

**COLLEGE OF MEDICINE
PATTERN OF ADMINISTRATION
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I. INTRODUCTION

This document is intended as a brief description of the organization of the College of Medicine and a compilation of the policies and procedures which affect its members. It is intended as a supplement, not a replacement, for [Rules of the University Faculty](#), the [Office of Academic Affairs Policies and Procedures Handbook](#), and other rules, policies, and procedures established and published by the University. University statutes, rules, and policies, and changes in these statutes, rules, and policies supersede statements presented here.

This document is subject to continuing revision. Changes may be made at any time if also approved by the University Office of Academic Affairs. It must be reviewed, and either revised or reaffirmed, on appointment or reappointment of the Dean of the College of Medicine.

II. MISSION

The mission of the Department College of Medicine is to improve people's lives through innovation in research, education and patient care. The College of Medicine is part of the Medical Center which includes the Hospitals and Health System. Working together we are committed to improving people's lives through personalized healthcare. The values that guide our efforts include Integrity, Teamwork, Innovation, Excellence, and Leadership.

Vision Statement: Working as a team we will shape the future of medicine by creating, disseminating and applying new knowledge, and by personalizing health care to meet the needs of each individual.

III. OVERVIEW OF COLLEGE ADMINISTRATION & DECISION MAKING

Ideally all College policy and programmatic decisions will be made with input by faculty of the College. This input will be achieved through consultation with the College of Medicine Assembly and with standing or special committees of the faculty. In addition, in order to solicit broad faculty involvement of the faculty, issues of academic policy that pertain to faculty members including, but not limited to, issues that relate to faculty promotions, tenure, probationary periods, and faculty tracks will also require a vote of the regular faculty in each department. In order to implement policy changes as described above, the approval by a simple majority of the regular faculty in two thirds of the tenure initiating units in the College of Medicine will be required. In addition to the issues described above, there may be additional issues on which consultation with the faculty in the departments is desirable. Issues will also be submitted for vote by the faculty in the department upon the request of two-thirds (7/10) of the faculty council representatives to the College Assembly. The College will operate on the principle that the more important the issue to be decided, the more extensive the agreement on a decision needs to be. Open and widely shared discussion, both formal and informal, will constitute the primary method of reaching agreement on basic decisions. Ultimately, however, the Dean of the College of Medicine must retain responsibility for final decisions or recommendations to University administration.

IV. FACULTY

The faculty of the College of Medicine shall be comprised of individuals who have a full-time or part-time academic appointment in one of the tenure initiating units in the College of Medicine. This includes tenure track, regular clinical track, regular research track and auxiliary track. In clinical departments, the regular faculty may allow auxiliary faculty who are compensated through the central practice group to participate in discussions surrounding departmental decision making, though auxiliary faculty may not vote.

In clinical departments (i.e. those with a patient care component) there is no limit on the number of regular clinical track faculty. In other departments or schools without a patient care mission, no more than 40% of the faculty may be regular clinical track. According to Rule [3335-7-32](#) unless otherwise authorized by a majority vote of the tenure-track faculty in a unit, regular research track faculty must comprise no more than twenty per cent of the number of tenure-track faculty in the unit. In all cases, however, the number of regular research track faculty positions in a unit must constitute a minority with respect to the number of tenure-track faculty in the unit.

A. APPROVED FACULTY TRACKS IN THE COLLEGE OF MEDICINE

The term “faculty” shall include persons appointed by the Board of Trustees with regular, regular clinical, regular research, auxiliary, and emeritus faculty titles on full- or part-time appointments with or without salary.

Regular Tenure Track Faculty – Persons with the titles of professor, associate professor, assistant professor, and instructor who serve on appointments totaling 50% or more service to the University. Regular faculty members are tenure-track faculty.

Regular Clinical Faculty – Persons with the titles of instructor of clinical (department) assistant professor of clinical (department), associate professor of clinical (department), or professor of clinical (department) who serve on appointments totaling 50% or more service to the University. Regular clinical faculty members are not eligible for tenure. Individuals appointed to the regular clinical faculty may not participate in promotion and tenure matters of regular tenure track faculty, but otherwise may participate in all matters of Department, College, and University governance unless otherwise stipulated. Regular clinical track faculty are appointed for terms of three to five years, and may be reappointed to successive terms. Procedures for reappointment and promotion are defined in the College Appointment, Promotion, and Tenure Document.

Regular Research Faculty – Persons with titles of research assistant professor, research associate professor and research professor. Regular research faculty serve on appointments totaling 50% or more service to the University. Regular research faculty members are not eligible for tenure. Individuals appointed to the regular research faculty may not participate in promotion and tenure matters of regular faculty, and may participate in all matters of Department, and College issues as determined by regular tenure track and clinical track faculty. Regular research track faculty are appointed for terms of one to five years, and may be reappointed to successive terms. Procedures for reappointment and promotion are defined in the College Appointments, Promotion, and Tenure Document.

Paid auxiliary faculty – are persons with clinical titles clinical professor, clinical associate professor, clinical assistant professor, and clinical instructor who are employed either full or part time through the College Central Practice Group. The titles of clinical professor, clinical associate professor, clinical assistant professor, and clinical instructor shall be used to confer faculty status on individuals who have credentials comparable to regular clinical faculty of equivalent rank. Clinical appointments are made for the period in which the service is provided not to exceed one year, although appointments are renewable contingent upon continued service to the Department. Individuals with auxiliary titles who are compensated more than 50% FTE through the central practice group will have the same governance rights at the department level as regular clinical track faculty unless these rights are explicitly limited by the Department. Procedures for the promotion of auxiliary clinical faculty members shall be the same as for promotion of regular clinical faculty.

Auxiliary (unpaid) faculty – are persons with visiting titles, and lecturer titles; also professors, associate professors, assistant professors, and instructors who provide service to the University on a voluntary basis. Persons with regular faculty titles may not hold auxiliary titles. Persons holding auxiliary titles are not eligible for tenure, may not vote at any level of governance, and may not participate in promotion and tenure matters. Renewal of no-salary appointments is contingent upon continued significant contributions. Procedures for the promotion of clinical faculty members shall be the same as for promotion of regular clinical faculty.

Adjunct Faculty - The titles of adjunct professor, adjunct associate professor, adjunct assistant professor, and adjunct instructor shall be used to confer faculty status on individuals who have credentials comparable to regular faculty of equivalent rank, who provide significant, uncompensated service to the instructional and/or research programs of the University and who need a faculty title to perform that service. Significant service would include teaching the equivalent of one or more courses, advising graduate students or serving on graduate committees, and serving as a co-investigator on a research project. Such individuals may be either non-university employees or University employees compensated on a non-instructional budget. Adjunct appointments are made for the period in which the uncompensated service is provided not to exceed one year; renewal is contingent upon continued significant contributions. Procedures for the promotion of adjunct faculty members shall be the same as for promotion of regular faculty.

Visiting Faculty - The titles of visiting professor, visiting associate professor, visiting assistant professor, and visiting instructor shall be used to confer faculty status on individuals who have credentials comparable to regular faculty of equivalent rank who spend a limited period of time on formal appointment and in residence in the department for purposes of participating in the instructional and research programs of the University. A visiting appointment cannot exceed three continuous academic years of service.

Emeritus Faculty – are persons who have served the University and who, upon retirement, were recommended by the Chair, the Dean, and the Executive Vice President and Provost, and confirmed by the Board of Trustees for emeritus status. Emeritus faculty may not vote at any

level of governance and may not participate in promotion and tenure matters but may have such other privileges as the Department or the Office of Human Resources may provide.

B. COLLEGE OF MEDICINE DISTINGUISHED PROFESSOR

The Dean of the College of Medicine awards yearly the permanent, honorific title of College of Medicine Distinguished Professor on a competitive basis to up to three (3) faculty members who have truly exceptional records of accomplishment appropriate to their track. All regular faculty at the rank of Professor in the College of Medicine are eligible to be nominated for this award. Each recipient will be awarded with a \$1000 honorarium. A recipient will be given the permanent title of College of Medicine Distinguished Professor. This title will not be held by more than 20% of the professors (all tracks) in the College of Medicine.

The complete criteria for nominees to this award are as follows:

1. Rank of Professor in one of the three regular faculty tracks: Tenure, Clinical, Research
2. Minimum of five (5) years of employment with The Ohio State University
3. Distinguished achievement in teaching, research/scholarship, and/or service, as appropriate to the nominee's track
4. Record of distinction in exhibiting the values of the Ohio State University Medical Center
5. Record of exemplary mentorship and/or advising to students, residents, fellows, post docs, and/or junior faculty

Procedure to nominate a faculty member for this award:

1. The Department Chair may nominate one faculty member per year.
 - a. The Dean and Center/Institute Directors may also nominate one faculty member per year.
2. The nomination packet should include:
 - a. The nominee's current CV
 - b. A nomination letter from the chair, dean or center director detailing the candidate's accomplishments
 - c. Two external letters of reference
 - d. One letter of reference from a former advisee or mentee, who may or may not currently be affiliated with the College of Medicine
3. Nominations are due to the Center for Faculty Advancement, Mentoring and Engagement Office (FAME@osumc.edu) by: October 1 of each year.
 - a. Nominations may be resubmitted for up to three consecutive years

In the initial year, the College Executive Committee will select the awardees. In future years this panel will be composed of previous College of Medicine Distinguished Professor awardees, not to exceed seven panelists. The Dean will notify awardees no later than: November 1 of each year.

C. FACULTY POLICIES

1. FACULTY DUTIES AND RESPONSIBILITIES

The University's policy with respect to faculty duties and responsibilities is set forth in the [Office of Academic Affairs Policies and Procedures Handbook, Volume 1](#), Chapter 2, Section 1.4.1. During on-duty quarters, faculty members are expected to be accountable for interaction with students, service assignments and other responsibilities even if they have no formal course assignment that quarter. On-duty faculty members should not be away from campus for extended periods of time unless on an approved Special Research Assignment or other approved leaves.

The College expects that every faculty member will be actively engaged in at least one of the three missions of the College via their departments.

2. FACULTY TEACHING LOAD

The University's policy with respect to faculty teaching load is set forth in the [Office of Academic Affairs Policies and Procedures Handbook, Volume 1](#), Chapter 2, Section 1.4.2. The Department Chair is responsible for ensuring that every faculty member has duties and responsibilities commensurate with his or her appointment and that departmental workload is distributed equitably among faculty.

3. FACULTY LEAVES

A. FACULTY PROFESSIONAL LEAVE

Faculty Professional Leave is described in detail in [Volume 2](#), Chapter 1, Section 1.0 of the OAA Policies and Procedures Handbook. The Faculty Professional Leave program was created to give faculty a period of uninterrupted time to invest in their professional development. Activities that entail little or no investment in new skills and knowledge are not appropriate for the program. In addition, faculty should restrict other employment activity during a leave, including employment approved under the paid external consulting policy, to that which clearly enhances the purposes of the leave. FPL proposals generally emphasize enhancement of research skills and knowledge. However, faculty members may use an FPL for substantial investment in pedagogical or administrative skills and knowledge when these are judged to be mutually beneficial to the faculty member and his or her academic unit.

It is recommended that the faculty member submit proposals to their TIU head at least three months in advance of the proposed leave. The TIU head will review the proposal consistent with the Department's guidelines for Faculty Professional Leave, as described in the Department's pattern of administration. If approved, the TIU head will submit the proposal to the Senior Associate Dean for Academic Affairs for approval, who will then submit the document for OAA approval, with leaves finally recommended to the Board of Trustees for final approval.

B. SPECIAL RESEARCH ASSIGNMENT

Special Research Assignment Leave is described in detail in [Volume 2](#), Chapter 1, Section 2.0 of the OAA Policies and Procedure Handbook. The Special Research Assignment (SRA) releases a faculty member from regular teaching duties for a period of up to one full quarter or semester so that he or she may concentrate on a scholarly endeavor or invest in a relatively brief professional development opportunity.

The Special Research Assignment (SRA) releases a faculty member from regular teaching duties for a period of up to one full quarter or semester so that he or she may concentrate on a scholarly endeavor or invest in a relatively brief professional development opportunity.

Proposals for Special Research Assignment leave must be approved by the TIU head and College dean.

4. SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING

The University's policies with respect to supplemental compensation and paid external consulting are set forth in the [Office of Academic Affairs Policies and Procedures Handbook](#). The information provided below supplements these policies.

Supplemental Compensation

Supplemental compensation is for temporary work clearly beyond the faculty member's normal assignments, in an amount appropriate to the allocation of time necessary to complete the extra assignment. The extra assignment should be nonrecurring and clearly limited in time and scope.

The College expects faculty members to carry out the duties associated with their primary appointment with the University at a high level of competence before seeking other income-enhancing opportunities. All activities providing supplemental compensation must be approved by the Department chair regardless of the source of compensation. External consulting must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the Department. In addition, it is University policy that faculty may not spend more than one business day per week on supplementally compensated activities and external consulting combined.

Faculty who fail to adhere to the University's policies on these matters, including seeking approval for external consulting, will be subject to disciplinary action.

External Consulting

Faculty members, including administrators with faculty appointments, are encouraged to engage in paid external consulting to the extent that these activities are clearly related to the mission of the University and the expertise of the faculty member, provide direct or indirect benefits to the University, and do not entail a conflict of interest as defined in the Conflict of Interest Policy.

As a general rule, the proportion of a faculty member's professional effort devoted to consulting should not exceed one business day per week. Prior approval must be obtained as outlined in the procedures below.

Faculty members should avoid any conflict or appearance of conflict between consulting and University responsibilities. In particular, the disruption of formal instructional activities because of consulting must be avoided. Consulting during off-duty quarters is not subject to time limitations.

5. CONFLICT OF COMMITMENT

The University's Conflict of Commitment Policy may be found at:
<http://oaa.osu.edu/assets/files/documents/ConfComm.pdf>.

Faculty at The Ohio State University accept an obligation to avoid conflicts of commitment in carrying out their University education, research, scholarship or service responsibilities. This policy is intended to assist faculty members, including administrators and staff with faculty appointments, in avoiding these conflicts and in finding a balance between activities that enhance the University's core purpose—to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge—and those that detract from it.

Faculty should disclose and discuss external commitments with their department chairs and/or deans. If an activity cannot be managed by the faculty member and his/her chair or dean to avoid a conflict of commitment or the reasonable appearance of a conflict of commitment, the faculty member must refrain from participating in the activity.

6. FINANCIAL CONFLICT OF INTEREST

The University's Financial Conflict of Interest Policy may be found at:
<http://oaa.osu.edu/assets/files/documents/FinConfInt.pdf>. Faculty at The Ohio State University accept an obligation to avoid financial conflicts of interest in carrying out their professional work. For purposes of this policy, a conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member's professional judgment in exercising any University duty or responsibility, including designing, conducting or reporting research.

7. Workload Policy

The College of Medicine has established a workload policy that defines expectations for faculty. This policy is attached in Appendix to this document.

V. Organization of the College of Medicine

A. DEPARTMENTS AND SCHOOLS

The College of Medicine is composed of departments and schools that represent the tenure initiating units (TIUs) in which the faculty members are appointed. The Chairs of the Departments and the Director of the School of Allied Medical Professions have the authority to lead their respective TIUs consistent with University Rule [3335-3-35](#). The TIUs in the College of Medicine include:

[Anesthesiology*](#), Biological Chemistry and Pharmacology, [Biomedical Informatics](#), [Emergency Medicine*](#), [Family Medicine*](#), [Internal Medicine*](#), [Microbial Infection and Immunity](#), [Molecular Virology](#), [Immunology and Medical Genetics](#), [Neurological Surgery*](#), [Neurology*](#), [Neuroscience](#), [Obstetrics and Gynecology*](#), [Ophthalmology and Visual Sciences*](#), [Otolaryngology – Head and Neck Surgery*](#), [Orthopaedics*](#), [Pathology*](#), [Pediatrics*](#), [Plastic Surgery*](#), [Physical Medicine and Rehabilitation*](#), [Physiology and Cell Biology](#), [Psychiatry and Behavioral Health*](#), [Radiology*](#), [Radiation Oncology*](#), [School of Health and Rehabilitation Sciences*](#), [Surgery*](#), [Urology*](#).

*Denotes Clinical Departments

New departments can be created or exiting departments can be consolidated or eliminated according to the procedures defined by the University Rules.

Departments may form divisions or other organizational structures to support the completion of their missions. Creation, deletion, or modification (e.g. renaming or merging of divisions) should follow policies defined in the TIU Patterns of Administration, and requires approval by the Dean of the College of Medicine.

B. CENTERS AND INSTITUTES

Centers and institutes may be created according to University Rule [3335-3-36](#), and procedures for establishing such entities as defined by the Office of Academic Affairs (<http://oaa.osu.edu>). This includes the creation of University Centers and Institutes and College Centers and Institutes. These are formal academic centers and institutes that are created and approved according to University Rules. In addition to these formal academic centers and institutes, units may request creation of other centers and institutes which require University approval for the use of the term center or institute, but are not regarded as academic centers. Creation of these informal centers is coordinated through the College Office of Academic Affairs and the University Council on Academic Affairs.

Proposals for creation of a College of Medicine center or institute will provide information regarding the mission, organizational structure, and financial support of the center. The proposal should describe how the creation of the center enhances the ability to achieve the missions and goals of the College, and how this exceeds or improves capacities within existing departments or programs. There will be various types of centers within the College. Clinical Centers within the College and Medical Center may serve as unifying entities that coordinate programs housed within the Medical Center. Other centers may have a more diversified range of research, educational and service activities. Proposals for creation of College centers or institutes will be reviewed by the College of Medicine Executive Committee which will forward its

recommendation to the College Assembly. The proposal will then be forwarded to Dean of the College of Medicine who will notify the Office of Academic Affairs of the creation of the center.

The proposal for a College center or institute should include the following sections:

The Mission section should include the mission of the Center and the components of the College of Medical Center that will participate in the Center. Center proposals must include more than one department. The mission section should explain why the goals of the center cannot be met in existing programs or units, or how the creation of the center will improve or facilitate the ability to achieve those goals.

Composition of the center will include a discussion of the programs or faculty that will comprise the center. Some centers will represent a coordination of clinical, educational or research activities that occur in diverse programs within the Medical Center. Proposals for this type of Center will describe the programs involved and the structures and mechanisms that will be used to achieve that coordination. Some centers will emphasize the interaction of faculty members in various departments around a central theme or topic. Proposals for centers with this organizational structure will list the faculty members and their departments, and will describe the criteria of selecting these and new members.

Administration of the center will describe the administrative structure and responsibilities of the director and oversight committee, the reporting line, and the organizational components of the center such as committees, associate directors, working groups, etc. To the extent that these committees or leadership roles exist there should be a description of their roles, responsibilities, and authorities. Mechanisms and procedures for creating new committees or leadership positions should be described.

Budget/Funding of the center should describe the funding requirements and sources for initial and continuing funds. Existing equipment, space, and facilities should be described as well as anticipated needs to establish the center. Plans for sustainability of the center including specific plans or opportunities for extramural research funding should be described. Potential interactions with existing resources within or outside the College should be described.

Evaluative Criteria and Benchmarks should be proposed against which the success of the center can be evaluated.

C. GOVERNANCE

The governance system for the College of Medicine is established for the purpose of providing the faculty, chairs, and institute and program directors broad representation in the determination of academic policies for the College as defined below.

1. COLLEGE ASSEMBLY

The primary governance body of the College of Medicine will be the College Assembly. Action by the College Assembly is required to enact or modify all academic policies of the College including those that involve resources, space, facilities, services, and finances of the College, as well as those that affect the number, composition, qualifications, and degree requirements of students and/or the general instructional, research, and service functions of the faculty. The voting members of the College Assembly will include the Dean, Chairs of the TIUs, directors of formally approved College or University academic centers or institutes, and ten representatives from the Faculty Council. Other academic leaders may be invited to participate in the College Assembly, but may not vote on matters pertaining to College policy unless granted the right to vote by a majority of the College Assembly.

2. FACULTY COUNCIL

The Faculty Council functions primarily as a forum to discuss issues specifically relevant to faculty within the College of Medicine, address faculty concerns, facilitate communication between the faculty and the administration, and together with the Dean's staff foster mechanisms of faculty support, development, and interaction within the College of Medicine. The Faculty Council will work closely with the Dean and Dean's representatives to ensure that the faculty have appropriate representation on relevant education, research, and clinical committees. The Faculty Council will be responsible for regular and timely communication with general faculty.

The Faculty Council will be represented on the College of Medicine Assembly by ten members to be elected by the Faculty Council to serve on the Assembly. The Faculty Council will be consulted on issues that modify academic policies that affect the number, composition, qualifications, and degree requirements of students and/or the general instructional, research and service functions of the faculty. The Faculty Council members of the Assembly will represent the voice of the Faculty to the Assembly.

The faculty of the College of Medicine will be responsible for determining the methods by which individuals are selected for service on the Faculty Council, as well as the method for selection of representatives to the College Assembly. The faculty council will be responsible for determining the bylaws of the Faculty Council, and for making determinations about the agenda and schedule of meetings of the Faculty Council.

VI. ADMINISTRATIVE STRUCTURE

A. DEAN OF THE COLLEGE OF MEDICINE

Consistent with University Rule [3335-3-29](#), the Dean of the College of Medicine shall be a member of its faculty and the administrative head of the College. The Dean shall be appointed and reappointed by the Board of Trustees upon nomination of the President. Before making this nomination or recommendation for reappointment, the President shall confer with members of the faculty of the college for which the Dean is to be appointed and shall give substantial weight to faculty recommendations in reaching a decision. The President shall also consider the recommendations of the chairs of the departments and the directors of the schools in that college.

(B) The major responsibility of the Dean of the College of Medicine shall be that of providing active leadership in the promotion, direction and support of the clinical, educational and research activities of the University, in the maintenance of a high level of morale among the faculty, and in the encouragement of the spirit of learning among the students. In addition the Dean shall have general administrative responsibility for the program of the College, subject to the approval of the President and the Board of Trustees. These administrative responsibilities shall include the duty:

(1) To preside at meetings of the College faculty and to appoint all College committees unless their membership has been designated by faculty rule or by the College faculty.

(2) To approve courses of study for students in his or her College, to warn students who are delinquent in their studies and to recommend appropriate student disciplinary action to the appropriate University disciplinary body or official.

(3) To present candidates for degrees to the president on behalf of the College faculty and to serve as a member of the council of deans (see rule [3335-3-22](#) of the Administrative Code).

(4) After consultation with the chairs of the departments and the directors of the schools within the College to make recommendations to the Executive Vice President for Health Sciences concerning the College budget, and to the Executive Vice President and Provost regarding the appointments to and promotions within the staff and the membership of the College faculty. All recommendations by the deans of the colleges of the health sciences will be made to the Executive Vice President for Health Sciences who will accomplish the appropriate coordination and make recommendations to the executive vice president and provost.

(C) The Dean of the College of Medicine has the authority requisite to carrying out the responsibilities of his or her position. The Dean may delegate any of his or her responsibility and authority to another member of the faculty of the College. The Dean shall be a voting member of the faculty of each department.

(D) The usual method of communication between the dean and the president or the board of trustees shall be through the appropriate staff member, then to the president and through the president to the board of trustees.

(E) The Chairs of each of the TIUs in the College of Medicine report to the Dean. The procedure for appointment, reappointment and removal of Chairs or Directors is defined by University Rule [3335-3-35](#).

The Dean may appoint vice deans, associate deans or others to assist in the administration of the College. These individuals may be assigned or delegated specific responsibility and authority at the discretion of the Dean. These administrative positions will be reviewed periodically. Individuals in those roles serve at the discretion of the Dean.

B. VICE DEAN FOR RESEARCH

The Dean may appoint a Vice Dean for Research who will be responsible for leading the research mission of the College. The Vice Dean may, with the consent of the Dean, appoint associate or assistant deans, or other support staff to support the development of the research enterprise. The Vice Dean may form committees or other work groups at his/her discretion to assist in the formulation and implementation of policies. It is incumbent upon the Vice Dean to communicate with the President of Faculty Council to identify appropriate faculty to serve as a liaison between the Faculty Council and these committees and work groups. The Vice Dean for Research may also hold the title of Associate Vice President for Research and in that role will report to the Senior Vice President for Health Sciences. The Vice Dean for Research may be appointed by the Dean and/or Senior Vice President to chair research related committees in the Medical Center. As of August 2008 the primary committees in the research area include:

1. RESEARCH INVESTMENT FUND COMMITTEE

This committee reviews and makes recommendations for awarding funds to support faculty in need of bridge funding or other research related purposes as determined appropriate by the Committee. The chair of the committee is appointed by Dean/Senior VP.

2. RESEARCH CORE OVERSIGHT COMMITTEE

This committee evaluates core facility operations, reviews applications for equipment and novel methodologies, and makes recommendations to the Research Investment Fund Committee for awarding of funds. The chair of the committee is appointed by the Vice Dean for Research.

3. RESEARCH ADVISORY COUNCIL

The Research Advisory Council provides oversight of COM research mission operations. The Committee is chaired by the Vice Dean for Research who invites individuals to participate.

4. RESEARCH DEANS AND STAFF COMMITTEE

The Research Deans and Staff Committee is an advisory group which serves to provide information pertaining to current research activities / policies and to solicit information about emerging research issues. The committee consists of Associate Research Deans and Research Staff.

C. VICE DEAN FOR CLINICAL SERVICES

The Dean may appoint a Vice Dean for Clinical Service who will be responsible for coordinating the academic activities of the clinical departments of the College. The Vice Dean may, with the consent of the Dean, appoint associate or assistant deans, or other support staff to support the development of the clinical academic plan. The Vice Dean may form committees or other work groups at his/her discretion to assist in the formulation and implementation of policies. It is incumbent upon the Vice Dean to communicate with the President of Faculty Council to identify appropriate faculty to serve as a liaison between the Faculty Council and these committees and work groups. The Vice Dean for Clinical Services may also hold the title of Associate Vice President for Clinical Services and in that role will report to the Senior Vice President for Health Sciences. The Vice Dean for Clinical Services may be appointed by the Dean and/or Senior Vice President to chair clinical service related committees in the Medical Center.

D. VICE DEAN FOR EDUCATION

The Dean may appoint a Vice Dean for Education who will be responsible for leading the education mission of the College. The Vice Dean may, with the consent of the Dean, appoint associate or assistant deans, or other support staff to support the development of the educational enterprise. The Vice Dean may form committees or other work groups at his/her discretion to assist in the formulation and implementation of policies. It is incumbent upon the Vice Dean to communicate with the President of Faculty Council to identify appropriate faculty to serve as a liaison between the Faculty Council and these committees and work groups. The Vice Dean for Education may be appointed by the Dean and/or Senior Vice President to chair education related committees in the Medical Center. As of August 2008 the primary committees in the education area include:

1. ADMISSIONS COMMITTEE

Under the direction of the Associate Dean for Admissions the Admissions Committee will establish policies and procedures that shall govern the Admissions Committee and admissions policies of the College of Medicine within University regulations. The Committee will adopt a set of bylaws that will be approved by the College Assembly, and substantive modifications of these bylaws will require approval by the College Assembly.

2. EXECUTIVE MD CURRICULUM COMMITTEE

In keeping with [rule [3335-5-14](#)], "The college faculty shall have . . . the following general powers: To adopt, alter or abolish courses, and curricula subject to the approval of the Council on Academic Affairs and the president and the Board of Trustees." The responsibility for the design, implementation, evaluation and oversight of the curriculum leading to the M.D. degree is vested in the faculty as represented by the College of Medicine's Executive MD Curriculum Committee, which shall be a standing committee of the College of Medicine. In conjunction with the Dean for the College of Medicine or his/her decanal delegate, the ECC must insure that the curriculum is coherent and coordinated and that oversight of each segment of the curriculum is sufficient to insure that the medical school is in compliance with the accreditation standards of

the Liaison Committee for Medical Education (LCME) The Bylaws of the Committee are provided in the Appendix to this document.

The ECC is empowered by decanal mandate to work in the best interest of the institution, without regard for political or parochial influence. In the event of the need for major curricular change, the ECC will present the recommended revisions to the College Assembly and Faculty Council for analysis and recommendations. The College Assembly or Faculty Council, based on comprehensive faculty input, may sanction the changes or request reevaluation of the recommendations. Final authority to approve curriculum revisions rests with the Dean of the College of Medicine in consultation with the ECC.

3. THE RESEARCH EDUCATION COUNCIL

The Research Education Council comprised of Research Education program directors and administrators provides oversight for all COM research education programs with responsibilities for the ongoing quality improvement of existing courses and degrees and the review and approval of new courses and degrees in research education. The chair of the Research Education Council is a joint appointment by the Vice Dean for Education and the Vice Dean for Research.

E. VICE DEAN FOR ACADEMIC AFFAIRS

The Dean may appoint a Vice Dean for Academic Affairs who will be responsible FOR oversight of all aspects pertaining to faculty appointment, evaluation, development, promotion and tenure, and corrective action when necessary. The Vice Dean may, with the consent of the Dean, appoint associate or assistant deans, or other support staff to support the development of programs to support the faculty. The Vice Dean may form committees or other work groups at his/her discretion to assist in the formulation and implementation of policies. It is incumbent upon the Vice Dean to communicate with the President of Faculty Council to identify appropriate faculty to serve as a liaison between the Faculty Council and these committees and work groups. The Vice Dean for Academic Affairs may also hold the title of Associate Vice President for Health Sciences and in that role will report to the Executive Vice President for Health Sciences.

1. The Center for Faculty Advancement, Mentoring and Engagement is the primary organization devoted to creation and implementation of programs to support faculty development.

F. COLLEGE EXECUTIVE COMMITTEE

The College Executive Committee will consist of the Vice Dean for Research, Vice Dean for Education, Vice Dean for Clinical Service, Vice Dean for Academic Affairs, Chief Fiscal Officer, Director of Human Resources, and others at the discretion of the Dean. The Executive Committee serves to advise the Dean on matters of College policy and strategic planning, and contributes to the evaluation of candidates for appointment and/or reappointment to the position of Department chair.

The College Executive Committee will consist of the Vice Dean for Research, Vice Dean for Education, Vice Dean for Clinical Service, Senior Associate Dean for Academic Affairs, Chief of Staff, Director of the School of Allied Medical Professions, and others at the discretion of the Dean. The Executive Committee serves to advise the Dean on matters of College policy and strategic planning, and serves to evaluate candidates for positions of Department chair.

G. STANDING COMMITTEES IN THE COLLEGE OF MEDICINE

Standing committees necessary to perform on-going work shall be established as needed in the bylaws of the College and in conformity with University policy. These committees function primarily to maintain the integrity of the College governance. Unless otherwise noted in the bylaws, all appointments will be made by the Elections and Appointments Committee from the entire College community as appropriate. The appointee, the chair of the appointees' Department or office, and the chair of the designated committee will all be consulted in making appointments.

1. AGENDA COMMITTEE

The Agenda Committee is responsible for maintaining surveillance of and insuring the orderly flow of business through the governance system. The Committee will establish the agenda for the College Assembly. The Bylaws of the Committee are provided in the Appendix to this document.

2. APPOINTMENTS, PROMOTION AND TENURE COMMITTEE

The Appointment, Promotion and Tenure Committee will review in a timely manner all nominations for faculty appointments, promotion, and tenure in the College and make appropriate recommendations to the dean. The Committee will also recommend for action to the College Assembly basic policies and procedures, which, within University rules, shall be the guidelines that govern the appointment, promotion, and tenure of faculty of the College of Medicine. The Faculty Council will be consulted on proposals for substantive change in criteria regarding promotion and/or tenure. The Committee will adopt bylaws that must be approved by the College Assembly. The Bylaws of the Committee are provided in the Appendix to this document.

3. ELECTIONS AND APPOINTMENTS COMMITTEE

The Elections and Appointments Committee of the College Assembly makes appointments and replacement appointments to the structural and substantive standing committees, according to the bylaws of these Committees. The Committee will adopt bylaws that must be approved by the College Assembly. The Bylaws of the Committee are provided in the Appendix to this document.

4. RULES AND BYLAWS COMMITTEE

The Rules and Bylaws Committee functions as the parliamentary authority for the College Assembly. The Committee will evaluate and rule on questions of compliance with the system of any action in the College of Medicine brought by any member of the COM community. The Committee will adopt bylaws that must be approved by the College Assembly. In the event that matters arise that are appropriate for this committee, it will be constituted in accordance with the bylaws of the committees. The Bylaws of the Committee are provided in the Appendix to this document.

5. INVESTIGATION COMMITTEE

The College of Medicine Investigation Committee investigates and makes recommendations, consistent with [rule [3335-5-04\(E\)](#)], on formal complaints against regular, regular clinical, regular research and auxiliary faculty members. The role and responsibility of the Committee is defined by Faculty Rule [3335-5-04](#). In the event that matters arise that are appropriate for this committee, it will be constituted in accordance with the bylaws of the committees. The Bylaws of the Committee are provided in the Appendix to this document. The Committee will adopt bylaws that must be approved by the College Assembly.

6. GRIEVANCE AND APPEALS COMMITTEE

The Grievance and Appeals Committee hears, and if appropriate, investigates and makes recommendations on the grievances or appeals presented in writing from any regular or auxiliary faculty, including the dean, chairpersons and school directors, of the College community on any issue related to academic policy, exclusive of the promotion and tenure process. This committee shall be primarily responsible when the above individuals feel adversely affected by a decision or process, and will include faculty salary appeals conducted according to University policy. The policies and procedures to be followed regarding salary equity appeals are described in [The Office of Academic Affairs Policies and Procedure Handbook \(Volume 2, Chapter 4, Section 2\)](#). The Committee will adopt bylaws that must be approved by the College Assembly. In the event that matters arise that are appropriate for this committee, it will be constituted in accordance with the bylaws of the committees. The Bylaws of the Committee are provided in the Appendix to this document.

H. BUDGET PROCESS

The College of Medicine, under the direction of the Chief Administrative Officer, will work with the Chief Financial Officer of the Medical Center to develop a budget process through which departments report their financial performance and make proposals for subsequent funding decisions. The Budget Committee in consultation with the College Executive Committee will make recommendations to the Dean for allocation of College funds.

VII. APPENDICES

A. BYLAWS OF THE COLLEGE ASSEMBLY

I. RESPONSIBILITIES

- A. Act on academic policy matters
 - 1. Such action will normally be related to proposals forwarded in writing from standing committees and placed on the agenda through consultation with the Agenda Committee.

II. COMPOSITION

- A. Voting members
 - 1. The voting members of the College Assembly shall consist of the chairs and directors, or their designee, of the Tenure Initiating Units in the College, directors of formally approved College or University academic centers or institutes, and ten faculty members selected by the Faculty Council. Others (e.g. dean's staff, etc.) may be invited to attend but will be ineligible to vote.

III. ORGANIZATION

- A. Meetings
 - 1. Meetings of the College Assembly will be presided over by the Dean of the College of Medicine, or his/her designee, who will be a nonvoting member.
 - 2. Regular meetings of the College Assembly will be determined by the Assembly.
 - 3. Special meetings may be called by the Dean, his or her designee, or the Senior Vice President for Health Sciences.
- B. Agenda. The dean will set the agenda for College Assembly in consultation with the Agenda Committee.

VII. APPENDICES

B. BYLAWS FOR THE ADMISSIONS COMMITTEE

I. RESPONSIBILITIES

It is the responsibility of the Admissions Committee to select a class of diverse students who demonstrate the intelligence, integrity, personal and emotional characteristics necessary for them to become effective physicians. To do so, they are charged to establish and implement the criteria and procedures that shall govern the selection of students for entry into the MD degree program of the College of Medicine, within University regulations.

Under the direction of the Associate Dean for Admissions, the Admissions Committee:

- A. Develops and implements a holistic, confidential selection process that is shielded from political or financial influence. The elements of this process include: the use and content of secondary applications, the screening of applications for interviews and the interview and deliberation process.
- B. Develops and oversees the implementation of procedures and criteria for the screening of each submitted application and the selection of candidates for interview.
- C. Develops and educates committee members on effective and legal interview and deliberation techniques. Using these techniques and the established criteria, the Admissions Committee will consider each candidate and recommend them for acceptance, 2) deferral, 3) rejection, or 4) alternate training pathways
- D. Charges a subcommittee of the full committee to manage the holistic confidential review process for the following categories of applicants:
 - Students who are deferred for admission
 - Students applying for admission to the combined BS/MD program
 - Students applying for the combined MD/PhD program
- E. Maintains individual records of candidates with documentation of the reason(s) for or against admissions.
- F. Annually reviews class admission statistics and prepares a report on admission process and outcomes for the vice dean for education, the College Assembly, and the Dean of the College of Medicine.

II. COMPOSITION

Diverse faculty representation from basic science and clinical departments is expected, including practicing physicians from the community. Minimum number of members is thirty (30) with a maximum of fifty (50).

Nominees to the committee may be presented by Department chairpersons, members of the Admissions Committee, and other appropriate channels. The Elections and Appointments Committee will make final appointment.

III. ORGANIZATION

The chairperson shall be appointed by the Dean, who may delegate this responsibility to the Vice Dean for Education.

The Associate Dean for Admissions (and/or Director of Admissions) shall be the secretary of the committee and staff liaison. The Associate Dean shall be a voting member of the committee, as long as this individual holds a faculty appointment.

The Associate Dean for Admissions, either alone or in conjunction with the chairperson, may appoint as appropriate subcommittees to manage specific functions of the committee.

The committee meets twice a week for five hours each time through the normal recruitment and admissions period (September through April). The Associate Dean for Admissions or the chairperson may call additional meetings as required with not less than one week's written notice.

- E. Members are expected to attend a minimum of two (2) meetings of the committee per month.
- F. A quorum shall consist of those members present at any standing or called meeting.

Approved: Conference Committee, 9/2/92

Amended: Council of Chairs, 11/17/93
Faculty Council, 11/24/93
Conference Committee, 12/2/93

Amended: Conference Committee, 8/4/99
Council of Chairs, 8/18/99
Faculty Council, 8/25/99
Conference Committee 9/1/99 (voted to go with Faculty Council version)

Amended: College Assembly, 7/20/11

VII. APPENDICES

C. BYLAWS FOR THE AGENDA COMMITTEE

I. RESPONSIBILITIES

The Agenda Committee is responsible for maintaining surveillance of and insuring the orderly flow of business through the governance system. These responsibilities are fulfilled by the following activities:

- A. Receive all policy proposals, rules guidelines, etc., arising from within or outside the governance structure and direct them expeditiously to the appropriate council(s) and/or committee(s) for consideration.
 - 1. Consult with the Rules and Bylaws Committee to determine compatibility of proposals rules, guidelines, etc. with the constitution and bylaws of the governance structure.
 - 2. Establish the agenda for the meetings of the College Assembly in consultation with the Dean.

II. COMPOSITION

- A. Ten (10) voting members, who shall include four department chairs, one center/institute director, and two representatives of the Faculty Council who serve on the College Assembly. The chair representatives shall include at least one chair of a clinical department and one chair of a basic science department. The committee will also include three faculty members who have volunteered or been recommended by their chairman. The selection of faculty representatives to the Agenda Committee will be coordinated with the election of Assembly members to insure that faculty from basic science and clinical departments are represented. The Committee will be chaired by the Dean. The members of the Faculty Council who serve on the Committee will have the responsibility of communicating the activities of the committee to the Faculty Council.
- B. Terms of appointment shall be two (2) years.
- C. Membership from the College Assembly will be elected by the members of the Assembly according to their own operating procedures. No member shall serve more than two (2) consecutive years on the Agenda Committee.
- D. By invitation of the committee, other persons may attend meetings of the Agenda Committee in an ex officio nonvoting capacity.

III. ORGANIZATION

- A. The meeting will be chaired by the Dean.
- B. The Secretary of the College will preside over meetings in absence of the Dean.
- C. The Agenda Committee will meet at least monthly and/or at the call of the Dean.
- D. A quorum for the purpose of conducting business by the Agenda Committee shall be three (3) department chairs and three (3) faculty members.

E. Issues must be decided by a majority vote of the Agenda Committee members in attendance.

Approved: Conference Committee, 5/6/92

Amended: Conference Committee, 1/6/93

Amended: Council of Chairs, 11/17/93
Faculty Council, 11/24/93
Conference Committee, 12/2/93

VII. APPENDICES

D. BYLAWS FOR THE APPOINTMENTS, PROMOTION AND TENURE COMMITTEE

I. RESPONSIBILITIES

- A. To recommend for action to the College Assembly basic policies and procedures, which, within University rules, shall be the guidelines that governs the appointment, promotion, and tenure of faculty of the College of Medicine.
- B. To ensure that the College guidelines and procedures on A, P&T are widely disseminated in order that faculty know the basis on which they are being judged.
- C. To review in a timely manner all nominations for faculty appointments, promotion, and tenure in the College and make appropriate recommendations to the dean. As a minimum, the review will consider:
 - 1. Adherence to University, College, and Department guidelines. [Note specifically (rule [3335-3-35](#), Department Patterns of Administration), regarding faculty input in department A,P&T decisions].
 - 2. The need for confidentiality, but not at the expense of the right of candidate to be kept informed of the progress of their nomination through College and University bureaucracy.
- D. Maintain records of all actions and report to the joint councils at least annually a summary of activity, including statistical information on appointments, promotions and tenure decisions and their outcome.

II. COMPOSITION

- A. There shall be thirty (36) members of the College of Medicine and A,P&T Committee.
 - 1. All members shall be appointed by the dean following recommendation by the Elections and Appointments Committee. All members shall serve three (3) year staggered terms. Appointments shall be made during the spring quarter and be effective with the start of fall quarter. Appointments shall give as wide a recognition as possible to the various units of the College. Replacements for members unable to complete their full terms will be made in the same fashion to complete the remaining term.
 - 2. All members shall hold a regular faculty appointment at the professor rank.
 - 3. The committee will consist of eighteen (18) members of the regular clinical track faculty committee and eighteen (18) members of the regular tenure track faculty committee. At no time will regular clinical track faculty be eligible to vote in a departmental or College committee deliberation when reviews of tenure track faculty are being considered. Tenure track candidates will be reviewed by the tenure track members of the Committee, and clinical track candidates will be reviewed by the clinical track members of the Committee. As approved by the College Assembly (October 2015), further subcommittees may be used to facilitate the work of the Committee.

4. Department chairs shall not be members of the A,P&T Committee.
5. There shall be no student representation on the A,P&T Committee.
6. One (1) member, elected annually by majority vote, shall serve as the diversity designee of the committee.

III. ORGANIZATION

- A. The chairperson shall be elected by members of the committee to serve for a one (1) year term and is eligible for one (1) reelection.
- B. Meetings shall be called as required by the chair, with not less than one (1) week's written notice, including full details on any personnel or policy actions to be taken.
- C. The College of Medicine Office of Academic Affairs shall supply the A,P&T Committee with all necessary data, forms, application deadlines and logistical support needed to fulfill their responsibilities. She/he shall be responsible for keeping candidates informed on their progress through the entire A,P&T process.
- D. A quorum shall consist of a simple majority of committee members.
- E. Unless otherwise specified in these bylaws, the A,P&T Committee shall determine its own internal procedures subject only to veto by the councils. All procedures adopted shall be reported to the faculty.

Approved: Conference Committee, 9/2/92

Amended: Council of Chairs, 11/18/92
 Faculty Council, 11/25/92
 Conference Committee, 12/2/92

Amended: Council of Chairs, 11/17/93
 Faculty Council, 11/24/93
 Conference Committee, 12/2/93

Amended: Council of Chairs, 6/15/94
 Faculty Council, 6/22/94
 Conference Committee, 7/6/94

Amended: Council of Chairs, 10/19/94
 Faculty Council, 11/23/94
 Conference Committee, 12/7/94

Amended: College Assembly, 1/19/11

Amended: College Assembly, pending August 2013

VII. APPENDICES

E. BYLAWS FOR THE ELECTIONS AND APPOINTMENTS COMMITTEE

I. RESPONSIBILITIES

- A. Make appointments and replacement appointments to the substantive and standing committee, according to the bylaws of these committees [Article (VIII)(A)(1)].
 - 1. Nominees will be selected by the E&A from the College community [Article (IX)(A)].
 - 2. The chairs of all departments and schools, and the College faculty will be requested to submit nominees for the committees. The E&A will ask each potential nominee if they are willing to serve before making appointments to committees.
 - 3. In making appointments, E&A will follow the bylaws of each standing committee in terms of composition.
 - 4. Unless otherwise directed by the bylaws, committee appointments will normally be made in the spring quarter and will be effective July 1.
 - 5. Replacement appointments will be made by the committee from nominees from the previous year within one (1) month after committee certification that vacancies exist.
 - 6. Report all committee appointments to the College Assembly.
- B. Make at least an annual report to the College Assembly of E&A activities during the year, including problems encountered and recommendations for changes.

II. COMPOSITION

- A. There shall be eight (8) voting members on the Elections & Appointments Committee as follows: four (4) department chairs, four (4) faculty members.
- B. The four (4) faculty members shall be selected from faculty members who volunteer and /or are recommended by their Department chair, and shall be ratified by the College Assembly. At least one faculty member of the committee will be a member of the Faculty Council and will have the responsibility of communicating the activities of the committee to the Faculty Council.
 - 1. Term of office shall normally be three (3) years.
 - 2. Terms shall be staggered such that approximately one-third (1/3) of appointees are replaced or reappointed each year.
 - 3. Appointments shall be made effective July 1 of each year.
- C. The four (4) department chairs shall be appointed by the Dean with ratification by the College Assembly. President of the Faculty Council and chair of the E&A will be notified of these appointments.
 - 1. Term of office shall be three (3) years except that term shall cease when an appointment as department chair or school director ends.
 - 2. Term shall be staggered such that approximately one-third (1/3) of the membership is replaced or reappointed each year.

III. ORGANIZATION

- A. Officers shall be chair and secretary.
- B. The positions of chair of the committee will be selected by the members of the committee.
 - 1. Term is two (2) years, with one (1) reappointment permitted.
 - 2. Duties include:
 - a. Call and preside over meetings.
 - b. In consultation with the secretary, determine agenda for meetings.
 - c. The written agenda shall be sent in a timely manner to all E&A members.
 - d. Make an annual report at the joint council session.
- C. The secretary will be designated by the dean from among appointees to the E&A.
 - 1. Term is continuous, at the prerogative of the dean.
 - 2. Duties include:
 - a. Call and preside over meetings in the absence of chair.
 - b. Maintain records, including attendance.
 - c. Distribute both minutes and agenda.
 - d. Report vacancies on the E&A to the appropriate council or the administration and follow-up on timely replacements.
 - e. In consultation with the chair, establish the time-table for all elections and appointments and maintain lists of individuals qualified and willing to serve.
 - f. In consultation with the chair, ensure that all election results and appointment decisions are distributed in a timely manner to concerned individuals, to appropriate units of the governance structure and to the faculty.
- D. Quorum for conducting business, certification of election results, and approval of appointments shall be six (6) voting members.
- E. The E&A Committee may adopt any additional internal procedures necessary for the efficient conduct of business. Such procedures shall be outlined specifically to the two (2) councils and in turn to the faculty.

IV. METHOD FOR MAKING COMMITTEE ASSIGNMENTS

- A. A slate of potential committee members will be prepared by the departmental faculty council representative(s) in consultation with the department chairperson.
- B. A slate of potential committee members will be prepared by each committee chairperson for his or her committee.
- C. A slate of potential committee members from self-nomination by faculty members also will be considered.
- D. The Elections and Appointments Committee appoints committee members from a slate comprised from #1, #2, and #3 above.

- E. If the Elections and Appointments Committee appoints a faculty member not recommended by the Department, the Elections and Appointments Committee shall consult with the Department and the faculty member, before finalizing the committee assignment for that faculty member.
- F. Once the preliminary committee assignments are announced, department chairpersons and faculty members may request a change, in writing, to the Elections and Appointments Committee, with the Elections and Appointments Committee taking final action.

Amended: Council of Chairs, 7/21/93
Faculty Council, 7/28/93
Conference Committee, 8/4/93

Amended: Council of Chairs, 11/17/93
Faculty Council, 11/24/93
Conference Committee, 12/2/93

VII. APPENDICES

F. BYLAWS FOR THE EXECUTIVE CURRICULUM COMMITTEE

I. RESPONSIBILITIES

The ultimate responsibility for design, control and conduct of the curriculum lies with the Executive Curriculum Committee. However, decisions of the committee should be made in consultation with the Dean, in recognition of the fact that the Dean is responsible for providing the resources necessary for the execution of the decisions of the Committee.

A. The Executive Curriculum Committee (ECC) provides integrated institutional responsibility for the overall design, management, and evaluation of a coherent and coordinated curriculum. The ECC shall be a standing committee of the College of Medicine. It shall exhibit participation by faculty, students, and administration. The ECC, at the request of the Dean and in conjunction with the college governance system, has the responsibility to insure that the curriculum meets LCME accreditation standards at all times.

B. The Executive Curriculum Committee shall:

1. Define the college's institutional objectives for curricular content and insure that the curriculum provides a general professional education
2. Oversee the system for the evaluation of student achievement of knowledge, skills, behaviors, and attitudes throughout medical school which includes formative and summative evaluation of student achievement in each course and clerkship
3. Review and revise the academic programs to achieve a logical sequencing of the various segments of the curriculum, content that is coordinated and integrated within and across the academic periods of study (horizontal and vertical integration), and methods of pedagogy and student evaluation that are appropriate for the achievement of the college's institutional objectives.
4. Approve or modify substantive changes recommended by academic program committees concerning the curriculum or evaluation of students.
5. Evaluate program effectiveness by outcomes analysis, monitor content and workload in each discipline, identify omissions and unwanted redundancies, and review the stated objectives of individual courses and clerkships to assure congruence with institutional educational objectives
6. Develop and monitor standards that address the depth and breadth of knowledge required for a general professional education, currency and

relevance of content, and the extent of redundancy needed to reinforce learning of complex topics.

7. Monitor the amount of classroom time and examination frequency as well as the hours that medical students work during the clinical years and the educational value of their clinical activities.
 8. Maintain minutes that document that above activities take place and document findings and recommendations, and provide reports to the Faculty Council, College Assembly, and the Dean.
- C. Day-to-day management of academic programs is delegated to the academic program directors under the supervision of the Associate Dean for Medical Education.
- D. The ECC may appoint ad hoc committees or task forces to examine curricular issues in detail.
- E. The Executive Curriculum Committee meets on a regular basis (monthly). Periodic reports may be requested by the Dean, Faculty Council, or College Assembly.

II. **COMPOSITION**

- A. Membership shall be appointed by the Vice Dean for Education using the following guidelines:
1. Academic Program Directors as determined by the Executive Curriculum Committee (See Appendix I for a list of the academic programs)
 2. Five (5) faculty members, including the committee chair are appointed by the dean, at least two (2) of whom are members of the Faculty Council at the time of their appointment.
 3. One (1) basic science chair.
 4. One (1) clinical science chair.
 5. Associate Dean, Medical Education.
 6. Chair, Academic Review Board.
 7. Assistant/Associate Deans involved in medical student education.
 8. Assistant Deans, affiliated programs.

9. Two (2) representatives of the student body.
- B. The quorum shall consist of those members who are present at a regularly scheduled meeting or 50% of the total membership for a specially convened meeting.
- C. The chair of the Executive Curriculum Committee is appointed by the dean for a period of five (5) years. The chair and vice chair together shall set the agenda for the ECC. The chair shall run the meetings and communicate decisions and minutes as appropriate.
- D. The vice-chair shall be selected annually by the chair from among the assistant or associate deans on the committee. The vice chair shall run meetings in the absence of the chair. The Associate Dean for Medical Education shall be responsible for implementing decisions of the ECC.

III. ORGANIZATION

- A. The ECC will designate academic program committees to run the operation of the curriculum. Members of these committees will be appointed by the Vice Dean for Education. From time to time these committees may change. Descriptions of these committees are included as Appendix 1.
- B. The following academic standing committees are appointed directly by the ECC or the dean:
 1. Academic Standing Committee (Appointed by the ECC)
This committee oversees the Academic Review process serving in a quality assurance capacity. This committee will monitor the academic review process and report in a yearly fashion to the ECC.
 2. The Academic Advancement Committee (Appointed by the ECC)
This committee is responsible for determining an individual student's academic status.
 3. Academic Behavioral Review Committee (Appointed by the ECC)
This sub-committee of the Academic Standing Committee oversees the evaluation of all students. This committee will meet with any student who has been recommended for a change in a substantial portion of the curriculum; recommendation for a repetition of a substantial portion of the curriculum; recommendation of dismissal excluding those that have been heard through the USMLE Review sub-committee, the Honor & Professionalism Council or the Violations Committee; recommendations for action because of any combination of lapses in academic or

professional behavior that is not heard through the Honor & Professionalism Council or the Violations Committee.

4. USMLE Review Committee (Appointed by the ECC)
This sub-committee of the Academic Standing Committee meets with students who have two failures on Step 1, Step 2CK and/or Step 2CS. In addition this committee meets with students who have not met the established deadline for taking Step 1, Step 2CK and/or Step 2CS.
 5. Academic Review Board (Appointed by the Dean)
This committee is advisory to the dean and oversees all student dismissals and reinstatements.
- C. The chairperson of each academic program committee shall be appointed by the Vice Dean for Education and shall serve as the director of the academic program.
- D. Suggested guidelines for general functions of the academic program committees include:
1. Each academic program committee should meet on a regular basis with minutes sent to the chair and vice-chair of the Executive Curriculum Committee.
 2. Each academic program committee prepares an end-of-year report on its program, including the general performance of students, which is presented to and discussed with the Executive Curriculum Committee.
 3. Significant new policies and changes in the academic program will be shared with the appropriate faculty.

IV. CURRICULUM AND POLICY CHANGES

Occasionally, substantive changes in the degree requirements may be necessary, either at the recommendation of accrediting bodies or as initiated by the faculty. The ECC will bring recommendations for major curricular change to the Dean and the College Assembly for comprehensive input from the Dean and the faculty.

Approved: Council of Chairs, 5/19/93
Faculty Council, 6/23/93

Amended and Approved: Conference Committee, 7/7/93

Amended: Council of Chairs, 11/17/93
Faculty Council, 11/24/93
Conference, 12/2/93

Amended: Council of Chairs, 6/21/00
Faculty Council, 9/27/00
Conference, 10/4/00

ECC Updated Appendix 4/26/05

Revision Approved: Executive Curriculum Committee, 12/5/06

Revision Approved: Faculty Council, 5/30/07

Revision Approved: Executive Curriculum Committee, 12/16/08

Amended and Revision Approved: Executive Curriculum Committee. 6/26/2012

Appendix amended and approved College Assembly 8/15/2012

Appendix 1 Academic Program Committees of the ECC

Med 2 Integrated Pathway Academic Program (MEDCOL 7763)

The Integrated Pathway Academic Program Committee is made up of Basic Scientists and Physicians who serve as block and module leaders in the IP curriculum. The committee meets each month during the academic year to discuss current teaching and evaluation issues and to do long term planning for the integration of teaching disciplines. The student members bring forward current student concerns that are addressed by the committee.

Med 2 Clinical Assessment & Problem Solving Academic Program (MEDCOL 7661.02)

The Clinical Assessment & Problem Solving Academic Program Committee is composed of faculty module leaders and small group facilitators, as well as first and second-year medical students. The Committee meets once a month during the academic year to organize, implement, evaluate, and monitor curriculum for the courses. The CAPS course includes, but is not limited to, behavioral sciences, doctor-patient communication skills, physical examination skills, outpatient and inpatient preceptorships, basic life support, advanced cardiac life support, the Senior Partner Program and Objective Structured Clinical Examinations. The Committee also discusses and takes action on student issues as they arise. Committee input is viewed as an integral component of the curriculum improvement process.

Med 2 Independent Study Academic Program (MEDCOL7663)

The Academic Program Committee meets quarterly to discuss the operation of the ISP and pass rules and policies which govern its operation. Areas of responsibility include: content and sequencing of the curriculum, grading criteria, faculty and student responsibilities to the program, and the relationship of the ISP to other academic programs and administrative units of the college. The Committee also acts on the recommendations of the ISP Student Review Subcommittee, and the ISP Curriculum Committee. The committee is chaired by the Director and consists of directors and associate directors of the ISP and IP, Director of the Physician Development Course, Chair of the Curriculum Committee, Office of Academic Services representative, and other faculty and staff assigned by the college.

Med 3 and 4 Academic Program (MEDCOL8664)

This committee is responsible for supervising the content and conduct of the curriculum of the third and fourth years' experience and for monitoring the progress of students toward fulfilling the requirements of these years.

Clinical Foundations Academic Program (MEDCOL 7762 & 7763)

The Academic Program Committee meets regularly to discuss the operation of Part 1 of the LSI curriculum. This committee determines passing criteria and policies which govern its operation. Areas of responsibility include: content and sequencing of the curriculum, grading criteria, faculty and student responsibilities within the program, and the integration of curricular content across curricular units. This committee is responsible for ensuring that there exists a functional relationship of Part 1 to other academic programs and administrative units of the college. The Committee also acts on the recommendations of the Clinical Foundations Student Review

Subcommittee and the Executive Curriculum Committee. The committee is chaired by the Director and consists of directors and associate directors of Part 1 curricular units and other faculty and staff assigned by the college.

Clinical Applications Academic Program (MEDCOL 8764)

The Academic Program Committee meets regularly to discuss the operation of Part 2 of the LSI curriculum. This committee determines passing criteria and policies which govern its operation. Areas of responsibility include: content and sequencing of the curriculum, grading criteria, faculty and student responsibilities within the program, and the integration of curricular content across ground school and curricular rings. This committee is responsible for ensuring that there exists a functional relationship of Part 2 to other academic programs and administrative units of the college. The Committee also acts on the recommendations of the Clinical Applications Student Review Subcommittee and the Executive Curriculum Committee. The committee is chaired by the Director and consists of directors and associate directors of Part 2 ground school and curricular rings as well as other faculty and staff assigned by the college.

Advanced Clinical Management (MEDCOL 8864)

The Academic Program Committee meets regularly to discuss the operation of Part 3 of the LSI curriculum. This committee determines passing criteria and policies which govern its operation. Areas of responsibility include: content and sequencing of the curriculum, grading criteria, faculty and student responsibilities within the program, and the integration of curricular content across curricular units. This committee is responsible for ensuring that there exists a functional relationship of Part 3 to other academic programs and administrative units of the college. The Committee also acts on the recommendations of the Advanced Clinical Management Student Review Subcommittee and the Executive Curriculum Committee. The committee is chaired by the Director and consists of directors and associate directors of Part 3 curricular units as well as other faculty and staff assigned by the college.

MEDPATH Program

The Office for Diversity and Inclusion (ODI) is committed to creating an environment at the COM that facilitates the academic achievement of medical students who are underrepresented in medicine (URM). Services include academic and career counseling, student advocacy, notification of grants and scholarships, and support for certain student organizations. The ODI's diversity recruitment efforts include administering the MEDPATH program, a 10 month program aimed at developing and enriching the academic knowledge base and skills of students prior to their entrance into medical school, and increasing the number of students underrepresented in medicine (URM) and/or students from economically and/or educationally disadvantaged backgrounds who graduate from medical school.

Medical Scientist Training Program

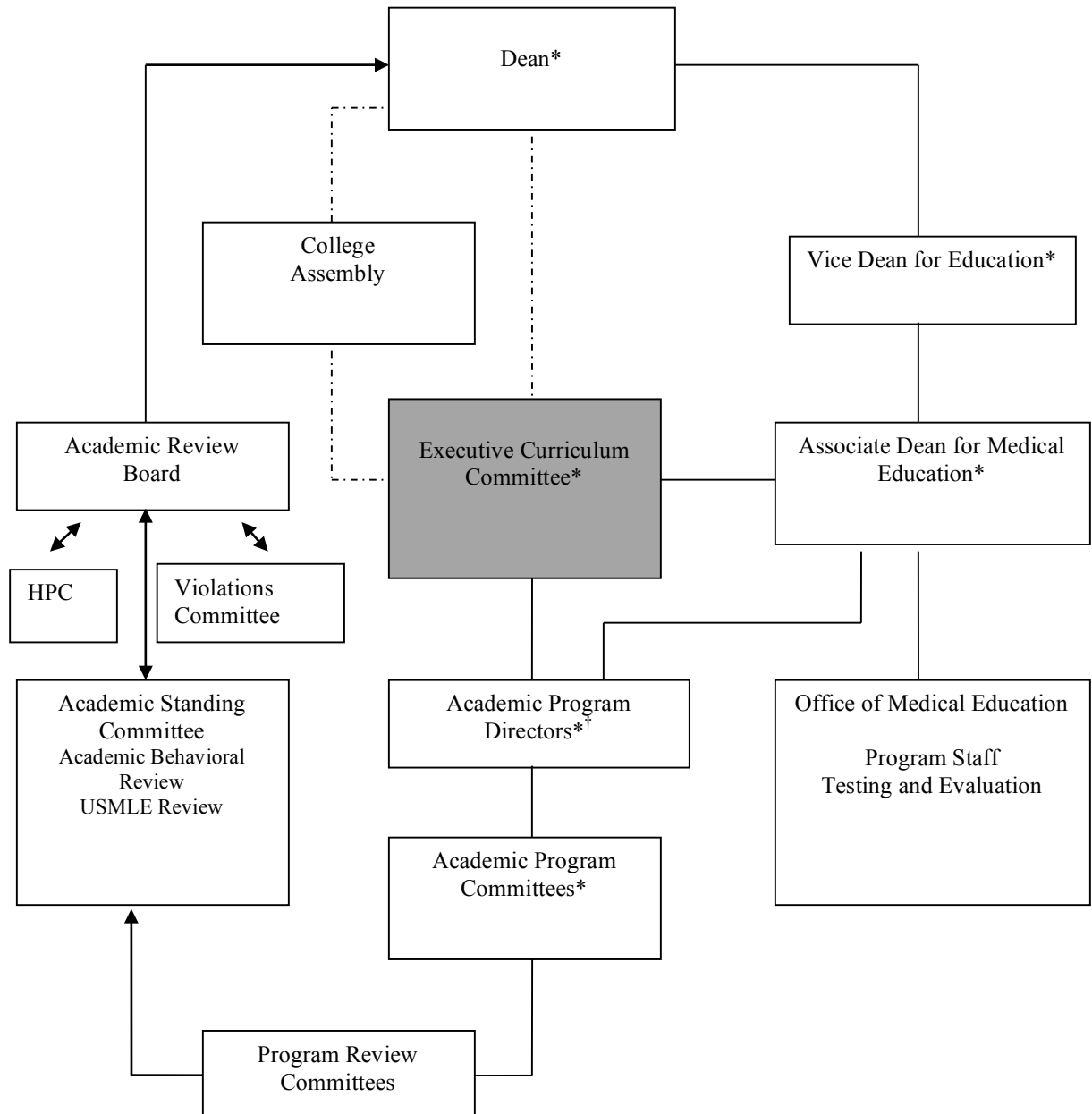
The goal of the MSTP is to provide MD/PhD students the rigor, depth, and breadth of both scientific and medical education in a way that facilitates integrating both sets of training to prepare for careers as physician-scientists. Student in the MSTP take a modified LSI curriculum that facilitates the integration of medical school and graduate school.

2. CURRICULUM GOVERNANCE

Academic due process

Faculty curricular control

Administrative oversight



*Curricular change may be initiated at any of these steps as well as at the individual faculty level.

†While the Academic Program Committees report to the Executive Curriculum Committee, the Academic Program Directors report through the administrative side to the Associate Dean for Medical Education.

VII. APPENDICES

G. BYLAWS FOR THE FACULTY & ALUMNI PROGRAMS, HONORS & AWARDS COMMITTEE

I. RESPONSIBILITIES

- A. Recognize outstanding achievement by alumni and faculty of the College of Medicine by bestowing the following awards on behalf of the faculty of the College.
1. Alumni Achievement Award.
This award recognizes outstanding achievement by an alumnus of The Ohio State University College of Medicine. Nominees are solicited from the president of the Medical Alumni Society, the chairs of the reunion classes, and full-time faculty members. This award is bestowed by a majority vote of the committee.
 2. Faculty Teaching Award
This award, conferred annually, honors, one (1) or two (2) distinguished faculty members of the College of Medicine who are not alumni for their outstanding contribution to the educational environment. This award is bestowed by a majority vote of the committee.
 3. The committee will review and evaluate suggestions from the faculty for the establishment of other achievement awards for appropriateness, will advise on the mechanism for nomination and selection, and will submit its recommendation to the councils of action. Such awards may be ongoing, e.g., annual or may be granted only as appropriate.
- B. The committee may suggest alumni programs as needed.

II. COMPOSITION

- A. The committee will consist of seventeen (17) voting members.
The Elections and Appointments Committee shall nominate eleven (11) members to represent a broad cross-section of the College, including nine (9) full-time faculty members and two (2) emeritus faculty. The alumni association of the College shall nominate six (6) additional members to the committee, three (3) alumni holding auxiliary appointments to the College and three (3) not holding faculty appointments. One of the full time faculty members shall be a member of the Faculty Council and will have the responsibility of communicating the activities of the committee to the Faculty Council.
- B. The chair of the committee shall be a full-time faculty committee member, appointed by the dean upon recommendation of the Elections and Appointments Committee.
- C. The executive direct of medical center alumni affairs shall act as the liaison officer to this committee.

III. ORGANIZATION

- A. The committee shall meet at least annually and as needed upon the call of the chairperson.

Approved: Council of Chairs, 2/17/93
Faculty Council, 3/31/93
Conference Committee, 4/7/93

Amended: Council of Chairs, 11/17/93
Faculty Council, 11/24/93
Conference Committee, 12/2/93

Amended: Council of Chairs, 6/21/95
Faculty Council, 6/28/95
Conference Committee, 7/5/95

VII. APPENDICES

H. BYLAWS FOR THE GRIEVANCE AND APPEALS COMMITTEE

I. RESPONSIBILITIES

- A. Hears, and if appropriate, investigates and makes recommendations on the grievances or appeals presented in writing from any regular or auxiliary faculty, including the dean, chairpersons and school directors, of the College community on any issue related to academic policy, exclusive of the promotion and tenure process and the investigation process as defined by the bylaws of the College of Medicine. This committee shall be primarily responsible when the above individuals feel adversely affected by a decision or process. An issue involves primarily a complaint against another faculty member is for resolution by the Investigation Committee.
 - 1. Appropriateness of a grievance or appeal for investigation will be decided by the committee within thirty (30) days of receipt of a grievance or appeal.
 - 2. Committee will ascertain that all reasonable means of reconciliation have been exhausted before beginning an investigation.
 - 3. Render all decisions and recommendations within ninety (90) days of the beginning of an investigation on a grievance or appeal.
 - 4. Operate in as collegial and non-adversarial a manner as possible.
- B. Monitors final resolution of an appeal in which a recommendation has been rendered and makes the resolution part of the committee record.
- C. Respects confidentiality of all parties involved in an appeal except when a committee recommendation is not resolved to the committee's satisfaction and the appellant agrees to waive confidentiality.
- D. Makes annual report on committee activities to the councils, the faculty, and the administration via the joint faculty session.

II. COMPOSITION

- A. Voting memberships shall be fifteen (15) regular faculty members without College administrative duties, appointed by the Elections and Appointments (E&A) Committee. A member of the committee from the same department would not participate in any phase of discussion, consideration, or decisions involving a member of their department.
 - 1. There shall be neither students nor members of the dean's staff present on the Grievance and Appeals Committee.
- B. Members shall be appointed to three (3) year staggered terms (i.e., 1/3 appointed each year).
 - 1. In the first round, E&A shall appoint all fifteen (15) members and then determine by lot who shall serve one (1), two (2) and three (3) years.
 - 2. Appointments will normally be made in the spring quarter.
 - 3. Duties will normally commence with the fall quarter.
 - 4. Vacancies shall be filled promptly by E&A

III. ORGANIZATION

- A. Officers of the committee shall be a chair and secretary, with the secretary being considered as chair-elect and moving into the chairmanship when that position is vacant.
 - 1. Term shall be two (2) years in each office, with no limitation on reelection.
 - 2. The committee shall elect its own officers.
- B. The grievance and appeal process shall be initiated by a request in writing addressed to the committee chairperson.
 - 1. All grievances or appeals reaching the committee in writing must be reviewed and a decision made on appropriateness of an investigation by the committee within thirty (30) days of receipt of request.
- C. A quorum shall consist of eight (8) members; the decision on appropriateness for investigation of a grievance or appeal shall be made by formal ballot.
- D. Upon committee decision to investigate a grievance or appeal, the officers shall appoint from among the committee members (including themselves) a three (3) person Hearing Panel, giving due consideration to conflict of interest.
 - 1. The officers shall designate one (1) member of the Hearing Panel, (not an officer of the committee) to serve as chair of the panel.
- E. The Hearing Panel shall conduct broad and detailed investigation of the appeal to establish reasonable findings and conclusions.
 - 1. Witnesses may be asked to give testimony as needed, with due note taken of cooperation or lack thereof.
 - 2. At least two (2) members of the panel must be present at each session of the panel.
 - 3. Panel records shall be kept with due respect for confidentiality.
- F. The panel shall report its findings and conclusions to the committee; if accepted, the report will become a committee recommendation.
 - 1. The panel initiating an investigation shall be responsible for monitoring and reporting the resolution of a committee recommendation.
- G. The committee recommendation will be submitted to the dean for action.
- H. The committee may propose such additional operating rules as deemed desirable (in consultation with the Rules and Bylaws Committee) for subsequent ratification by the councils.
- I. Cooperation of the administration in facilitating investigation and implementing recommendations is assumed.
- J. The committee will make annual reports on its activities to the Council of Chairs and Faculty Council.

Approved: Council of Chairs, 9/16/92
Faculty Council, 9/23/92
Conference Committee, 12/2/92

Amended: Council of Chairs, 11/17/93
Faculty Council, 11/24/93

Conference Committee, 12/2/93

Amended: Council of Chairs, 6/15/94
Faculty Council, 8/24/94
Conference Committee 9/7/94

VII. APPENDICES

I. BYLAWS FOR THE INVESTIGATION COMMITTEE

I. RESPONSIBILITIES

- A. Investigates and makes recommendations, consistent with [rule [3335-5-04\(E\)](#)], on formal complaints against regular tenure track, regular clinical track, regular research track, and auxiliary faculty members.
- B. A complaint may be filed by any member of the faculty, students, postdoctoral fellows, and post-professional fellows. In addition, complaints alleging any form of discrimination or sexual harassment may be filed by any University employee [rule [3335-5-04\(B\)\(I\)](#)].
- C. A complaint shall state facts to support an allegation that a faculty member has failed to meet his or her teaching, service or research obligations, has committed acts of omission that otherwise impairs his or her effectiveness in meeting these obligations, or has violated [rules [333-5-04\(B\)\(3\)](#)].
- D. Committee initiates any and all investigations only upon receipt of written complaint that has been referred to by the dean, after review of the complaint has been completed by the Department chair [rule [3335-5-04\(C\)](#)], and after review of the complaint has been completed by the dean [rule [3335-5-04\(D\)](#)]. The committee shall meet with the complainant and the respondent and shall review any documentary evidence provided by these parties.
 1. The committee will meet with the complainant within fourteen (14) days of receipt of the referral from the dean; the committee will meet with the respondent within twenty-one (21) days of receipt of the referral from the dean.
- E. The committee may obtain relevant information from other persons but shall protect the confidentiality of the proceedings.
- F. The committee shall conclude its investigation of the complaint within forty-five (45) days of receipt of the referral from the dean. At the conclusion of the investigation, the committee shall deliver to the dean its findings, a recommendation concerning the merits of the complaint, and, if the complaint is judged to have merit, a proposed sanction following the guidelines in [rule [3335-5-04\(E\)\(3\)](#) and (E)(4)].

I. COMPOSITION

- A. There shall be seven (7) regular tenured faculty members without College administrative duties. Five (5) of the members shall be appointed from the College of Medicine faculty by the Elections and Appointments (E&A) Committee. Two (2) shall be appointed from other colleges by the Elections and Appointments Committee. As needed additional faculty members may be appointed to constitute additional hearing panels. All such panels will maintain the composition as described above and will follow the same restrictions as described below.
 1. The dean and dean's staff members may not serve on the committee.
 2. Department chairpersons may not serve on the committee.

3. There shall be three (3) alternates appointed by the Elections and Appointments Committee. They will be regular tenured faculty members. The dean and dean's staff members may not serve as alternates. Department chairpersons may not serve as alternates. Two (2) of the alternates should be appointed from the College of Medicine faculty. One (1) alternate should be appointed from another college.
- B. A member of the committee or alternate from the same department as the complainant or respondent shall not participate in the investigation. In addition, a member of the committee or alternate should remove himself or herself from an investigation if there is any conflict of interest.
When a committee member does not participate in the investigation due to conflict as cited above, an alternate will replace the member on that investigation. The alternate will be selected by lot from one of three (3) alternates.
 - C. Committee members and alternates shall be appointed to three (3) year staggered terms.
 1. In the first round of appointments, E&A shall appoint all seven (7) members and (3) alternates and then determine by lot who shall serve one (1), two (2) and three (3) years.
 2. Appointments will normally be made in the spring quarter.
 3. Duties will normally commence with the autumn quarter.
 4. Vacancies shall be filled promptly by E&A.
 5. Reappointment for a second term may be made.

III. ORGANIZATION

- A. Officers of the committee shall be a chair and secretary.
 1. The committee shall elect its own officers.
 2. Term shall be two (2) years in each office.
- B. All members and alternates of the committee shall be required to attend all meetings with the complainant and respondent.
 1. If a member cannot attend any meeting with the complainant and respondent, that member is disqualified from participating in any further deliberations relating to that investigation. An alternate will be selected by lot to replace the member.
 2. If a member of the committee is aware that he or she will not be able to participate in an investigation, then he or she should notify the chairperson of the committee. An alternate will be selected by lot to replace the member.
- C. The decision on the merits of the complaint and, if the complaint is judged to have merit, a proposed sanction shall be made by formal ballot. A majority vote is required to determine if a complaint has merit and, if it has merit, the sanction.

Approved: Council of Chairs, 5/18/94

Amended: Council of Chairs, 6/15/94
Faculty Council, 6/22/94

Conference Committee, 7/6/94

VII. APPENDICES

J. BYLAWS FOR THE RULES AND BYLAWS COMMITTEE

I. RESPONSIBILITIES

- A. Functions as the parliamentary authority for the governance system. Hear and rule on questions of compliance with the system of any action in the College of Medicine brought by any member of the COM community.
- B. Reviews and comments on all proposals coming before the councils and committees with respect to compliance with the governance system.
- C. Determines if changes proposed in the governance system relate to the constitution, bylaws or to rules and insure that appropriate procedures are followed in each case.
- D. Make annual report with recommendations to the College Assembly.

II. COMPOSITION

- A. Six (6) voting members, three (3) faculty members and 3 department chairs. Serving three (3) year terms, staggered in order to minimize changes in any one (1) year. One of the faculty members shall be a member of the Faculty Council and will have the responsibility of communicating the activities of the committee to the Faculty Council.
- B. Selection of committee members shall take place in the spring quarter and term of office commences July 1 of each year.

III. ORGANIZATION

- A. Officers shall consist of a chair and secretary, elected from within the committee, serving two (2) year terms staggered in order to avoid both officers being replaced simultaneously.
 - 1. Election of chair and/or secretary shall follow selection of new members, with the normal two (2) year term beginning immediately.
 - 2. In the first cycle the secretary shall be elected for one (1) year in order that subsequent election of officers be staggered.
- B. Vacancy in chair shall be filled by the secretary for the unexpired term.
- C. Vacancy in secretary shall be filled promptly by election from within R&B.
- D. Chair shall be empowered to make initial parliamentary decisions where rapid response is desired; such decision shall be disseminated promptly to the committee and if challenged, chair will arrange for committee vote.
 - 1. Challenge may be verbally from any member of R&B, or in writing from any members of the COM community.
- E. Chair will make annual report to the joint council session.
- F. R&B shall determine its own meeting schedule except that a meeting must be held if appropriately requested [see (III)(D)].
- G. Chair and the secretary, in consultation with Conference and Agenda Committee, shall determine agendas for meetings.

- H. Written notice of meetings shall be distributed by the secretary to R&B members in advance of a meeting.
- I. Maintenance of minutes and records shall be the responsibility of the secretary and be available to all members of the COM community.
- J. Four (4) members present and voting shall constitute a quorum.

Approved: Council of Chairs, 1/15/92
Faculty Council, 6/12/91
Conference Committee, 10/17/92

Amended: Conference Committee, 2/3/93

Amended: Council of Chairs, 11/17/93
Faculty Council, 11/24/93
Conference Committee, 12/2/93

VII. APPENDICES

K. College of Medicine Faculty Workload Policy

To achieve our goal of becoming a top quartile academic medical center it is essential that all of our faculty members are provided with clear performance objectives, and that their efforts are aligned with the mission and goals of the College of Medicine. It is the responsibility of the chair to effectively communicate with each faculty member about performance expectations, to set high standards, to give clear feedback about performance, and to appropriately incentivize high levels of productivity.

Department chairs must establish a clear workload policy in the Departmental Patterns of Administration that articulates high standards in scholarship, teaching, and service, and that defines how the responsibilities in these mission areas are assigned to faculty members in the department. The standards should be periodically reviewed and increased to align with the Department and College's expectations. It is expected that the Chair (or his/her designee) will meet with each faculty member to define the performance expectations for the coming academic year, and make whatever adjustments may be necessary to the faculty member's assignments. It is imperative that each faculty member have assignments that reasonably and appropriately represent 100% of a full time effort. For research-intense faculty at the associate professor or professor level it is expected that a minimum of 50% of their effort be supported by extramural funding, and that they are actively seeking multiple NIH grants equivalent to an R01 (e.g. project on a P01 grant). Exclusive of start-up funds that may be provided to help establish a laboratory, faculty members are expected to generate the financial support for their laboratory staff, supplies, and other expenses. The Chair should establish criteria for meeting these performance expectations, and should establish explicit goals for each faculty member. At the end of the academic year the Chair (or his/her designee) should meet with the faculty member to evaluate the faculty member's performance with respect to previously established goals. It is essential that faculty members receive clear, objective, and constructive written feedback regarding their performance. It is unhelpful to give unconditional positive evaluations for faculty members who are not meeting expectations. Face-to-face conversations with the chair or her/his designee as the basis for the written annual performance review is required.

Each Department Chair is responsible for allocating the resources that are assigned to it in order to make the most effective use of those resources. Other than faculty time and funds, research space is a major resource. It is essential that research space and support be allocated to faculty members with actively funded research programs that meet College metrics regarding research funding. Faculty members (other than new faculty who are in the preliminary years of their appointment) who have not had extramural funding to support their research for two years may be assigned laboratory space at the discretion of the Department Chair. In the event that a previously funded investigator is without extramural funding for two years, the laboratory space previously assigned to them will, at the discretion of the Department Chair, be re-assigned. The faculty member can share space with a funded investigator, with the consent of that investigator, until the faculty member is able to re-establish their funding at a sufficient level to meet space assignment metrics.

Approved by College Council, 6/21/17