Promotions Committee. Unattributed summaries of the assessments shall be prepared by the Division Head and the summaries shall be made available to the applicant without identification of author, at least five working days before the Promotions Committee considers the application. A copy will be sent to the Chair of the Promotions Committee.

The Division Head will prepare an assessment/recommendation for each applicant for promotion and forward this to the Promotions Committee Chair no later than **December 31**. For promotions to the rank of Professor, the Division Head may append additional comments to the assessment within five working days of receiving the reports of the external assessors. These assessments shall be made available to applicants and the Chair of the Promotions Committee and at least five working days before the Promotions Committee considers a given application.

For promotions to Professor, summaries of the assessments, by the four external referees shall be prepared by the Division Head for transmission to the applicant without identification of the author; and with identification of the author to the Chair of the Promotions Committee.

Criteria and Assessment

When making an assessment of an application the Joint and Stipendiary Faculty Promotions Committee shall take into account:

- a) the nature and scope of past teaching activities particularly in the past five years or since last appointment;
- b) the nature and scope of research and scholarly activity, particularly in the past five years or since last appointment;
- c) administrative responsibilities particularly in the past five years or since last appointment;

- d) contribution to the community engaged, distributed learning model of medical education and research employed at the School.

The Promotions Committee shall assess and evaluate according to academic standards appropriate to the discipline of the applicant. (e.g. research, publication, teaching, scholarly activities, administrative/service contributions).

To be considered for promotion at any level a faculty member shall normally have had at least five years of experience at their previous rank or equivalent; exceptional achievement could reduce this experience requirement to four years if there is strong written support from the Division Head.

Definition of scholarly activity and scholarship:

- a) research directed towards a contribution to knowledge, and the dissemination of its results; and/or
- b) participation in those academic activities that contribute to the enhancement, creation and dissemination of knowledge; and/or
- c) creative and professional activities which contribute to one's discipline; and/or
- d) research directed towards improving the social accountability of health professional education and/or research to communities.

As it pertains to scholarly activity, the faculty member must demonstrate that the activity is of good quality and is consistent with the contribution to knowledge described in the paragraph above. It is understood that this list does not imply an order of priority. It is also understood that the following forms of scholarly activity are not necessarily to be given equal weight and application for each discipline when a faculty member is being evaluated for promotion. In such evaluations, where the evidence does not rest on externally reviewed publications, other evidence of scholarly activity must be considered, but the burden of proof rests upon the applicant.

Forms of scholarly activity may involve, but are not limited to the following:

- a) peer reviewed publications; and/or
- b) the writing or editing and publication of books, textbooks, journals and of articles; and/or
- c) the acquisition of additional appropriate academic and/or professional qualifications; and/or
- d) research carried out on research grants and contracts; and/or
- e) the writing of case studies; and/or
- f) the development of teaching materials of an innovative sort which have a wider application than the faculty member's own teaching activities; and/or
- g) the compilation and publication of scholarly bibliographies and literary work; and/or
- h) the translation and publication of scholarly or literary work; and/or
- i) literary and artistic works appropriate to one's discipline; and/or
- j) demonstrated leadership in the area of professional education, including workshops; and/or
- k) creative application of existing knowledge through such activities as consulting or workshops; and/or
- l) written and oral reports prepared for community and government institutions.

Service to the School and Academic Community

Service to the School and academic community may include but are not limited to the following:

- a) service in professional organizations, NOSMFSA, learned societies, and disciplinary associations, and/or voluntary practice of the faculty member's profession, which support

and/or promote the advancement of research, scholarship, teaching, artistic creation, or professional development, and/or improve the working conditions of academic faculty;

- b) holding office on executive boards and committees, and general administrative duties (e.g. Section Chair, Assistant Dean, Associate Dean, Program Director, Division Head, Module Coordinator, Theme Course Chair);
- c) demonstrated record of academic service. Service includes internal activities related to the functioning of the School and activities external to the School. Factors that may be considered include, but are not limited to: mentoring of faculty or colleagues, participating in School and Divisional committees; and community service where the individual has made a contribution by virtue of special academic competence.

Clinical Sciences Faculty

Procedures

The Joint and Stipendiary Faculty Promotions Committee shall review and make recommendations on all Clinical Faculty applications for promotion.

Faculty members shall normally apply for their own promotion. The Division Head may also submit applications after consultation with the Section Chair on behalf of faculty members who have not themselves applied but have declared their willingness to be considered. When the Division Head applies on behalf of the faculty member, the Division Head will consult in advance with the faculty member regarding information to be included in the application and the names of external referees, if applying for promotion to Professor.

A request for a consultative meeting with the appropriate Section Chair/Division Head, where a draft of the applicant's promotion application materials will be reviewed, must be requested by the applicant, through the Office of Faculty Affairs, no later than **June 1**. The applicant will then decide whether or not to proceed with the application.

The completed and final application for promotion, together with all supporting documents must reach the appropriate Section Chair/Division Head through the Office of Faculty Affairs no later than **September 30**, for decision in that academic year. The promotion, if granted, will take effect on July 1, the first day of the new academic year.

The Office of Faculty Affairs will confirm the applicant's CPSO/licensing status and performance status at NOSM and advise the Section Chair / Division Head, as required.

To be eligible for promotion at any level a Faculty member must have at least fifty percent of their contributions to NOSM and shall normally have had at least five years of experience at their previous rank or equivalent; exceptional achievement could reduce this experience requirement to four years if there is strong written support from the Section Chair and Division Head.

In exceptional cases, for promotion to Assistant or Associate Professor, an especially strong performance as a teacher may compensate for a somewhat lesser performance in administration or research and vice versa, provided in either case that the quality and quantity of administration and service to the academic community is satisfactory.

The following information must be attached to the application for promotion for all ranks and must be submitted with the complete and final application due no later than **September 30**:

- an updated Curriculum Vitae (template available on the NOSM website), clearly outlining the clinical and non-clinical teaching and other academic contributions (including details of all academic administrative services and committee memberships and the time commitment and outline of those responsibilities and contributions), over the assessed years with a particular focus on the last five years or since last appointment.
- a detailed Contributions Dossier (template available on the NOSM website), clearly outlining the clinical and non-clinical teaching and other academic contributions, over the assessed years with a particular focus on the last five years.
- if applicable, a copy of the research and creative works (portfolio) the applicant wishes to have considered in the examination of the application, it being understood that the applicant may attach a clear and detailed description of these works when the works are such that their physical submission is not practical.
- copies of learner evaluations particularly from the last five years.

For promotion to Assistant or Associate Professor, the names of no fewer than three, NOSM faculty member referees, whom the NOSM Section Chair will request to provide written references for the applicant's promotion application. The referees will be forwarded a copy of the NOSM Promotion Policy and a complete copy of the applicant's promotion package to assist in preparing their response. The Associate Dean of Faculty Affairs, a Section Chair, the Division Head of Clinical Sciences and members of the Promotions Committee cannot be referees. The Section Chair may either select or request that the applicant provide an additional two referees who are NOSM faculty members and at arm's length with respect to the applicant. If the additional referees are selected by the Section Chair, prior to requesting the additional reference letters, the applicant will be notified of the names of the additional referees and asked to declare any potential conflicts of interest.

For promotion to Professor, the names and addresses of four external referees (at least two of whom are from outside the host universities) qualified to assess the research and creative works of the applicant, of which two will be chosen by the Section Chair or Division Head. Up to an additional two external referees shall be chosen by the Division Head, after consultation with the Section Chair. An external referee must have expertise to enable a critical evaluation of the applicant, and be at arms' length with respect to the applicant. The external referee cannot be a NOSM faculty member: a member of the Promotions Committee, Program Director, the applicant's Masters, Ph.D., or postdoctoral supervisor; or, a research collaborator. Faculty members from host universities, Lakehead or Laurentian, are allowed, as are employment supervisors who meet the criteria stated above.

The Division Head will forward the Promotions Policy, a copy of the applicant's promotion application, including, but not limited to, research and creative works, to the external referees and request a written opinion.

The Division Head shall prepare summaries of the assessments by the four external assessors without identification of the authors for transmission to the applicant; and with identification of the authors to the Promotion Committee. The Division Head's assessment summaries will be made available to the applicants and the Chair of the Promotions Committee at least five working days before the Promotions Committee considers a given application.

For promotion to all ranks, the Division Head in consultation with the Section Chair will prepare an assessment/recommendation for each applicant for promotion and forward this to the Promotions Committee.

The Promotions Committee shall study each application and all relevant documentation and shall decide whether the criteria for promotion have been met. Recommendations and decisions about the quality and quantity of activities shall be based on documentation in the applicant's application for promotion file and the recommendation of the Section Chair/Division Head. The Promotions Committee has the right to request further documentation or information relative to the application.

Criteria & Assessment for Promotion

The following criteria are to be viewed as guidelines to assist in assessing the various contributions of Clinical Faculty members:

- the nature and scope of past teaching activities particularly in the past five years or since last appointment;
- clinical competence;
- the nature and scope of research and scholarly activity, particularly in the past five years or since last appointment;
- administrative responsibilities particularly in the past five years or since last appointment;
- contribution to the community engaged, distributed learning model of medical education and research employed at the School.

Demonstrated satisfactory activity in the majority of the criteria or excellence in one or more areas may provide justification for promotion. It is the responsibility of the applicant to be aware of the aforementioned criteria.

To meet the criteria for promotion, the applicant shall provide evidence of a cumulative record of academic, clinical, administrative and scholarly performance appropriate to the rank being sought and shall meet all criteria for initial appointment to the rank.

a) Teaching and Assessment of Teaching

Teaching includes lecturing, activity in seminars and tutorials, individual and group discussion, laboratory, bedside and clinical teaching and any other means by which learners derive educational benefit.

Teaching effectiveness is demonstrated by the degree to which the faculty member is able to stimulate and challenge learners, to communicate/demonstrate material effectively, and to maintain a mastery of his or her subject areas. It also involves influencing the intellectual, scholarly and clinical development of learners.

Written assessments of the applicant's teaching effectiveness will be prepared in accordance with the NOSM Policy and Procedure for Evaluation of Faculty and presented to the Promotions Committee as part of the applicant's promotion application.

b) Clinical Competence

A high degree of competence is expected of all Clinical Faculty. Maintenance of clinical competence as professionally mandated will be expected. The documented development of special interests and expertise is important and the development of new techniques and

approaches will receive high weighting for promotion in clinical disciplines, particularly as they have an impact on the practice of other clinicians.

c) Research & Scholarly Activity

Research Activity in the broadest sense, as a primary investigator, or in collaborative studies, will contribute to, but not be necessary for promotion except to the rank of Professor. Research may include quality assurance activities. Basic or bench research activity is not a requirement for Clinical Faculty members. It is expected that the quantity and quality of research will increase as faculty progress through the ranks. Research and Scholarly Activity is integral to NOSM's mandate of community engaged education and research and should receive special consideration by the Committee

Scholarly Activity consists of, but is not limited to:

- a) such activities as memberships on provincial or national advisory committees, guideline development committees and presentation and attendance of scientific meetings. It may also include active participation in journal clubs and professional development activities.
- b) the writing or editing and publication of books, textbooks, journals and articles:
- c) the writing of case studies
- d) the development of teaching/library materials
- e) literary and artistic works appropriate to one's discipline
- f) written and oral reports prepared for community and government institutions
- g) community engaged scholarship

Consideration should be given to Boyer's definition of scholarship, for purposes of assessment of Clinical Faculty and if relevant for Human and Medical Sciences Faculty. See Appendix B.

d) Administrative Activity, Service to the School and Academic Community:

It is expected that each faculty member will contribute to the administrative activities of their Section, the School and their professional organizations. Greater participation in this sphere is typical as a faculty member progresses in rank. Administration may include organization of courses or parts thereof, service on hospital, School and professional organization committees, responsibility for special programs and formal administrative posts.

5. The Joint and Stipendiary Faculty Promotions Committee

The Committee shall consist of nine members. The Chair shall be elected by the Committee at its first meeting, no later than **October 31** of the Academic Year. Members serving on the committee must be familiar with and have received training in employment equity. The membership is as follows:

- i. Two members shall be appointed by the Dean or his designate and should generally hold, or have held, senior academic administrative appointments at NOSM. One of these appointees shall be a physician.
- ii. Three members, one from each of the Divisions of Human Sciences, Medical Sciences and Clinical Sciences, who shall be non-physician faculty (with a rank of Assistant Professor or higher), chosen by the NOSM Faculty and Staff Association. The Associate Dean, Faculty Affairs shall be advised of the members no later than August 30.

- iii. Four members shall be physician faculty within the Division of Clinical Sciences (with a rank of Assistant Professor or higher) and shall be chosen by Physicians Clinical Teachers Association (PCTA). The Associate Dean, Faculty Affairs shall be advised of the members no later than August 30.

Division Heads from Clinical, Human and Medical Sciences may not be on the Committee.

Quorum shall consist of no fewer than five members and must include at least one member from each of the above groups.

The membership of the Committee will be published on the Faculty Affairs website and made known to the applicants.

The deliberations of the Committee, and the appraisals presented to it, will remain confidential. A clear written record shall be kept by all promotions committees of the basis for each recommendation.

6. Recommendations to the Dean

When the Promotions Committee has completed its inquiries and deliberations, the Committee Chair will forward to the Dean, the Committee's recommendation, including all relevant documentation, including written comments and evaluations from the applicant's peers, the Section Chair and/or the Division Head and in the case of applications to Professor, external referees.

Within 20 working days of receiving the recommendation of the Promotions Committee, the Dean shall confirm or refer back, the recommendation. If it is referred back, the Dean shall state in writing to the Promotions Committee, the reasons for the action. If required, the Promotions Committee must re-examine and address the Dean's concerns within fifteen working days. In making a final decision whether to promote, the Dean shall also take into consideration any representations made by the faculty member as well as the response of the Promotions Committee to the specific concerns expressed. The decision of the Dean whether or not to promote will be communicated in writing by the Dean to the faculty member with a copy to the Chair of the Promotions Committee.

7. Conflict of Interest

At least ten working days before the Promotions Committee or Appeal Committee considers individual cases, the Chair of the respective Committee will notify the applicant/appellant, as appropriate, of the Promotions or Appeal Committee members and request that the applicant/appellant declare in writing whether there is a perceived conflict of interest with any member of the respective Committee and shall include sufficient detail to allow either Committee to assess the merits of the claim. It is the responsibility of the Chair of the respective Committee to ensure that each applicant/appellant completes this declaration before his/her case is heard. An applicant/appellant will not be permitted to declare a conflict of interest once the Promotions or Appeal Committee has started to discuss the particular case.

A member of the Promotions or Appeal Committee may also declare a conflict of interest with the applicant/ appellant and may withdraw from the respective Committee in that particular case.

In the event that a member of the Promotions or Appeal Committee perceives a conflict of interest that has not been declared by either the applicant/appellant or a member of the Committee, the Chair may raise the matter with the member, the Committee and/or the applicant/appellant.

The Promotions or Appeal Committee will vote on the issue and if at least three members of the Promotions Committee or two members of the Appeal Committee confirm that a conflict of interest does exist, an alternate will be selected by the Chair of the Promotions or Appeal Committee.

In arriving at a decision on conflicts of interest, the Promotion or Appeal Committee will be guided by the following principles:

- i. A conflict of interest occurs when a person has a duty to fairly decide or vote on an issue and there is a reasonable presumption that the person stands to benefit or be harmed from a certain resolution of the issue.
- ii. In the context of collegial decision making, prior service in the same department or school, joint service on School, University, Hospital or PCTA or NOSM Faculty and Staff Association committees or other normal acquaintance by itself does not constitute grounds for the presumption of a conflict of interest.

8. Appeal Procedures and Grounds for Appeal

Appeals against the denial of promotion may be launched on one or more of the following grounds:

- i. that the established process was not properly followed on grounds of a procedural irregularity,
- ii. that promotion criteria were incorrectly applied, or
- iii. that natural justice was denied

Appeals must be filed in writing to the Office of the Dean within ten working days of receipt of the notice of denial of promotion from the Dean.

The Office of the Dean or his designate shall establish an Appeal Committee within twenty working days of the receipt of the written intention to appeal by the applicant.

Appeals against the denial of promotion will follow the Joint and Stipendiary Faculty Appeal Procedure.

9. Reference documents

- i. Boyer's Definition – Appendix B
- ii. Joint and Stipendiary Faculty Appeal Procedure
- iii. Joint and Stipendiary Faculty Promotions Committee Terms of Reference
- iv. Promotions How To Guide
- v. Promotions Application
- vi. NOSM By-law

10. Getting Assistance

Enquiries about this policy should be directed to:

Office of Faculty Affairs

Northern Ontario School of Medicine

Telephone 1-877-678-7358

DO NOT REMOVE THIS VERSION RECORD FROM THIS DOCUMENT		
Version	Date	Authors/Comments
V1.0	June 22, 2011	Approved by the Board Executive Committee on behalf of the Board of Directors
V1.1	November 30, 2012	Amendment – Visiting Professors Approved by the Board of Directors
V2.0	May 9, 2014	Recommendation to split NOSM Faculty Appointment, Reappointment, Promotion and Appeals Policy into more manageable documents.
V3.0	Feb 26, 2016 pending	Amendment to eligibility criteria Definition of Arm's Length

Promotion Calendar and Timeline for applicants

Prior to June 1	The applicant requests in writing to the Office of Faculty Affairs a consultative meeting with the appropriate Division Head/Section Chair to review their promotion application and supporting documents. For Clinical Sciences Faculty members, an invitation to apply for promotion will be sent out in the Spring.
Prior to July 1	<u>For Medical and Human Sciences Faculty:</u> If the applicants request in writing prior to July 1, the Division Head will review the application and prepare a preliminary written assessment based on the relevant criteria
By Sept 30	Applicants submit their final, completed promotion application and supporting documents to the Office of Faculty Affairs. Applications that are missing documents will be considered incomplete and will not be considered for promotion.
By Dec 31	<u>For Medical and Human Sciences Faculty:</u> The Division Head will prepare an assessment/recommendation for each applicant for promotion and forward this to the Chair of the Promotions Committee
IN THE YEAR FOLLOWING	
By May 30	The Chair of the Promotions Committee provides the Dean with written notice of the Committee's recommendations.
By June 30	Recommendations are conveyed to the applicant
July 1	If approved by the Dean the applicant's promotion becomes effective

Scholarly Activity

(For the purposes of the Policy and Procedures Governing Joint and Stipendiary Faculty Promotions)

Boyer's Dimensions of Scholarship is a useful guide for the promotion committee and those involved in the appointment process to assess the scholarship of faculty members applying for promotion.

The scholarship of teaching includes transmitting, transforming and extending knowledge.

The scholarship of discovery refers to the pursuit of inquiry and investigation in search of new knowledge.

The scholarship of integration consists of making connections across disciplines and, through synthesis, advancing what we know.

The scholarship of application asks how knowledge can be practically applied in a dynamic process whereby new understanding emerge from the act of applying knowledge through ongoing cycle of theory to practice to theory.

The scholarship of engagement connects any of the above dimensions of scholarship to the understanding and solving of processing social, civic and ethical problems.

Scholarly activity will have been demonstrated when:

The faculty member, sets clear goals, uses appropriate methods, demonstrates significant results, makes an effective presentation of the work, the work can be replicated, documented or peer reviewed and the work has significant impact.

Community Engaged Scholarship is integral to NOSM's mandate of community engaged education and research.

Scholarship in these circumstances requires students, faculty members and community partners to listen to one another, arrive at solutions to manual problems creatively in a community setting, and to work together to implement solutions.

There are at least three types of products arising from community engaged scholarships that may be useful in the evaluation of a faculty member's scholarship.

- i. Peer reviewed articles
- ii. Applied products. These products strengthen ties between academics and practice. They enable faculty to apply disciplinary knowledge to practice. They can be evaluated by; the extent to which they require a high level of discipline related expertise; are innovative; have been implemented; impact learners, organizational or community capacity; or the health of individuals or communities.
- iii. Community Dissemination Products, such as, community forums, presentation to community leaders or policy makers.

Reference:

Glassick, Charles E PhD (2000). [Boyer's Expanded Definitions of Scholarship, the Standards for Assessing Scholarship, and the Elusiveness of the Scholarship of Teaching](#), *Academic Medicine*, 75(9) 877-880.

The faculty members must not have been members of the Joint and Stipendiary Faculty Promotions Committee that reviewed the promotion application. For cases in which the appellant is a senior administrator, faculty members holding an appointment in senior administration are ineligible to serve on the Appeal Advisory Committee.

One member of the committee shall be appointed Chair and this person shall have the primary responsibility for the orderly conduct of the proceedings.

Functions

The work of the Appeal Advisory Committee shall be conducted according to the principles of natural justice and due process. It is also in the interest of all parties to have the appeal process concluded as swiftly as is reasonable.

Subject to the agreement of the appellant, a Physicians Clinical Teachers Association (PCTA) or NOSM Faculty and Staff Association (NOSMFSA) representative shall be permitted to be present.

The following information will be made available to the members of the Appeal Advisory Committee and to the appellant:

- the promotion application originally submitted to the Division Head;
- the procedures that guided the Promotions Committee;
- the applications reviewed by the Promotion Committee;
- the recommendations made by the Promotions Committee.

The Appeal Advisory Committee may also interview other individuals who were involved in the process.

The Appeal Advisory Committee will submit a report of its decision to the Dean or delegate. The written report must include:

- a. the membership of the committee
- b. the background of the appeal and/or review
- c. a summary of the case of the appellant and the respondent
- d. the findings of fact
- e. the decision, recommendations (if any) and the reasons for its decision.

The Dean or delegate will inform the appellant in writing of the outcome within 10 working days of the appeal meeting.

In the event that the Appeal Advisory Committee denies the appeal, the appellant shall have no further right of appeal against the original decision of the Joint and Stipendiary Faculty Promotions Committee.

In the event that the Appeal Advisory Committee upholds the appeal, the Dean or delegate shall appoint a specially constituted review committee. The original promotion application will be reconsidered by this committee, which shall consist of five members, three of which shall be from the appellant's division.

The faculty members must not have been members of the original Joint and Stipendiary Faculty Promotions Committee or Appeal Advisory Committee. Consideration by the specially constituted Committee shall commence within 20 working days of notification of the appellant of the decision of the Appeal Advisory Committee. The Review Committee shall follow the procedures outlined in NOSM Policy and Procedures Governing Joint and Stipendiary Faculty Promotions and this document.

The decision in this regard shall be final and binding.

Getting Assistance

Queries regarding interpretations of this document and resolution of issues should be directed to:

Office of Faculty Affairs
Northern Ontario School of Medicine
Telephone 1-877-678-7358

DO NOT REMOVE THIS VERSION RECORD FROM THIS DOCUMENT		
Version	Date	Authors/Comments
V1.0		Expanded as procedural process document for Joint and Stipendiary Faculty Appeals

Section 11 - Clinical, Medical and Human Sciences Faculty Salaries and Stipends

Northern Ontario School of Medicine

2015-2016 Salary Scales

Medical and Human Sciences Faculty

(Non Physician)

The Daily Rate is calculated based on the floors and ceilings by academic rank.

Rank	Total Yearly Salary based on Daily Rate:
<i>Lecturer</i>	\$14,484
<i>Assistant Professor</i>	\$18,200
<i>Associate Professor</i>	\$23,446
<i>Full Professor</i>	\$27,162

Northern Ontario School of Medicine
2015-2016 Salary Scales
Clinical Sciences Faculty
(Physicians)

A clinical supplement is included in the Physician daily salary rates. The supplement represents a value of \$10,000 for each of four days/ week worked. This is intended to compensate clinical faculty for the reduction in income on these four days. A “full-time” clinical appointment would be four days plus one clinical day. The stipend for part-time (i.e. 1 – 4 days) is shown on a per day/week basis. Clinical faculty would not normally be full-time, except in the case of administrators (Associate Deans, Division Heads)

Rank	Total Yearly Salary based on Daily Rate:
<i>Lecturer</i>	\$24,051
<i>Assistant Professor</i>	\$27,381
<i>Associate Professor</i>	\$31,752
<i>Full Professor</i>	\$36,124

Northern Ontario School of Medicine

2015-2016

Stipendiary Faculty Administrative Stipends

Associate Dean

Associate Deans are senior academic administrators with a portfolio that carries broad program responsibilities for the Northern Ontario School of Medicine and report directly to the Dean in these roles. Typically, Associate Deans may supervise Assistant Deans, Division Heads, Directors and/or Managers in their areas of responsibility. The position requires the incumbent to act in that capacity on average up to three days per week.

Physician or non-physician **base salary/daily rate** + \$20,000 administrative stipend

Assistant Dean

Faculty in these positions report to an Associate Dean. The position requires the incumbent to act in that capacity on average 1 to 1-1/2 days per week.

Physician or non-physician **base salary/ daily rate** + \$15,000 administrative stipend

Division Head

Faculty in these positions supervise other faculty in their roles within the Medical School. They collaborate to allocate faculty resources to the educational programs. The position requires the incumbent to act in that capacity on average up to three days per week.

Physician or non-physician **base salary /daily rate** + \$20,000 administrative stipend

Phase Coordinators

Faculty in these positions supervise other faculty in their roles within the Medical school. They have the overall responsibility for the writing, design, development, implementation, and evaluation of the Years 1 and 2 rotations, and Year 3 Clerkship. The position normally requires the incumbent to act in that capacity on average up to three days per week.

Phase 1 - Physician or non-physician **base salary/daily rate** + \$15,000 administrative stipend

Phase 2 Director

Faculty in these positions supervise other faculty in their roles within the Medical school. They have the overall responsibility for the writing, design, development, implementation, and evaluation of the Year 3 rotations. The position normally requires the incumbent to act in that capacity on average up to three days per week.

Phase 2 - Physician or non-physician **base salary/daily rate** + \$15,000 administrative stipend

Discipline Coordinators

Contribute to the development of the specified clinical discipline as a member of the Phase Committees. Responsibilities for the Phase Committees will be carried out under the leadership of the Phase Coordinators, collaborate with Section Chairs and Associate Dean, Undergraduate Medical Education. In collaboration with the Section Chair, contribute to the development of specific clinical discipline as a member of the Phase Committee. The position requires a commitment of 1.5 days/month.

Administrative Stipend - \$15,000

Module Coordinator

The module coordinator will act as a liaison between the students, the appropriate Phase committee and the student assessment committee with regards to assessment strategies for his or her module. This position requires a commitment of 1 day per week.

Physician or non-physician **base salary/** daily rate + \$5,000 administrative stipend

Theme Course Chairs

Provide leadership and direction to Theme Committee members in development of all aspects of the Theme in the NOSM curriculum including student assessment. Set agendas and meeting dates for Theme meetings. Supervise activities of all Committee members as per committee member responsibilities and expectations. Chair all Theme Committee meetings. Attend all Phase meetings to represent the Theme. Attend all UME Committee meetings. **These positions require a commitment from 1 to 3 days depending on the Theme.**

Physician or non-physician base salary/daily rate + \$2,500

Theme Writers/ Item Writers

Theme writers participate as a curriculum contributor for writing group and complete and independent writing items and examinations as assigned.

Administrative Stipend - \$500 to \$2,000 depending on complexity of task

Theme 1 Committee Member

Contribute to the development of the Theme 1 (Northern and Rural Health) Course as a member of the Course Committee. The position requires a commitment of 1 to 3 days per month.

		<u>Medical Doctor</u>	<u>Other Instructor</u>
Stipend:	1 Day Month	\$500	\$300
	2 Days Month	\$1,000	\$600
	3 Days Month	\$1,500	\$900

Theme 2 Committee Member

Contribute to the development of the Theme 2 (Personal and Professional Aspects of Medicine) Course as a member of the Course Committee. The position requires a commitment of 1 to 3 days per month.

		<u>Medical Doctor</u>	<u>Other Instructor</u>
Stipend:	1 Day Month	\$500	\$300
	2 Days Month	\$1,000	\$600
	3 Days Month	\$1,500	\$900

Theme 3 Committee Member

Contribute to the development of the Theme 3 (Social and Population Health) Course as a member of the Course Committee. The position requires a commitment of 1 to 3 days per month.

		<u>Medical Doctor</u>	<u>Other Instructor</u>
Stipend:	1 Day Month	\$500	\$300
	2 Days Month	\$1,000	\$600
	3 Days Month	\$1,500	\$900

Theme 4 Committee Member

Contribute to the development of the Theme 4 (Foundations of Medicine) Course as a member of the Course Committee. The position requires a commitment of 1 to 2 days per month.

	<u>Medical Doctor</u>	<u>Other Instructor</u>
Stipend: 1 Day Month	\$500	\$300
2 Days Month	\$1,000	\$600
3 Days Month	\$1,500	\$900

Theme 5 Committee Member

Contribute to the development of the Theme 5 (Clinical Skills in Health Care) Course as a member of the Course Committee. The position requires a commitment of 1 day per month.

	<u>Medical Doctor</u>	<u>Other Instructor</u>
Stipend: 1 Day Month	\$500	\$300
2 Days Month	\$1,000	\$600
3 Days Month	\$1,500	\$900

Competence Committee Member (RCPSC Residency Programs)

Competence Committee members make group decisions based on patterns of performance evidence to inform postgraduate resident progression in their program. Committee members exercise judgment in making decisions and status recommendations that are guided by the national specialty competency framework.

Education Advisory Committee Member

Education Advisory Board members provide effective advice, resources and support to any Residency Program, Program Director, or Resident requesting guidance with creating and implementing effective individual educational/learning plans particularly in relation to remediation periods.

Evidence Based Medicine (EBM) Tutor

Under the direction of the EBM Coordinator and a Program Director, EBM Tutors prepare and deliver EBM tutorial sessions for postgraduate residency program academics. Tutors participate in program and curriculum planning.

Research Tutor

Reporting to either a Program Director or a residency program Research Coordinator, the research tutor is responsible for facilitating the development of research skills for postgraduate residents. The tutor is responsible for facilitating tutorial sessions at Academics and may provide direct one-to-one support as well.

The following roles have salaries that are calculated with the Physician Leadership Evaluation Tool* and thus have been deleted from the Faculty Handbook:

Phase Three Coordinator, Clerkship Leads, Section Chairs, Directors.

Other roles with salaries calculated with the Physician Leadership Evaluation Tool include:

Medical Advisors, Medical Directors, Global Health Coordinator, Site Liaison Clinicians, Francophone Lead, Francophone Education Lead, Evidence Based Medicine Coordinator, Research Coordinator, IMG Coordinator, ICU Coordinator, Evaluation Coordinator, Psychotherapy Coordinator, Regional Director, Research Tutor, FM Academic Coordinator, FM Academic Resource Coordinator, Enhanced Skills Coordinator, CTU Director, Program Director, Active Site Director, Developing Site Director, Major Site Director, Academic Coordinator, Rural FM Director.

*The Physician Leadership Evaluation Tool is designed to recognize the primary elements of physician leadership roles including but not limited to complexity, contacts, rank, qualifications, use of judgement, independence of action and qualifications.

Northern Ontario School of Medicine

2017/2018*

Rates for Instructional Hours

(Small Group Facilitation/Lecturer, etc.)

Description	Rates Per Hour
Medical Doctors	<ul style="list-style-type: none"> ▪ \$200/first hour then; ▪ \$150/each additional hour to a maximum of \$500/half day
Other Instructors	<ul style="list-style-type: none"> ▪ \$100/first hour then; ▪ \$75/each additional hour to a maximum of \$250/half day
Other Instructors – WGS/Lab Lectures/DTS	<ul style="list-style-type: none"> ▪ \$200/first hour then; ▪ \$150/each additional hour to a maximum of \$500/half day

****Teaching compensation rates are currently under review and will be updated accordingly.***

Section 12 - Clinical Teaching Compensation Plan



Clinical Teaching Compensation Plan

In effect: May 12, 2007

Responsible Office: Administration – Finance Version 1.0

Approved by: Board of Directors

Protocol Statement/Rationale

- The compensation plan is an interim measure until an Alternative Funding Plan can be arranged with the Ministry of Health and Long Term Care.
- The plan addresses the issue of the consistency of pay scales across the programs of the School.
- The plan addresses the issue of what activities are remunerated and the rate.
- Establishes instructional hourly rates for both clinicians and non-clinicians.

Policy – Clinical Teaching Compensation

The following rates of payment for instructional events be established

1. The rate for Clinical Teaching is established at \$250 per week. This includes the teaching of both undergraduate and postgraduate learners in all locations in the north and applies to both specialty and family medicine physicians.
2. Clinicians teaching in a classroom setting (e.g. small group facilitation and lectures) or delivering faculty development sessions will be paid at the same rates. The payment rate for this type of teaching is as follows:
 - First hour - \$ 200.
 - Any additional hours \$150 to a maximum of \$500 per half day
3. Payment for clinicians participating in Simulated Office Orals (SOO's) is set at a rate of \$500 per half day.
4. Physicians participating in CaRMS should not be paid for time spent, but will be reimbursed for expenses.

5. No payment will be made to physicians participating in the admittance MMI's. Participation is on a volunteer basis and does not include the reimbursement of expenses.
6. No payment will be made for time spent attending faculty development sessions. Payment of expenses at these events will be an ad hoc decision, based on the nature of the event.
7. The rate of pay for non-physician clinical teachers, not involved in behavioral science education for family residents be standardized as follows:
 - o First hour - \$100
 - o Any additional hours \$75 to a maximum of \$250 per half day
8. The rate of payment for physicians involved in Community Learning Sessions (CLS), including clinical (bedside) teaching, be established at the rate of \$150 per student for each 6 week module.
9. The rate of payment provided to clinicians for Specialty Enhancement Sessions be set at \$25 per half day.
10. Payments for preceptors in Phase III (fourth year of undergrad) be established at \$250 per week.
This is the same rate currently being used in the post graduate program.

Clinical Teaching Compensation	
Description of Teaching Activity	Rate
Clinical Teaching – Non classroom	\$250 per week
Clinical Teaching – Classroom including Faculty Development delivery	\$200 – first hour \$150 for additional hours \$500 maximum for ½ day
Non Physician Clinical Teaching (not including behavioral science education)	\$100 – first hour \$75 for additional hours \$250 maximum for ½ day
Simulated Office Orals	\$500 per ½ day
Community Learning Sessions (including bedside teaching)	\$150 per student per 6 week module
Specialty Enhancement Sessions	\$25 per ½ day
Preceptors (for 4 th year of undergrad and postgrad students)	\$250 per week per student

Section 13 - Organization Overview

NOSM is committed to corporate, social, and academic accountability, and this is reflected in the School's organizational structure. The School is registered as a not-for-profit corporation and maintains an independent budget, administration, and a 19-seat Board of Directors, while academic affairs are deeply connected with both host universities.

The Dean, as an Academic Dean, is accountable for NOSM academic activities through the NOSM Academic Council and the Joint Senate Committee for NOSM to the two University Senates. The Dean, as CEO of the NOSM Corporation, is accountable to the Board of Directors for the organization and management of the School.

Management of the organization is the responsibility of the School's Executive Group. The Dean reports directly to the two university Presidents, is accountable to the Board, and is responsible for all aspects of the School's direction except for those assigned to the Board itself.

The Executive Group consists of the Dean, five Associate Deans, and the Chief Administration Officer. This group is responsible for academic programs including Undergraduate Medical Education, Postgraduate Education, Community Engagement, Faculty Affairs, and Research, as well as the administration of NOSM.

To view the Management Group Organizational Chart please click [here](#).

Section 14 - Review of Curriculum – Under Review

Section 15 - Orientation

Faculty members will receive an orientation package at time of appointment. Questions related to the orientation package should be directed as follows:

Clinical Sciences – Dawn Grover; vgrover@nosm.ca

Human Sciences – Bethany Beaudoin; bbeaudoin@nosm.ca

Medical Sciences – Sharon Boudreau; sboudreau@nosm.ca

Section 16 - Professor Honorarius and Emeritus Policy



Northern Ontario
School of Medicine
École de médecine
du Nord de l'Ontario
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PROFESSOR OR ASSOCIATE PROFESSOR HONORARIUS POLICY

Responsible Office(s): Faculty Affairs and the Secretary to the Academic Council

Responsible Officer(s): Associate Dean Faculty Affairs

Approved by: Laurentian University (November 18, 2014) Lakehead University (December 1, 2014)

Preamble

This honorary rank is awarded, upon or after retirement from active academic duties, to such Professors as have served the Northern Ontario School of Medicine ("School") with distinction.

Procedures

Upon retirement and after 10 years of service, a Professor who has served the School in a stipendiary or joint appointment shall be awarded the title of Professor Honorarius of the Northern Ontario School of Medicine. The Honorary Professorship shall be held within a Division of the School and designated by the name of that Division, e.g., Professor Honorarius, Clinical Sciences.

Notwithstanding the above, upon retirement and after, Professors with less than 10 years of service and Associate Professors of at least 10 years' service as an Associate Professor, who are considered to have made outstanding contributions to the Northern Ontario School of Medicine (and NOMP/NOMEAC for clinical faculty) through their scholarly activity and/or teaching service and/or academic governance/administrative service, and/or professional/community service, may be nominated for the title of Professor Honorarius or Associate Professor Honorarius.

An Honorary Associate Professorship is appropriate for Associate Professors who have demonstrated an exceptionally strong profile in one or two of the areas of achievement such that, even though they may not have fulfilled the requirement for Professor they may still be nominated.

Such cases shall be based upon a nomination by one or more faculty member(s) or the Division Head must be submitted **on or before the 15th September each year**, to the appropriate Division Head. The nominations shall include supporting documentation including but not limited to a dossier of the nominee in support of the recommendation.

The Division Head shall transmit the recommendation on or before 30 September each year to, the NOSM Joint and Stipendiary Faculty Promotion Committee for review.

The Joint and Stipendiary Faculty Promotion Committee shall make a recommendation to the Dean. The title is held for life and is to be conferred at the spring convocation.

Duties and Privileges

No formal duties shall attach to the title as such, however a recipient may well be called upon to give counsel, should he or she so desire,

The titleholder shall retain the usual privileges of a member of the academic community, save that the title, as such, shall carry with it no remuneration and no voting rights.

The title shall not entitle the holder to receive any services from the Northern Ontario School of Medicine, for example office space or paid parking.

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Version	Date	Comments / Relevant Change(s) / Approvals
1.0	October 1, 2010	Academic Council (June 10, 2010), Joint Senate Committee (June 28, 2010) and host University Senates Approved: Laurentian University (September 21, 2010) Lakehead University (October 1, 2010)
2.0	December 1, 2014	Academic Council (October 2, 2014), JSC (October 15, 2014) Laurentian U Senate (November 18, 2014) Lakehead U Senate (December 1, 2014)



PROFESSOR, ASSOCIATE PROFESSOR OR LIBRARIAN EMERITUS POLICY

Responsible Office(s): Faculty Affairs and the Secretary to the Academic Council

Responsible Officer(s): Associate Dean Faculty Affairs

Approved: Laurentian University (November 18, 2014) Lakehead University (December 1, 2014)

Preamble

This honorary rank is awarded, upon or after retirement from active academic duties, to such Professors, Associate Professors or Librarians IV and III who have served the Northern Ontario School of Medicine ("School") with distinction.

Procedure

Upon retirement and after 10 years of service, a Professor or a Librarian IV who has served the Northern Ontario School of Medicine in a full-time, full-time continuing or tenured position shall be awarded the title of Professor Emeritus, or Librarian Emeritus of the Northern Ontario School of Medicine by the Board of Directors.

Notwithstanding the above, upon retirement, Professors with less than 10 years of service and Associate Professors, Librarian IV or IIIs of at least 10 years' service who are considered to have made outstanding contributions to the Northern Ontario School of Medicine through their scholarly activity and/or teaching/library service and/or academic administrative and/or community work, may be nominated for Emeritus status in the final year of their employment or any year thereafter.

Emeritus status for Associates, Librarian IV or IIIs is appropriate for individuals who have demonstrated an exceptionally strong profile in one or two of the areas of achievement such that, even though they may not have fulfilled the requirement for Professor/Librarian IV they may still be nominated. Such cases shall be based upon a nomination by one or more full-time faculty or librarian member(s), submitted **on or before 15th September each year**, to the appropriate Division Head and which shall include a dossier of supporting evidence. The appropriate Division Head may also choose to nominate. The nomination shall be forwarded by the appropriate Division Head on or before 30 September each year to either, the NOSM full-time Faculty or Librarian Personnel Committee (FPC/LPC) for review. The NOSM full-time Faculty or Librarian Personnel Committee (FPC/LPC) shall make a recommendation to the Dean.

The Dean will forward his recommendation to the Board of Directors.

The title is to be held for life, and is to be conferred at the spring convocation.

Duties and Privileges

No formal duties shall attach to the title as such, however a recipient may well be called upon to give counsel, should he or she so desire

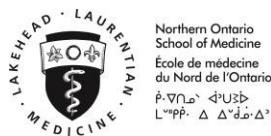
The titleholder shall retain the usual privileges of a member of the academic community save that the title as such shall carry with it no remuneration, and no voting rights.

The title shall not entitle the holder to receive any services from the Northern Ontario

School of Medicine, for example office space or paid parking.

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1.0	October 1, 2010	Academic Council (June 10, 2010), Joint Senate Committee (June 28, 2010) and host University Senates Approved: Laurentian University (September 21, 2010) Lakehead University (October 1, 2010)
2.0	December 1, 2014	Academic Council (October 2, 2014), JSC (October 15, 2014) Laurentian U Senate (November 18, 2014) Lakehead U Senate (December 1, 2014)

Section 17 - Learner Illness Policy



NORTHERN ONTARIO SCHOOL OF MEDICINE

POLICY: Learner Illness Policy

Approving Authority:	Academic Council
Responsible Office(s):	Faculty Affairs
Responsible Officer(s):	Associate Dean, Faculty Affairs

Effective Date: October 4, 2012

Revised Date: New

Review Date:

Preamble

The Northern Ontario School of Medicine's distributed educational model results in the presence of its learners in numerous communities across the North. As such, the whole of Northern Ontario is the de facto NOSM campus.

During the course of their education, NOSM learners may find themselves in need of medical care in any of our communities. This policy is aimed at establishing a set of guidelines for situations where this occurs.

Ideally, the practitioner who provides care is one who does not assess the learner. This may be impractical, especially in smaller communities, in areas of medical practice with a small number of specialists and in urgent situations.

Recognition of the Potential Conflict in the Therapeutic Relationship

It is important that Clinical Faculty recognize that a therapeutic relationship with a learner, does present a conflict of interest when assessing that learner.

Minor medical illnesses, such as treatment of a minor injury may be excluded from this policy by written consent of both learner and Clinical Faculty member. However, Clinical Faculty may need to recuse themselves from assessment of a learner depending on information divulged in the treatment of minor illnesses. In the event it becomes necessary for the Clinical Faculty member to clinically evaluate and/or treat the learner then:

- A. The Clinical Faculty member **must** recuse himself or herself from providing any academic assessments of that learner including any future academic encounters and participation in any learner promotion committee deliberations for that learner.
- B. The Clinical Faculty member and the student must consider alternatives to the required academic assessment and contact the

appropriate program office if a local alternative is not available.

- C. If an alternative faculty academic assessor can be established, it may not be necessary for the clinical faculty member to avoid either, direct supervision or provide academic feedback to the Learner and assessor. The mutual written consent of both parties is required.

Learner Illness Policy

When a pre-existing therapeutic relationship exists:

- A. Both learner and Clinical Faculty member are responsible to identify that a potential conflict exists.
- B. Either learner or Clinical Faculty member can initiate a change of academic assessor by contacting the appropriate program office.
- C. If an alternative faculty academic assessor can be established, it may not be necessary for the Clinical Faculty member to stop direct supervision of the learner. The mutual consent of both parties is required.

This policy acknowledges the challenges faced by learners and Clinical Faculty who teach and practice in Northern communities. Both learners and Clinical Faculty should rest assured that adherence to this Policy will not have negative consequences. Furthermore, this Policy should be viewed in conjunction with the overall Clinical Faculty Professional Policy.

Version:

Version Number	Approval Date	Approved by	Amendment
Original Version	October 4, 2012	Academic Council	



Section 18 - Student Promotion and Appeals Policy

UME ACADEMIC APPEALS POLICY

Responsible Office(s): UME
Responsible Officer(s): Associate Dean UME
Director, Assessment and Program Evaluation
Version: 5.0
Approved by: Lakehead Senate – May 11, 2016
Laurentian Senate – May 17, 2016

1. INTRODUCTION

- 1.1 Subject to the approval of the Senates of Lakehead University and Laurentian University, the overall policy on assessment and the planning of programs of study leading to the MD degree is the responsibility of the Undergraduate Medical Education Committee (UMEC), which is a standing committee of the Northern Ontario School of Medicine (NOSM) Academic Council.
- 1.2 The Student Assessment & Promotion Committee (SAPC), a standing committee of the UMEC, in consultation with the Theme Committees, Phase Committees, and the Office of Learner Affairs, will throughout the academic year monitor the progress of students and, where required, provide guidance and direction for the students to assist them in attaining promotion to the next level of their medical school education.

2. APPEALS OF A COMPONENT OF A THEME GRADE OR OTHER ASSESSMENT

- 2.1 A student requesting a review of a grade or other assessment must initiate the request for informal review in writing within ten (10) working days of receiving the grade.

The appeal letter and all supporting documentation should be sent via email to the following email address: UMEappeals@nosm.ca

2.1.1 Where the grade or assessment being appealed is part of the Theme Requirements in the Promotion & Remediation Plan, the request for appeal should be addressed to the Chair of the appropriate Theme Committee. Where the grade or assessment being appealed is listed as part of the Program Requirements in the Promotion & Remediation Plan, the request for appeal should be addressed to the Chair of the appropriate Phase Committee. If the Theme or Phase Chair is the faculty member who provided the grade or assessment that is being appealed, the request for appeal should be addressed to the Director of Assessment & Program Evaluation.

2.1.2 The person to whom the appeal is directed in 2.1.1 may delegate the adjudication of the appeal to one or more members of the appropriate Theme/Phase Committee.

2.2 The adjudicator(s) (ie/ the Chair, Director, or delegates as identified in 2.1.2) will meet with the student to hear and respond to any concerns raised by the student. This meeting will allow dialogue between the adjudicator(s) and the student concerning the student's fulfillment of the Theme or Program requirements.

2.2.1 At their discretion, the adjudicator(s) may choose to meet with the faculty member(s) responsible for the grade or assessment being contested to convey the concerns raised by the student, and to hear and respond to the faculty member(s)'s reply to the student's concern.

2.3 After conferring with the student and faculty member (if required), the adjudicator(s) shall make one of the following determinations:

(a) The original assessment of the student shall stand;

(b) The assessment of the student shall be altered in some way (for example, a specific comment stricken) without overturning the pass/fail determination;

(c) The pass/fail determination shall be altered.

2.4 The adjudicator(s) shall advise the student in writing as to the change, if any, in its decision concerning the grade or assessment within four (4) working days of their meeting, with copies to the Director of Assessment & Program Evaluation, the SAPC Chair, the Associate Dean – UME, the Assistant Dean – Learner Affairs, and other responsible parties as appropriate.

3. APPEALS TO THE STUDENT ASSESSMENT AND PROMOTION COMMITTEE (SAPC)

3.1 If the student does not agree with the decision after an appeal under Section 2, the student shall have the right, within ten (10) working days of receiving notice of the decision to request a review of the decision by the SAPC in a formal hearing. When submitting the request to the SAPC Chair, the student shall specify the grounds for the review and shall provide the SAPC with all necessary supporting documents.

The appeal letter and all supporting documentation should be sent via email to the following email address: UMEappeals@nosm.ca

- 3.2 Within seven (7) working days of receiving the notice from the student requesting a formal review, the SAPC shall notify the student in writing of the date for the hearing. If the student has any problems with respect to the proposed date for the hearing, the student shall notify the Chair of the SAPC as soon as possible thereafter and every reasonable effort will be made to re-schedule the hearing to a date with a reasonable lead time. All hearings can be accommodated by video and/or telecommunication. In addition, every reasonable effort shall be made by both parties to have the hearing held within ten (10) working days of the date of receipt of the written notice from the student requesting the review hearing.
- 3.3 The review hearing shall be conducted by a subcommittee of the SAPC duly established for this purpose, comprised of 3 faculty members of the SAPC not involved with the previous deliberations under Section 3, Chaired by the SAPC Chair or their designate.
- 3.4 The following procedure shall apply with respect to the hearing before the SAPC subcommittee:
- a) The hearing shall commence on the date and time appointed for the hearing;
 - b) The student will make an opening statement containing a brief description of the student's grounds for appeal including what the student believes was unfair, unjust or unreasonable about the decision of the Theme Chair or Phase Committee Chair and what remedy the student seeks.
 - c) The student shall have the right to supplement the opening statement with any or all of the following:
 - i. oral testimony of the student;
 - ii. oral testimony of any witness supporting the position of the student; and
 - iii. documents or other written evidence in support of this testimony.
 - d) The Respondent (the adjudicator who made the decision in Section 2) and the SAPC Subcommittee Members will have the right to question the student and/or the student's witnesses at the close of each person's testimony.
 - e) Following the completion of the student's case, the Respondent shall present its case. The Respondent shall complete an opening

statement containing a brief reply to the student's claims and the main arguments justifying the action or decision that was made. In support of its position, the Respondent may submit any or all of the following:

- i. oral testimony of a representative of the Respondent;
 - ii. oral testimony of any witnesses selected by the Respondent; and
 - iii. documents or other written evidence in support of this testimony.
- f) The student and the SAPC Subcommittee members will have the right to question the Respondent's witnesses at the close of each person's testimony.
 - g) The student shall have the right to offer testimony or other evidence in reply to the issues raised in the Respondent's case.
 - h) After the testimony of each witness, the SAPC Subcommittee members may, in addition to asking questions of the witness as noted above, request copies of such documents mentioned in the testimony as deemed appropriate.
 - i) At the conclusion of the evidence, the parties shall be entitled to make closing arguments and to summarize briefly the main points of their respective cases in the following order:
 - A. student;
 - B. respondent; and
 - C. student.
- 3.5 Parties are responsible for producing their own witnesses and for paying any costs associated with their appearance before the SAPC Subcommittee.
- 3.6 The Subcommittee Chair shall have the following discretion with respect to the conduct of the hearing:
- a) To alter the order of the proceedings in the interests and fairness to any or all of the parties.

- b) To consider and grant a recess or an adjournment at any time during the hearing to ensure a fair hearing.
 - c) To require that a person appearing before the SAPC Subcommittee may be required to give evidence under affirmation or oath.
 - d) To limit the testimony in questioning of witnesses to those matters it considers relevant to the disposition of the case.
 - e) To require production of written or documentary evidence by the parties or by any other source.
 - f) To rule on the admissibility of evidence.
 - g) To order that the hearing before the SAPC Subcommittee shall be conducted by video or teleconferencing to accommodate the requirements of the student or those of the members of the SAPC Subcommittee, utilizing the video or teleconferencing facilities available at the Sudbury and Thunder Bay campuses of NOSM or other NOSM sites.
- 3.7 Following the formal hearing, the SAPC Subcommittee shall deliberate in a closed session and shall reach a decision.
- 3.8 The SAPC Subcommittee shall supply a written report of its decision to the student, the Respondent, and to such other individuals as the SAPC deems appropriate and/or necessary. The report shall include:
- i. the membership of the tribunal;
 - ii. the background of the appeal;
 - iii. a summary of the case of the student and the Respondent;
 - iv. the SAPC's findings of fact;
 - v. the SAPC's decision and the reasons for its decision.

The SAPC will record the process by which the hearing was conducted.

- 3.9 The decision of the SAPC in regard to Theme or Program requirements shall be final and binding.

4. APPEALS OF A PROMOTION DECISION

- 4.1 For promotion at the end of the academic year, a student must have:

- a) completed the course/theme work as described in the current regulations of NOSM for the year of the program and passed all prescribed academic and professional examinations; and
- b) exhibited a strong sense of professionalism in personal conduct in relationships with peers, patients, hospital personnel, faculty and staff.

The SAPC will decide if a student has met the requirements for promotion as defined in the Student Assessment & Promotion Regulations, and communicate the decision to the student.

- 4.2 Where a student has received notice from the SAPC that the student has failed to meet the requirements for promotion, the student shall have the right to meet with the Associate Dean, Undergraduate Medical Education and the Associate Dean, Learner Affairs of NOSM to discuss the decision of the SAPC in this regard. These individuals are not empowered to overturn committee decisions.
- 4.3 The decision of the SAPC made under Section 4.1 shall prevail and remain in effect until altered by the decision of the Academic Council Appeals Committee in its review or the decision of the Joint Senate Committee for NOSM (the "JSC") in its review. The SAPC will not hear appeals of its own promotion decisions; as such, a student wishing to appeal a promotion decision must do so in writing to the Academic Council Appeals Committee according to the terms of the NOSM Policy Regarding Academic Appeals.

5. MISCELLANEOUS

- 5.1 Where the time limited by this policy for a proceeding or for doing anything under its provisions expires or falls upon a holiday, the time so limited extends to and the thing may be done on the day next following that is not a holiday. "Holiday" shall be deemed to include Saturday, Sunday, the NOSM Winter Recess, and any other day specified as a holiday under the Interpretation Act (Ontario).
- 5.2 Any notice to be sent by any party under this policy to another party shall be sufficiently given if sent by email as follows:
 - i. in the case of notice to a student, to the student's email address assigned by NOSM to the student while at NOSM;
 - ii. in the case of notice to any other person related to NOSM, to that person's email address as assigned by NOSM;
 - iii. in the case of a committee, to the email address assigned by NOSM to the Chair of that committee; or

- iv. in the case of notice to any other not directly associated with NOSM, to that person's email address as provided by the person.

Any notice duly sent in this manner shall be deemed delivered on the day next following the date of the sending of the email.

- 5.3. All evidence and information provided by the student to the SAPC Subcommittee shall be kept confidential by members of the SAPC Subcommittee.

- 5.4 Appellants have the right to seek legal counsel and to be represented by another person or legal counsel in any aspect of these appeals processes. Parties are responsible for paying their own costs associated with any such representation or consultation.

DO NOT REMOVE THIS DOCUMENT HISTORY RECORD		
-- This document will be reviewed October 2017 --		
Version	Date	Authors/Comments/Amendments/Approvals
V1.0	April 2005	Original Student Promotion and Appeals Policy approved by Lakehead and Laurentian Senates
V2.0	June 2007	Revised – approved by Lakehead and Laurentian Senates
V3.0	May 2009	Revised – approved by Lakehead and Laurentian Senates
V4.0	April 2014	Revised to align with the new Academic Council Appeals Policy; also document name change from Student Promotion and Appeals Policy to UME Academic Appeals Policy. Approved SAPC/UMEC/JS/Lakehead Senate/Laurentian Senate
V5.0	08 Oct 2015	Revised to specify one UME appeals point of contact. Approved SAPC 08 Oct 2015
	03 Dec 2015	Approved by UME Committee after two readings
	April 2016	Approved by the Joint Senate Committee
	11 May 2016	Approved by Lakehead Senate
	17 May 2016	Approved by Laurentian Senate



DISCRIMINATION AND HARASSMENT POLICY

Approved: March 22, 2007
Revised: November 25, 2016

Approved by: Board of Directors
Responsible Offices: Human Resources Unit
Responsible Officer(s): Chief Administrative Officer

1.0 Preamble

The Northern Ontario School of Medicine (NOSM) is committed to creating a climate of inclusiveness, responsiveness, understanding and respect for the dignity and worth of every person in order to create the best possible environment for working, learning and research.

NOSM is, therefore, committed to protecting the right to work, learn and conduct research in an environment free from prohibited discrimination and harassment consistent with its obligations under the Ontario Human Rights Code and the Occupational Health and Safety Act.

NOSM is also committed to vigilance in protecting academic freedom, including the rights of freedoms of expression, inquiry and research and recognizes that academic excellence and academic freedom can only be achieved when there is freedom to work, teach, research and learn in an environment in which discrimination and harassment are not tolerated.

The purpose of this policy is to promote awareness of the rights and responsibilities entailed in these commitments, to prevent discrimination and harassment, and to provide procedures for addressing complaints.

In accordance with Provincial Statute, NOSM shall investigate and deal with all complaints or incidents of workplace harassment in a fair, respectful and timely manner.

2.0 Principles

The Ontario Human Rights Code provides that every person has a right to freedom from discrimination and harassment because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, record of offences, marital status, receipt of public assistance, family status or disability.

The Ontario Human Rights Code and the Occupational Health and Safety Act

define “harassment” as engaging in a course of vexatious comment or conduct that is known, or ought reasonably to be known, to be unwelcome.

The Ontario Human Rights Code also provides a right to freedom from sexual harassment and sexual solicitation or advance as well as a right to freedom from reprisal or threat of reprisal for the rejection of a sexual solicitation or advance.

The Occupational Health and Safety Act further defines “workplace sexual harassment” as,

(a) engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or

(b) making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome;

The emerging concept of psychological harassment recognized in the Quebec Act Respecting Labour Standards provides a right of personal dignity and integrity in the workplace.

3.0 Policy

The NOSM Board of Directors believes that all members of the School community have the right to work, learn and research in an environment free from discrimination and harassment. To provide an environment that creates the desired climate of inclusiveness, responsiveness, understanding and respect free from prohibited discrimination and harassment, it is NOSM policy that:

3.1 Scope and Application

This policy applies to all NOSM administration, faculty, staff, and members of the Board of Directors, visitors, guests, volunteers and third-party contractors while they are acting in a capacity defined by their relationship with the School.

Students will be responsible to follow the policy of the university that they are registered with. In addition, students are referenced under Section 3.5 – Shared Responsibility.

This policy is not restricted to conduct within NOSM offices and buildings, but also applies to all activities that occur in the capacity of a person’s relationship with NOSM, wherever these activities may occur. The focus in determining application of the policy involves consideration of whether the prohibited behaviour negatively impacts on NOSM, including the working and learning environment,

work relationships, performance or achievement of NOSM's mission and vision.

Nothing in this policy will limit or amend the provisions of any Collective Agreement in force at NOSM.

Any reasonable action taken by an employer or supervisor relating to the management and direction of employees or the workplace is not workplace harassment.

3.2 Discrimination or Harassment

Discrimination, harassment, and workplace sexual harassment/ sexual solicitation contrary to the Ontario Human Rights Code and the Occupational Health and Safety Act are prohibited and will not be condoned. The School will act diligently in accordance with its obligations to create and maintain an environment free from discrimination and harassment.

3.3 Psychological Harassment

Psychological harassment--meaning any vexatious behaviour in the form of repeated and hostile or unwanted conduct, verbal comments, bullying, actions or gestures--that is known or ought reasonably to be known to be unwelcome and that affects an individual's dignity or psychological or physical integrity and that results in a harmful environment for the individual is prohibited and will not be condoned. The School will act diligently in accordance with its obligations to create and maintain an environment free from psychological harassment.

3.4 Reprisal

Every person has a right to claim and enforce their rights under the Ontario Human Rights Code and the Occupational Health and Safety Act or this Policy, including the right to institute and participate in complaint proceedings or to refuse to infringe the rights of another person without reprisal or threat of reprisal for so doing. Any reprisal or threat of reprisal may constitute a breach of the Ontario Human Rights Code or the Occupational Health and Safety Act and/or be considered a breach of this Policy and may result in disciplinary action.

An individual will not be penalized or disciplined for reporting an incident or for participating in an investigation involving workplace harassment.

3.5 Shared Responsibility

All members of the NOSM community, including members of the board, administration, faculty, staff, students, visitors, guests, volunteers and third-party contractors, have a shared responsibility to ensure compliance with this policy and its procedures to create and maintain an environment that is free from harassment, discrimination and psychological harassment.

All members of the NOSM community are individually responsible for ensuring that

their own behaviour is appropriate, respectful and consistent with this policy, that prohibited behaviour is not condoned and that they respond in a timely and cooperative manner to requests for information relating to complaints. Workers are encouraged to report any incidents of workplace harassment to the appropriate person.

Supervisors, both academic and staff, have a particular responsibility to strive to create an environment free from harassment and discrimination in their area(s) of management. That responsibility includes awareness of what constitutes discrimination, harassment and psychological harassment, delivering proactive education, monitoring the environment in their area(s), knowledge of complaint procedures and responding to prohibited behaviour immediately and effectively.

3.6 Prevention and Remediation

Prevention and remedial measures will be the main focus of addressing discrimination, harassment and psychological harassment.

3.7 Informal resolution

Informal resolution and mediation shall be the fundamental tools for achieving both the educational and remedial goals of this policy. The objective of informal resolution and mediation is to secure a reasonable settlement which is consistent with the spirit and intent of this policy. NOSM will encourage the use of informal processes to address discrimination, harassment or psychological harassment except where the nature of the matter necessitates a more formal process.

3.8 Disciplinary Action

Individuals found to have violated the Ontario Human Rights Code, the Occupational Health and Safety Act and/or this policy may be subject to disciplinary action up to and including termination of employment.

All individuals outlined in 3.1 of this policy, including but not limited to supervisors, managers, and employees are expected to adhere to this policy, and will be held responsible by NOSM for not following it.

3.9 Confidentiality

All individuals involved in a report of discrimination, harassment or psychological harassment are expected to make every attempt to respect the confidential nature of information related to the report to the extent practical and appropriate in the circumstances.

It is recognized that some disclosure may occur to parties to a reported complaint, including witnesses, in compliance with NOSM's obligation to address reports.

Information provided about an incident or about a complaint will not be disclosed except as necessary to protect individuals, to investigate the complaint or incident, to take corrective action or as otherwise required by law.

Exceptions to the principle of confidentiality may be made in the event of suspected imminent danger, health and safety considerations or where required by law.

3.10 Vexatious Complaints

A vexatious complaint is a complaint that is intended to annoy or to damage the reputation of a respondent. This concept is not to be confused with a complaint made in good faith that is found to be without merit. A vexatious complaint is contrary to the spirit and intent of this policy and may be subject to disciplinary action.

3.11 Reasonable Person Test

The identification of conduct or comments as contrary to this policy will be made according to an objective analysis process described as the “reasonable person test.” The reasonable person test examines how a reasonable person, a person with ordinary intelligence and judgment whose conduct is guided by societal standards, in the context of the circumstances regarding the complaint, would assess the facts.

3.12 Fairness

This policy will be administered with a spirit of fairness to all involved parties. This spirit of fairness includes the complainant’s right to report issues and seek a remedy, the respondent’s right to know the allegations and the identity of the complainant, and the rights of both parties to a fair and impartial process.

3.13 Alternative Processes

Nothing in this policy prevents a person from seeking a remedy under alternative processes otherwise available, including filing a complaint with the Ontario Human Rights Commission, or the Ontario Ministry of Labour grievance/arbitration procedure or other proceedings in law.

In the event that circumstances giving rise to a complaint under this policy results in proceedings before the Human Rights Tribunal of Ontario or under investigation by the Ontario Ministry of Labour, civil actions, criminal charges, or grievance arbitration proceedings then the procedures outlined in this policy and procedure will be suspended pending conclusion of the other proceedings.

3.14 Retention of Files

All documents related to a complaint will be retained in a secure and confidential manner for 7 years in the office of the Director of Human Resources. Records will be disposed of after the 7-year period in accordance with NOSM record disposal policy, unless there is a related complaint in which case the retention period will be extended as required. Retained files may be used to monitor remedial measures and to address reported or suspected patterns of discrimination, harassment or psychological harassment.

3.15 Special Programs

The right to equal treatment without discrimination not infringed by the implementation of a special program designed to relieve hardship or disadvantage, or to assist disadvantaged persons or groups to achieve or attempt to achieve equal opportunity or that is likely to contribute to the elimination of the infringement of rights. NOSM reserves the right under the Ontario Human Rights Code to implement such special programs.

4.1 Definitions:

These definitions are provided to assist in the interpretation and application of this policy:

“Age” means an age that is eighteen years or more; “Disability”

means

(a) any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal, or on a wheelchair or other remedial appliance or device,

(b) a condition of mental impairment or a developmental disability,

(c) a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language,

(d) a mental disorder, or

(e) an injury or disability for which benefits were claimed or received under the insurance plan established under the Workplace Safety and Insurance Act, 1997;

“Discrimination” means differential or unequal treatment of an individual or group of individuals which is based, in whole or in part, on one or more of the prohibited grounds of discrimination. Discrimination has the effect of imposing burdens, obligations or disadvantages on individuals or groups not imposed on others, or limiting access to opportunities, benefits and advantages available to others. Discrimination may be intentional or unintentional. Discrimination may occur as a direct result of policies, practices or rules which may not have a discriminatory intent but result in an adverse impact for a person or group of persons based on a prohibited ground in the Ontario Human Rights Code;

“Family status” means the status of being in a parent and child relationship;

“Marital status” means the status of being married, single, widowed, divorced or

separated and includes the status of living with a person in a conjugal relationship outside marriage and a partner of the same sex;

“Member of the School community” means a member of the faculty, member of the staff, member of the administration, member of the board of directors, a third-party contractor or the student body;

“Psychological Harassment” as defined in 3.3 involves vexatious behaviour. “Vexatious behaviour” means humiliating or abusive behaviour that lowers a person’s self-esteem or causes torment. Examples of vexatious psychological harassment may include (but are not limited to):

- Making rude, degrading or offensive remarks.
- Making gestures that seek to intimidate.
- Engaging in reprisals.
- Discrediting the person: spreading rumours, ridiculing, humiliating, calling into question convictions or private life or shouting abuse.
- Bullying or belittling the person. Bullying is repeated intimidation of others and includes unjustified criticism, humiliation and abuse of authority.
- Preventing the person from personal expression: yelling, threatening, constantly interrupting a person, prohibiting a person from speaking to others.
- Isolating the person: no longer talking to a person at all, denying a person’s presence, distancing a person from others.
- Destabilizing the person: making fun of convictions, tastes and political choices.

Psychological Harassment is not:

- The normal exercise of management rights. Psychological harassment must not be confused with the normal exercise of management rights, including the right to provide direction, to assign tasks and the right to reprimand or impose disciplinary sanctions, provided these rights are not exercised in a discriminatory, humiliating or abusive manner.
- The normal exercise of academic freedom including the communication or expression of thought, opinion or belief which is relevant to academic inquiry, teaching or public discourse providing this freedom is not exercised in a discriminatory, humiliating or abusive manner.

“Record of offences” means a conviction for an offence in respect of which a pardon has not been granted under the Criminal Records Act (Canada) and has not been revoked or an offence in respect of any provincial enactment.

“Third-party contractor” includes vendors of goods and services to NOSM, persons in the community guiding practicum or intern placements, stipendiary clinical faculty and others with similar connections to NOSM.

5.0 Interpretation

This policy is modelled on the provisions of the Ontario Human Rights Code and the Occupational Health and Safety Act with respect to discrimination and harassment, and the Quebec Act Respecting Labour Standards with respect to psychological harassment, and will be interpreted and applied in a manner consistent with these laws.

This policy will be reviewed annually.

If an individual needs further assistance, they may contact Human Resources (hr@nosm.ca), their respective Union, the Joint Health and Safety Committee or NOSM's Employee Assistance Program.

DO NOT REMOVE THIS DOCUMENT HISTORY RECORD		
-- This document will be reviewed 3 years --		
Version	Date	Authors/Comments/Amendments/Approvals
V1.0	March 22, 2007	Original Version
V2.0	November 25, 2016	Revision – October 27, 2016 edits from HR Edited for Bill 132 updates (Sept 2016) and October 31, 2016 Governance Cmt meeting

**Discrimination and Harassment Policy and Procedure
Affirmation**

By signing below, I agree to the following terms:

- (i) I have received and read a copy of the Discrimination and Harassment policy and procedure and understand and agree to the same.

Employee Signature _____

Employee Name _____

Date _____

Employee Title _____

Unit/Location _____

Unit Specific Information, Resources and other Links

Continuing Education and Professional Development Policies

[CEPD Protocol on Relationships with Industry](#)

[Conflict of Interest \(COI\) with Commercial Entities](#)

[Freedom of Information and Privacy Act](#)

[Intellectual Property, Patents and Copyright, Lakehead University](#)

[Intellectual Property, Patents and Copyright, Laurentian University](#)

Dean's Office

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[Conflict of Interest \(COI\) with Commercial Entities](#)

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Health Sciences Library

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Research Office

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[Northern Ontario Academic Medical Association \(NOAMA\)](#)

Please note: *In order to access some of the following resources and links you will be required to use your MyNOSM credentials/password.*