



NOSM

UNIVERSITY



Faculty Handbook

Revised March 21, 2024



This edition of the NOSM University Faculty Handbook contains policies and procedures pertinent to faculty at NOSM U. 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 U 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:

The Office of Faculty Affairs at
FACULTYAFFAIRS@NOSM.CA

NOSM University
935 Ramsey Lake Road
Sudbury, ON P3E 2C6
and at
955 Oliver Road
Thunder Bay, ON P3B 5E1

TABLE OF CONTENTS

<u>Welcome to NOSM University</u>	<u>4</u>
<u>Vision, Mission and Values</u>	<u>5</u>
<u>Section 1 - Orientation</u>	<u>8</u>
<u>Section 2 - Recruitment and Hiring Protocol between NOSM University and Lakehead and Laurentian Universities</u>	<u>8</u>
<u>Section 3 - Clinical Teaching Position Description</u>	<u>8</u>
<u>Section 4 – Faculty Appointment and Reappointment Policy</u>	<u>9</u>
<u>Section 5 - Distributed Medical Education Committee of the Council of Ontario Faculties of Medicine (DME-COFM)</u>	<u>9</u>
<u>Section 6 – Policy and Procedures for the Evaluation of Faculty providing Clinical Teaching</u>	<u>9</u>
<u>Section 7 – Professionalism for Clinical Faculty: Clinical Sciences Professionalism and Code of Conduct Policy, Procedures and Professional Attributes Guidelines</u>	<u>9</u>
<u>Section 8 – Responding to Student Concerns of Mistreatment Procedure and Flow Chart</u>	<u>9</u>
<u>Section 9 - Entitlements of Stipendiary Appointments</u>	<u>9</u>
<u>Section 10 – Policy & Procedures Governing Joint and Stipendiary Faculty Promotions</u>	<u>10</u>
<u>Section 11 - Joint and Stipendiary Faculty Appeal Procedure</u>	<u>10</u>
<u>Section 12 - Clinical, Medical and Human Sciences Faculty Salaries and Stipends</u>	<u>11</u>
<u>Section 13 - Clinical Teaching Compensation Plan</u>	<u>15</u>
<u>Section 14 – Faculty Remuneration Process</u>	<u>15</u>
<u>Section 15 – Professor, Associate Professor or Librarian Emeritus/Emerita Policy</u>	<u>17</u>
<u>Section 16 - UME Academic Appeals Policy</u>	<u>17</u>
<u>Section 17 – Human Rights, Anti-Discrimination and Harassment</u>	<u>17</u>
<u>Section 18 – Responsible Conduct of Research</u>	<u>17</u>
<u>Section 19 – Leadership and Administration</u>	<u>17</u>
<u>Section 20-Unit Specific Information, Resources and Links</u>	<u>19</u>
Leadership and Administration	19
University Secretary and Governance	19
• Academic Council	19
• Joint Senate Committee for NOSM U 19

• Executive Group.....	19
Other Resources and Links	20
Advancement	20
Continuing Education and Professional Development	20
• CEPD Office Privacy Policy.....	20
• CEPD Protocol on Relationships with Industry.....	20
Health Sciences Library-Health Sciences Information, Services, Resources and Research Support.....	20
Our Community.....	20
• NOSM U's Response to COVID-19	20
• Indigenous Engagement.....	20
• Francophone Engagement	20
Respect the Difference	20
Document Central Directory-Policy, Procedure and Guidelines.....	20
• Freedom of Information and Protection of Privacy Act (FIPPA)	20
• Statement on Free Speech.....	20
• Conflict of Interest (COI) with Commercial Entities Policy.....	20
• Electronic Monitoring Policy	20
• Intellectual Property, Patents and Copyright, Laurentian University.....	20
• Intellectual Property Policy, Lakehead University	20
Never miss a beat.....	20
Northern Routes-Dean's Blog	20
Sign up for The Pulse	20
Continuing Education and Professional Development	20
Research.....	20
• Research Newsletter	20
• Northern Ontario Academic Medical Association (NOAMA)	20



Welcome to NOSM University

I am pleased to welcome you as a new faculty member of NOSM University.

Since its official opening in 2005, NOSM U has made great strides in establishing itself as a medical school for the 21st century. On March 4, 2022 the province made NOSM University Canada's first independent medical university, effective April 1, 2022.

Guided by our vision – *Innovative Education and Research for a Healthier North* – the School 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-centered, 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 will be integral to NOSM U'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**. They would be pleased to assist you.

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

Sincerely,

Dr. Sarita Verma BA, LLB, MD, CCFP, FCFP
President, Vice Chancellor, Dean and CEO
NOSM University

Vision, Mission and Values

Vision

Innovative Education and Research for a Healthier North.

Mission

To improve the health of Northern Ontarians by being socially accountable in our education and research programs and advocating for health equity.

We will realize this by:

- Embedding social accountability as a core value in graduates. NOSM University will be a recognized leader in rural and Northern health knowledge and will influence and advocate for policy advances in health at all levels of government.
- Increasing research capacity and expertise in population-based health to improve advocacy and evidence-based policy in Northern Ontario. NOSM University will have a positive research impact on Northern health, be known as the leader in Northern health research and increase grant and other research funding.
- Incorporating advanced technology into curriculum and day-to-day activities of the school. NOSM University will be a leader in educational excellence through its curriculum renewal, competency-based training, adaptive technology, and will meet or exceed all accreditation standards.
- Being a strong active partner with communities in need to create a flourishing health workforce to serve the North.
- Securing sustainable financial and human resources to deliver on our vision of innovative education and research. We will be financially sustainable by ensuring access to resources and infrastructure to sustain and grow NOSM University through efficiencies and a culture of advancement.
- Creating a sustainable working and learning environment. NOSM University will commit to diversity, wellness and respect for faculty, staff and learners.

Values

Innovation

NOSM University 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 University uses innovative approaches to ensure continuous improvement of our distributed model of education and research.

Social Accountability

NOSM University 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 U has the responsibility to engage stakeholders at all levels of its broad community.

Collaboration

NOSM U pursues education and research goals in close partnership with its host universities. Collaboration and partnership is also important to NOSM U with its teaching hospitals, community physicians, health professional clinical teachers, health system stakeholders, and communities it serves. NOSM U 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 U 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 U 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 U community, in order to leverage talent and foster both individual and organizational excellence.

Respect

NOSM U's faculty, staff, and learners seek to learn and listen to one another respectfully and communicate openly. NOSM U'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 U's Strategic Plan, click [here](#).

The Office of Faculty Affairs

<p>Dr. Harshad Telang Associate Dean, Faculty Affairs Tel: 807-766-7398 Fax: 705-662-7265 Email: htelang@nosm.ca</p>	<p>Ms. Anita Arella Director, Faculty Affairs Tel: 807-766-7326 Fax: 705-662-7265 Email: aarella@nosm.ca</p>
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<p>Dr. Douglas Boreham Division Head, Medical Sciences and Interim Human Sciences Tel: 705-662-7175 Fax: 705-675-4858 Email: dboreham@nosm.ca</p>	<p>Ms. Debbie Reed Faculty Evaluations Coordinator, Faculty Affairs Tel: 807-766-7382 Fax: 807-766-7486 Email: dreed@nosm.ca</p>
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<p>Ms. Julie Neill Administrative Assistant Tel: 807-766-7430 Fax: 705-662-7265 Email: jneill@nosm.ca</p>	<p>Ms. Brittany Freeman Administrative Coordinator, Clinical Sciences Tel: 807-766-7416 Fax: 807-766-7486 Email: bfreeman@nosm.ca</p>

Section 1 - 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: divclinsci@nosm.ca

Human Sciences: humscidiv@nosm.ca

Medical Sciences: medscidiv@nosm.ca

Section 2 - Recruitment and Hiring Protocol between NOSM University 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 NOSM University wishes to maintain a cooperative relationship with Lakehead University and Laurentian University. Accordingly, NOSM U 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 3 - Clinical Teaching Position Description

Clinical Sciences Faculty Providing Clinical Teaching

The Clinical Sciences Faculty member who provides clinical teaching is a qualified health care professional and faculty member who practices in a clinical setting in which the learner will learn. The faculty member provides experience and opportunities for observation, which allow the learner to meet learning objectives. The faculty member 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 NOSM U 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 Sciences faculty providing clinical teaching should have a NOSM University faculty appointment in order to formally assess a medical learner. For more detailed information on the various opportunities to be involved with NOSM U please view the Opportunities to be Involved at <https://www.nosm.ca/faculty/clinical-sciences/appointment-opportunities/>.

Section 4 – Faculty Appointment and Reappointment Policy

To view the Policy, please click [here](#).

Section 5 - Distributed Medical Education Committee of the Council of Ontario Faculties of Medicine (DME-COFM)

To view document, please click [here](#).

Section 6 – Policy and Procedures for the Evaluation of Faculty providing Clinical Teaching

To view document, please click [here](#).

Section 7 – Professionalism for Clinical Faculty: Clinical Sciences Professionalism and Code of Conduct Policy, Procedures and Professional Attributes Guidelines

Clinical Sciences Division Professionalism and Code of Conduct Policy

To view the Policy, please click [here](#).

Clinical Sciences Division Professionalism and Code of Conduct Procedure

To view the Procedure, please click [here](#).

Professional Attributes Guidelines

To view this documents, please click [here](#).

Section 8 – Responding to Student Concerns of Mistreatment Procedure and Flow Chart

To view procedure, please click [here](#).

To view flow chart, please click [here](#).

Section 9 - Entitlements of Stipendiary Appointments

With an appointment, faculty enjoy:

- Faculty membership and an appointment with the University
- Regular notices and newsletters regarding activities and developments at the University
- Updates regarding medical advances in Northern Ontario
- Inclusion in a network of health professionals who share similar academic and clinical interests
- Opportunity to provide mentorship for future physicians
- Involvement in the recruitment of colleagues
- CME credits for participation in teaching and faculty development events
- Use of academic title for grants, promotions, and award applications
- Access to NOSM University library and librarian support
- Access to NOSM U's Alternate Funding Plan Agreement for participating physicians via Northern Ontario Academic Medicine Association (NOAMA)
- Access to virtual and in-house academic events at the University
- Access to on-line teaching materials and faculty development sessions
- Remuneration for many administrative roles within the University
- Stipendiary support for teaching activities
- NOSM University email and intranet accounts
- Opportunity to participate in a variety of research initiatives
- Access to the Research Support Group which supports faculty with their research endeavors
- Access to research funds via NOAMA
- Fulfilling and rewarding career opportunities

Faculty members with stipendiary appointments are independent contractors, not employees of NOSM U. As per Section 4.2 of the NOSM U Policy and Procedures for Faculty Appointment and Promotion, faculty with stipendiary appointments 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 10 – Policy & Procedures Governing Joint and Stipendiary Faculty Promotions

To view the document, please click [here](#).

Section 11 - Joint and Stipendiary Faculty Appeal Procedure

To view the procedure, please click [here](#).

Section 12 - Clinical, Medical and Human Sciences Faculty Salaries and Stipends

**NOSM University
Effective July 1, 2023
Medical, Human, and Clinical 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:	
	As of July 1, 2022	As of July 1, 2023
<i>Lecturer</i>	16,798	\$16,966
<i>Assistant Professor</i>	\$21,106	\$21,318
<i>Associate Professor</i>	\$27,191	\$27,463
<i>Full Professor</i>	\$31,500	\$31,815

**NOSM University
Effective July 1, 2023
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:	
	As of July 1, 2022	As of July 1, 2023
<i>Clinical Lecturer</i>	\$27,892	\$28,171
<i>Assistant Professor</i>	\$31,754	\$32,072
<i>Associate Professor</i>	\$36,823	\$37,191
<i>Full Professor</i>	\$41,894	\$42, 313

NOSM University

Effective January 1, 2019

Stipendiary Faculty Administrative Stipends

Associate Dean

Associate Deans are senior academic administrators with a portfolio that carries broad program responsibilities for the NOSM University 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 University. 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 University. 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 University. 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

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 U 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.

**NOSM University
2017/2018*
Rates for Instructional Hours
(Small Group Facilitation/Clinical 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

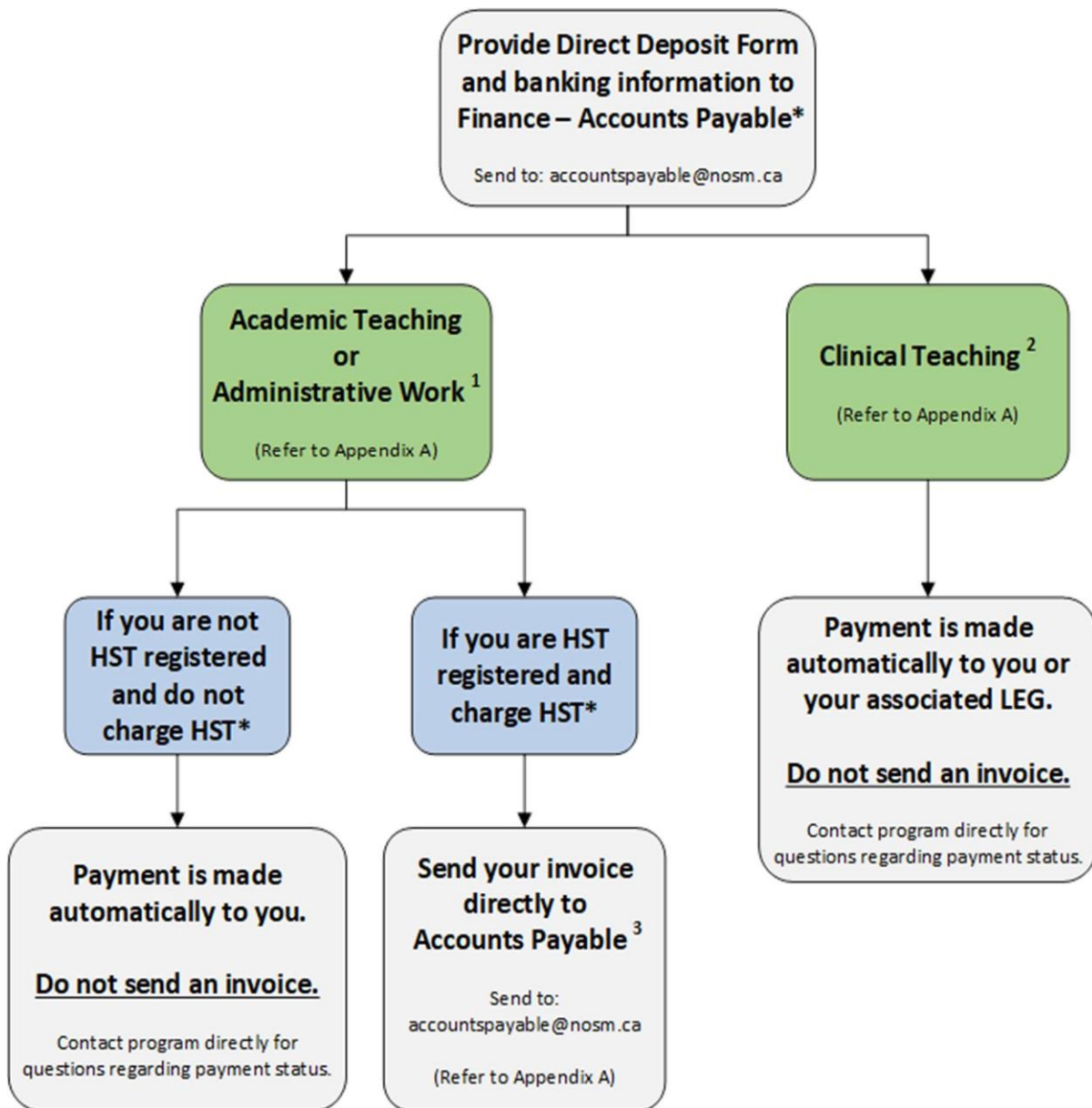
****Teaching compensation rates are currently under review and will be updated accordingly.***

Section 13 - Clinical Teaching Compensation Plan

To view the document, please click [here](#).

Section 14 – Faculty Remuneration Process

Faculty Remuneration Process



***Please contact accountspayable@nosm.ca for any questions regarding HST or if there are any changes to your banking or your HST-registration status.**

Refer to the following Appendix A for further details on the process above.

Faculty Remuneration Process – Appendix A

1. Academic Teaching

Academic teaching generally includes lectures/seminars/teaching sessions (in person or virtually), academic session facilitation, competence committee participation, simulation and skills training outside of a clinical rotation/learning experience. This would also include preparatory work designing subject learning objectives, assessing comprehension throughout course delivery, and evaluating teaching effectiveness. Academic teaching rates are often used to benchmark other academic work such as remediation or enhanced learning plan (ELP) coaching.

For Resident teaching: If you are in doubt, the PGME program contact you are working with will advise you on payment classification and any necessary pre-approvals required.

2. Clinical Teaching

The Clinical Sciences Faculty member who provides clinical teaching is a qualified health care professional and faculty member who practices in a clinical setting in which the learner will learn. The faculty member provides experience and opportunities for observation, which allows the learner to meet learning objectives. The faculty member also acts as a resource person during the learner's placement. A Preceptor teaching in the clinical environment would fall into this category.

Please refer to [the Clinical Teaching Compensation Plan](#) for details on clinical teaching compensation.

3. Invoice Requirements (when a vendor is registered for HST)

HST-registered vendors must submit invoices directly to NOSM University Accounts Payable (via accountspayable@nosm.ca) to receive payment for all HST eligible services. HST eligible services are considered to be anything that is non-clinical teaching (any teaching that occurs without an actual patient present). Generally, this is either academic teaching or administrative work.

A proper invoice must:

- Contain a company name
- Contain an HST registration #
- Contain a unique invoice number
- Be billed to the "NOSM University"
- Be properly dated to reflect the appropriate invoice period
- Contain a description of the services performed including the dates the services were performed
- Be for the amount of service and the associated HST amount (cannot be exclusively for the HST)
- Be submitted in a timely manner

Section 15 – Professor, Associate Professor or Librarian Emeritus/Emerita Policy

To view the policy, please click [here](#).

To view the Notice of Retirement Form, please click [here](#).

Section 16 - UME Academic Appeals Policy

To view the policy, please click [here](#).

Section 17 – Human Rights, Anti-Discrimination and Harassment

To view the policy, please click [here](#).

Section 18 – Responsible Conduct of Research

To view the policy, please click [here](#).

Section 19 – Leadership and Administration

NOSM University is a unique institution defined by a commitment to social accountability. The School pursues a culture of inclusiveness and responsiveness within the medical communities, the Northern Communities, the rural communities, and the Indigenous and Francophone communities it serves throughout the region. Evidence of this mandate can be found in the School's curriculum, administrative structure, research program, student demographics, and continuing education.

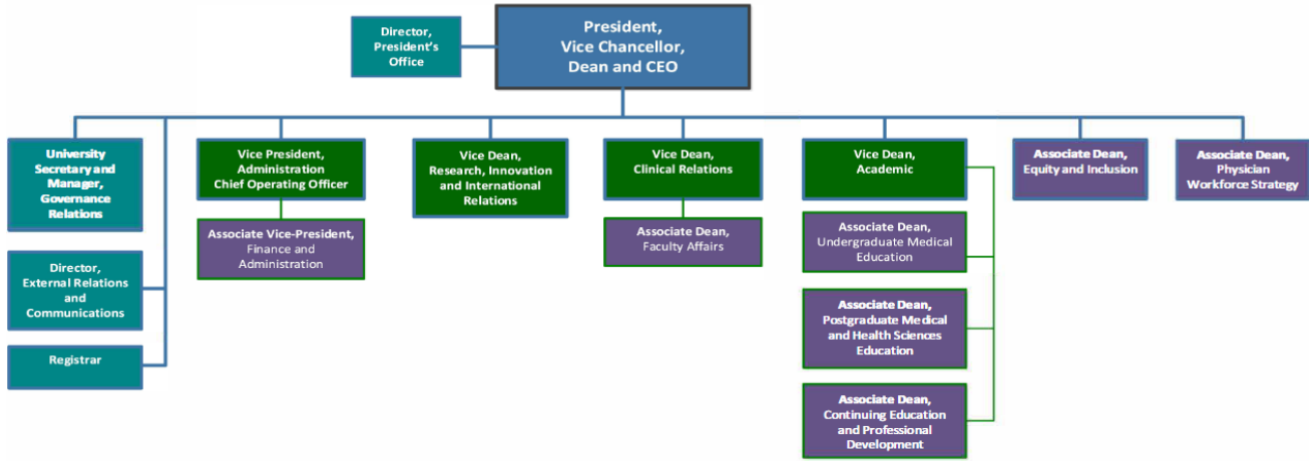
NOSM University is committed to corporate, social, and academic accountability, and this is reflected in the School's organizational structure. The School is registered as a not-for-profit corporation and maintains an independent budget, administration, and a Board of Directors, while academic affairs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

The Dean, as an Academic Dean, is accountable for NOSM U academic activities through the NOSM U Academic Council and the Joint Senate Committee for NOSM to the two University Senates. The Dean, as CEO of the NOSM U 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 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, the 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 Continuing Education and Professional Development, Research, and the administration of NOSM U.

NOSM University Organizational Chart



**NOSM University
Decanal Organizational Structure and
Direct Reports to President
Effective March 31, 2022**

Section 20-Unit Specific Information, Resources and Links

PLEASE NOTE

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

Leadership and Administration

[Office of the President and Vice Chancellor](#)

[University Secretary and Governance](#)

- [Academic Council](#)
- [Joint Senate Committee for NOSM U](#)
- [Executive Group](#)

[Office of the Vice Dean, Academic](#)

[Communications and External Relations](#)

[Office of the Chief Operating Officer](#)

[Facilities](#)

[Finance and Procurement](#)

You will need your MyNOSM credentials to access Finance links below:

- [Expense Reimbursement](#)
- [Forms](#)
- [Policies, Protocols and Procedures](#)

[Human Resources](#)

- [Employment Equity and Diversity](#)

[Information Technology-IT Helpdesk, Password Management and Training Resources](#)

[PGME Family Medicine Faculty Handbook 2021-22](#)

Other Resources and Links

[Advancement](#)

[Continuing Education and Professional Development](#)

- [CEPD Office Privacy Policy](#)
- [CEPD Protocol on Relationships with Industry](#)

[Health Sciences Library-Health Sciences Information, Services, Resources and Research Support](#)

[Lexicon of Common UME Terms](#)

[Our Community](#)

- [NOSM U's Response to COVID-19](#)
- [Indigenous Engagement](#)
- [Francophone Engagement](#)

[Respect the Difference](#)

[Document Central Directory-Policy, Procedure and Guidelines](#)

- [Freedom of Information and Protection of Privacy Act \(FIPPA\)](#)
- [Statement on Free Speech](#)
- [Conflict of Interest \(COI\) with Commercial Entities Policy](#)
- [Electronic Monitoring Policy](#)
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