



Faculty Bylaws

February 26, 2019

STATEMENT OF PURPOSE

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These Faculty Bylaws are set forth as a statement of policy identifying the fundamental right and responsibility of the Faculty to participate in the affairs of the College that most directly concern academic endeavors. These Faculty Bylaws predicate the role of the Faculty on the principles of shared authority, responsibility, mutual understanding and respect. Reliance is placed on clear communication, active cooperation, rational argumentation and persuasion in a collegial environment in contrast to the rigid procedures of a hierarchical system.

These Faculty Bylaws are not intended to constitute a contract between the College and any person, or to create any legal or equitable rights, vested or otherwise, in any member of the College's Faculty. The Faculty Bylaws are not intended to modify, supplement, or otherwise be incorporated into any Faculty member's employment agreement with the College.

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ARTICLE I - THE FACULTY OF THE DREXEL UNIVERSITY COLLEGE OF MEDICINE: ORGANIZATION AND PURPOSE

Section 1 Definitions and Purpose of the Drexel University College of Medicine

The Drexel University College of Medicine is devoted to the pursuit and dissemination of knowledge in the medical and biomedical sciences through programs of education, research, health care, and service to the public.

Throughout these Faculty Bylaws, the term "College" shall refer to the Drexel University College of Medicine. The term "University" shall refer to Drexel University.

Section 2 Office of the Dean

The College shall be administered by the Dean, who also holds the title of Senior Vice President for Medical Affairs, who shall be the principal academic leader of the College and shall enforce the policies of the College. The Dean, shall serve at the pleasure of the President of the University

The Dean shall be responsible for execution of all directives and policies of the University that pertain to the College and shall supervise the conduct of all academic and other affairs of the College. The Dean's supervision of the conduct of the academic programs of the College shall extend to activities of the Faculty of the College in all areas of the University, regardless of location.

The Dean, or the Dean's designee, shall convene all meetings of the Faculty of the College. The Dean shall be an ex-officio member of all standing committees of the College but may designate a member of the Dean's staff or the Faculty to attend any such committee meetings on his/her behalf.

The Dean shall recommend to the President and to the Provost such policies or actions as the Dean may deem desirable for the proper conduct and development of the College and its programs.

The Dean may appoint Vice, Associate and Assistant Deans of the College who shall serve at the pleasure of the Dean and shall assist the Dean in his/her conduct of the affairs of the College with such duties as the Dean, may from time to time prescribe. The Dean may appoint any Vice, Associate, Assistant Dean or Department Chair to act in the Dean's absence.

The Dean shall prepare an annual budget for the consideration of the Drexel University Board of Trustees and shall be responsible for preparing an Annual Report on the status of the College for submission to the Drexel University Board of Trustees.

When a vacancy occurs in the Office of the Dean, the Provost or President shall designate an acting or interim Dean and shall appoint a Search Committee, which shall include Faculty members, to search for and evaluate candidates for the position. The Search Committee shall present its recommendations to the President for consideration and transmission to the Drexel University Board of Trustees.

Section 3 Faculty

The Faculty of the College is composed of the Dean of the College and all individuals holding Faculty titles as described in Article II. Throughout these Faculty Bylaws, the term "Faculty" shall refer to the Faculty of the College.

Section 4 Responsibilities

The College shall be responsible for developing and administering educational and training programs for individuals seeking the degree of Doctor of Medicine, Doctor of Philosophy, or Masters, graduate medical education programs and other such degrees and educational programs as the Drexel University Board of Trustees have previously authorized or may authorize in the future.

In general, the Faculty has primary responsibility for matters most directly related to the educational process: admission standards, curriculum, degree requirements, grading standards, and standards for student conduct. In addition, the Faculty shares a major responsibility for matters related to Faculty status: Faculty

appointments, reappointments, promotions, and matters related to the attainment and maintenance of professional competence and excellence.

Section 5 Meetings of the Faculty of the College

The purposes and functions of the Faculty meetings shall be:

- (1) To provide an opportunity for the Faculty as a whole to initiate and carry on a discussion of policy and through effective representation to advise administrative officers on matters significant to the academic programs of the College.
- (2) To inform the Faculty of pertinent activities of the College, Faculty committees, and administrative officers.
- (3) To vote on all Faculty bylaw changes in accordance with Article IX.
- (4) To elect an Advisory Council on Committees which will assist the Dean in selecting members of the standing Faculty Committees.
- (5) To elect Faculty representatives to the Drexel University Faculty Senate under such procedures and in such numbers as the Bylaws of Faculty Governance of Drexel University shall from time to time permit.
- (6) To consider the actions of the Executive Committee of the Faculty as reported to the Faculty by the Secretary of the Committee. Any recommendations for policy by the Executive Committee of the Faculty which are disapproved by Faculty vote will be referred back to the Executive Committee of the Faculty. If, on reconsideration, agreement cannot be reached between the Executive Committee of the Faculty and the Faculty, the matter will be referred to the President of the University for further arbitration and discussion. It is expected that the President will seek information and counsel from whatever source he/she deems appropriate (Faculty, Drexel University Board of Trustees, administration, consultants, etc.) to affect a solution which in his/her judgment is in the best interest of this institution.

- (7) To consider any other matters referred to it by the Dean or Steering Committee.

Faculty meetings shall be held at least two times each year, as scheduled by the Dean at the beginning of each academic year. Written notice shall be sent to all members of the Faculty by the Dean at least ten days prior to each meeting.

Special Faculty meetings may be called by the Dean on his/her own accord or within ten days of receipt of a written request from the Executive Committee of the Faculty, the Steering Committee of the Faculty, or from at least 15 voting members of the Faculty.

All members of the Faculty are eligible to attend meetings of the Faculty of the College. Faculty with the rank of Instructor (Clinical Instructor, Research Instructor) or higher, other than those holding the Adjunct, Temporary or Emeritus Faculty title, are eligible to vote. Temporary Faculty may be granted the right to vote, with appropriate approvals (as outlined in Article II, Section 7).

Faculty members are expected to attend meetings of the Faculty of the College. Except for resolutions introduced at meetings of the Faculty, electronic ballots may be used by voting members of the Faculty who cannot attend a Faculty meeting due to special circumstances. Such ballots shall be made available at least ten business days prior to the meeting and must be received by the office of the Dean or his/her designee no later than the date of the meeting.

The Dean shall convene all meetings of the Faculty. In the absence of the Dean, his/her designate, a Vice Dean, Associate Dean or Assistant Dean shall convene meetings of the Faculty. The Chair of the Steering Committee of the Faculty shall Chair the meetings of the Faculty.

No resolution shall be passed without a minimum of 50 Faculty votes including those submitted electronically.

ARTICLE II - FACULTY APPOINTMENTS

Section 1 General Statement of Appointment

The College has multiple goals and obligations that encompass teaching, research, patient care, and community service as detailed in the mission statement of the College. Individual Faculty members shall be responsible for one or more of these obligations. The conditions, including title, term, and compensation, of every Faculty appointment shall be stated precisely in writing and be in the possession of both the College and the Faculty member.

All members of the Faculty are entitled to academic freedom. Faculty members are entitled to freedom in research and the publication of the results subject to the applicable College policies and regulations.

Faculty members are members of a learned profession, and responsible members of an educational institution. When they speak or write, they should be free from censorship or discipline by the College, but they should at all times be accurate, should exercise appropriate restraint, should respect the opinions of others, and should indicate that they are not spokespersons for the College.

Unless approved otherwise by the Dean, Faculty appointments are made in a Department of the College.

Section 2 Faculty Ranks

This Article contains the definitions used by the College for the various Faculty ranks. Specific procedures for Faculty appointments and promotions to each of these ranks shall follow the guidelines stated in these Faculty Bylaws, as interpreted and amplified by the Faculty Appointments and Promotions Committee of the College.

(1) Professor

The rank of Professor shall be held by a Faculty member who has a doctoral degree and has demonstrated outstanding teaching, research, and/or clinical ability and is recognized as outstanding in his/her field. Such characteristics usually include membership in appropriate national professional societies and certification by the appropriate specialty board, if such membership or certification is appropriate to his/her function in the Department.

(2) Associate Professor

The rank of Associate Professor shall be held by an individual with such qualifications as indicate potential for appointment as a Professor. Such qualifications would ordinarily include certification by the appropriate specialty board, extensive and varied experience in his/her field, recognition as an outstanding teacher, researcher, and/or clinician, and membership in appropriate national professional societies, if such membership or certification is appropriate to his/her function in the Department.

(3) Assistant Professor

The rank of Assistant Professor shall be held by an individual who holds a doctoral degree or a master's degree in fields in which that is the highest degree offered at the time of one's education. Qualifications should ordinarily include acceptable post-doctoral experience in research or teaching and certification by specialty board, if such certification is appropriate to his/her function in the Department. An exception to the requirement for board certification for the rank of assistant professor may be made in disciplines that require an extended period of time to achieve board certification that includes a clinical practice requirement. In such cases, these individuals will be required to show evidence of board certification within 5 years of the initial appointment or lose their Faculty appointment.

(4) Instructor

The rank of Instructor shall be held by an individual with a master's degree or a doctoral degree. This title may indicate the initial step in an academic career. Post-doctoral teaching and research experience are not necessarily required. Normally, individuals pursuing residency training will not receive an academic title. Chief Residents and Fellows are eligible to be considered for the title of Instructor.

(5) Lecturer

The rank of Lecturer shall be held by an individual who teaches a course or part of a course. Appointment to this rank will be under highly selective conditions.

(6) Exceptions

Exceptions to the qualifications listed above may be made for individuals who have demonstrated the ability to perform as a teacher, scientist, or clinician at a level equivalent to that defined in the respective Faculty ranks. An example of such an exception is an individual who lacks a doctoral degree.

Section 3 Categories for Faculty Titles

There are ten categories of Faculty titles: unqualified, clinical prefixed, clinical suffixed, research, emeritus, temporary, visiting, clinical adjunct, senior adjunct and adjunct. The standards for appointment at each rank and category are articulated in relevant policies of the Appointments and Promotion Committee.

(1) Unqualified Title (Examples: Associate Professor of Emergency Medicine, Professor of Emergency Medicine)

The unqualified title carries no qualifying descriptive adjective and shall be held by Faculty with major responsibility for College programs, including teaching, research, administration, or clinical activity. Faculty with unqualified titles may not hold an unqualified title at any other institution except under special circumstances with the recommendation of the chair and the consent of the dean. For at-large Faculty members (see Section 5, below), the recommendation would come from their designated Supervisor (in the appointment letter), and also requires the approval of the dean.

Faculty with unqualified titles may hold qualified titles at other institutions upon the recommendation of the Department Chair, or the designated Supervisor (for at-large Faculty).

(2) Qualified Titles

- (a) **Clinical Prefixed.** A clinical prefixed title identifies those Faculty who contribute to the clinical programs (teaching or other clinical functions) of the College and who may or may not devote their professional effort exclusively to the College programs. (Examples: Clinical Associate Professor of Emergency Medicine, Clinical Professor of Emergency Medicine)
- (b) **Clinical Suffixed.** A clinical suffixed title identifies those Faculty who contribute to the clinical programs (teaching or other clinical functions) of the College, who have significant institutional service, educational involvement and are a recognized expert in their field at a local or regional level. (Examples: Associate Professor of Clinical Emergency Medicine, Professor of Clinical Emergency Medicine)
- (c) **Research.** The research title identifies Faculty members who are primarily employed for specified research or demonstration projects of limited duration. (Examples: Research Associate Professor of Emergency Medicine, Research Professor of Emergency Medicine)
- (d) **Clinical Adjunct.** The Clinical Adjunct title is reserved for those members of the Faculty who contribute to the academic programs of the College on an occasional, but continuing basis. A Clinical Adjunct should teach 1-2 learners per clinical rotation for at least 1-2 rotations per year. Persons may serve in the Adjunct Faculty without limit of time through successive reappointments. (Examples: Clinical Adjunct of Emergency Medicine)
- (e) **Senior Adjunct.** A clinical adjunct may be eligible for a senior adjunct title after 7 or more years of service as noted above. This title may also be appropriate for an individual with a long career in academic medicine or a known expert in a field who will be participating in our programs on an occasional, but continuing basis (Examples: Senior Adjunct of Emergency Medicine)
- (f) **Emeritus.** The title of Professor Emerita or Emeritus or Associate Professor Emerita or Emeritus may be conferred upon a retiring member of the Faculty who has given long, meritorious, and distinguished service to the College.
- (g) **Temporary.** A temporary title identifies those who have been appointed to the Faculty by the Dean in accordance with Section 7 of this Article

- (h) **Visiting Faculty.** The title of Visiting Faculty member is conferred upon individuals who are temporarily appointed by the College but have continuing academic appointments in other institutions of higher education or continuing associations with business or non-profit organizations or governmental agencies. A visiting faculty member is a full-time member of the College while on leave from another institution with which he or she has a continuing affiliation. Academic ranks are normally conferred at the rank commensurate with the candidate's position at the academic institution at which he or she holds a continuing appointment or with his or her scientific, educational, or service experience and achievement at a non-academic organization or agency. Visiting Faculty members shall not have voting privileges in the General Faculty meetings or in any of the Standing Committees of the Faculty.

(3) **Adjunct Title**

Adjunct. The Adjunct title is reserved for those members of the Faculty who contribute to the academic programs of the College and who hold primary faculty appointments at another organization. The adjunct title should mirror the title at the primary institution.

(4) **Secondary/Joint Appointments**

A Faculty member may hold title in more than one Department in the College and/or in the College and at Drexel University, in which instance the title category and rank in each Department and/or at Drexel University should be appropriate to the activity and responsibility of that member.

Section 4 Procedure for Consideration for Appointments and Promotions

The standards and procedures generally employed in decisions affecting appointment and promotion shall be determined within the College. Each Faculty member will be advised, at the time of initial appointment or promptly upon their adoption, of these standards and procedures. In general, these standards will include a candidate's ethical character, integrity, collegiality and the quality of his/her educational activities, original contributions in a scholarly field, service to the institution, the community and, if applicable, patient care. Any special standards adopted by the Faculty member's Department, Department Chair,

designated Supervisor (for at-large Faculty), or the College will also be transmitted.

All nominations for Faculty appointments or promotion will originate with the Chair of the Department in which appointment or promotion is sought or with the Dean when Department Chairs are being considered. In the case of at-large Faculty the nomination will originate with the designated Supervisor named in the appointment letter. The Department Chair or Supervisor shall submit nominations to the Dean, who shall refer the nomination for consideration by the Appointments and Promotions Committee of the College.

The Appointments and Promotions Committee of the College will review the nomination and will forward same, with its recommendation, to the Executive Committee. The Executive Committee will review the recommendation of the Appointments and Promotion Committee and will forward same, with its recommendation to the Dean. The Dean may accept, reject, or modify a recommendation. The appointment or promotion shall become effective with the approval of the Dean.

At the completion of each level of review (Department Chair or Supervisor, the Appointments and Promotions Committee of the College, Executive Committee and the Dean), the recommendation for or against the granting of appointment or promotion will be made to the next higher level. If a recommendation against the granting of appointment or promotion is made at any level, the Department Chair or at-large Faculty Supervisor will be notified and provided with a list of reasons why the decision was made. That individual will review the list of reasons with the Faculty member who shall have the opportunity along with the Chair or Supervisor, to appeal the decision to the committee that made the negative recommendation. If the initial negative decision is not reversed, the Faculty member shall have the option to either accept the decision or to permit the negative recommendation to be forwarded to the next higher level, except that a decision by the Dean to deny an appointment or promotion shall be final and not subject to further appeal.

If the Department Chair or at-large Faculty Supervisor is unwilling to recommend promotion, the Faculty member may, in writing, request special evaluation by the Appointments and Promotions Committee. The recommendation of this Committee will be forwarded to the Executive Committee.

If an eligible Faculty member fails to obtain promotion, he/she may be reconsidered no sooner than after one year, consistent with the Faculty Bylaws and the policies and procedures of the College, provided that additional evidence in support of his/her case is submitted by the Department Chair or the designated Supervisor (at-large Faculty).

Section 5 At-Large Faculty Appointments

Faculty whose area of expertise does not belong in a discipline-specific department may be appointed by the Dean as “at-large” in the College of Medicine. The individual responsible for supervision and management of an “at-large” Faculty member, including all decisions related to appointment, reappointment, and promotion will be designated in the Faculty member’s appointment letter. The initial appointment will be handled by this individual, referred to as the Supervisor, in the manner described in Section 4.

Section 6 Tenure

The Drexel University Board of Trustees and the Faculty acknowledge and affirm the role of tenure in promoting academic freedom and a robust academic environment. The definition of tenure, standards and procedures for granting tenured status and a statement of rights and obligations of tenured Faculty, taking into account the financial and administrative exigencies of the College and the current and future role of Drexel University in the operation of the College are the responsibility of the Drexel University Board of Trustees and are articulated in relevant policies and procedures which are posted on the Faculty Affairs website.

Section 7 Temporary Appointments

- (1) Upon request of the Department Chair, or at-large Faculty designated supervisor and prior to consideration by the Appointments and Promotions Committee, the Dean may provide a temporary Faculty appointment in order to permit the proposed Faculty member to function within the institution and to receive appropriate remuneration.
- (2) Such temporary appointments shall have the following restrictions:

- (a) The appointee shall be given the qualified title of "Temporary".
- (b) The term of the temporary appointment shall not ordinarily exceed one (1) year.
- (c) A temporary appointee shall not vote, hold office, or serve on Committees of the Faculty. The Dean may grant exceptions to this rule in appropriate circumstances.

Section 8 Term of Appointment

(1) Initial Faculty Appointments

The initial term of the faculty appointment shall be as set forth in the faculty member's initial appointment letter.

(2) Renewal of Faculty appointments

For Faculty members without tenure, appointments may be renewed as stated in the faculty member's initial appointment letter. Unless approved otherwise by the Dean, the term of a renewal will usually be for three years. These bylaws do not limit the number of times a faculty member's appointment may be renewed.

(3) Notice of Resignation by Faculty Members

Members of the Faculty agree that they shall not resign or in any other manner terminate their services until they have given the College written notice at least one hundred and eighty days (180) days in advance, so that the College has a reasonable opportunity to appoint proper replacements.

(4) Notice of Termination without cause by College

- (a) For non-tenured Faculty members in clinical departments:

- i. During the first year of service by giving written notice at least three months (90 days) in advance of the effective date of termination.
- ii. During and after the second year of service, by giving written notice at least six months (180 days) in advance of the effective date of termination.

(b) For non-tenured Faculty members in basic science departments:

- i. During the first year of service by giving written notice at least three months (90 days) in advance of the effective date of termination.
- ii. During the second year of service, by giving written notice at least six months (180 days) in advance of the effective date of termination.
- iii. After two or more years of service in the institution, by giving written notice with an effective date of termination at least twelve months (365 days) after the date of the written notice.

In calculating years of service, only years of service as a full-time Faculty member are considered. A non-tenured Faculty member who is given notice of termination may request from the Department Chair or designated Supervisor (at-large Faculty) a notice of reasons. This notice of reasons, if requested, must be written. A Faculty member who is dissatisfied with the notice of reasons must appeal to the College Mediation and Grievance Panel within thirty (30) days from receipt of this notice of reasons.

Section 9 Dismissal for Cause

Members of the Faculty may be dismissed before the expiration of their term of appointment only for reasons of adequate cause. Adequate cause for dismissal includes, but is not limited to, the following:

- (1) Demonstrated incompetency in teaching, research, patient care or service.
- (2) Demonstrated dishonesty or misconduct in teaching, research or patient care or service, including dishonesty in billing or documentation.
- (3) Substantial and manifest neglect of duty.
- (4) Personal conduct that substantially impairs the individual's fulfillment of his or her institutional responsibilities or which violates College policies and procedures.
- (5) Noncompliance with the Faculty Bylaws of the College
- (6) Conviction of a felony.
- (7) A Faculty member's compensated employment with the College may be terminated if the Faculty member ceases to be insurable under the College's professional liability insurance program and such insurance is required as a condition of employment. However, the Faculty member will retain an uncompensated Faculty appointment of the same rank and title if his or her employment is terminated solely for this reason.

Action for dismissal for cause shall be initiated by the appropriate Department Chair. Prior to the initiation of an action for dismissal, the Faculty member will be provided with written notice of the grounds for dismissal and an opportunity to meet with the Department Chair. If the Faculty member attends such a meeting, the Faculty member will be provided an explanation of the grounds for dismissal and an opportunity to respond. If the matter is not resolved and the Chair believes that adequate cause to dismiss exists, the Chair shall recommend such action to the Dean in writing with an explanation of the reasons for such recommendation. The Dean will notify the Faculty member that a recommendation of dismissal for cause has been received. The Dean will review the grounds for dismissal and any relevant evidence offered in support or response. Should the Dean find that adequate cause exists for dismissal; the Dean shall terminate that Faculty Member's appointment. The Faculty member may appeal the Dean's decision to the Mediation and Grievance Panel. If the Dean has reason to believe that harm to the College, its Faculty, employees, students or patients will occur or be threatened by the Faculty member's continued active status, the Dean, may

suspend the Faculty member, with or without pay, until the dismissal process, including any appeals, has been concluded.

Section 10 Dismissal Due to Financial Exigency

A tenured or non-tenured Faculty appointment may be terminated before the expiration of its term for demonstrated financial exigency as determined by the Drexel University Board of Trustees in its sole discretion. In such cases, all terminations on these grounds must be approved by the Drexel University Board of Trustees after consideration by appropriate Faculty governing bodies in accordance with the procedures provided for in these Faculty Bylaws.

Section 11 Discontinuance of Program or Department Not Mandated by Financial Exigency

Termination of a non-tenured Faculty appointment may occur as a result of bona fide formal discontinuance of a program or Department. Termination of a tenured Faculty appointment may occur as a result of a bona fide formal discontinuance of the Department (but not a program) in which the tenured Faculty member holds his or her primary appointment. The following standards and procedures will apply:

- (1) The decision to discontinue formally a Department will be based upon consideration of the criteria specified in Article V, Section 4 of these Bylaws. The decision to discontinue formally a program will be made by the Dean.
- (2) Before the administration issues notice to a Faculty member of its intention to terminate an appointment because of formal discontinuance of a program or Department, the institution will make every reasonable effort to place the Faculty member concerned in another suitable position within the College. If placement in another position would be facilitated by a reasonable period of training, financial and other support for such training will be proffered. If no position is available within the College, with or without retraining, the Faculty member's appointment then may be terminated, but only with provision for severance salary equivalent to the

amount of advance notice required under Section 8(4) of this Article given the Faculty member's length of service with the College.

- (3) A Faculty member may appeal a proposed relocation or termination resulting from discontinuance to the College Mediation and Grievance Panel by filing such grievance within thirty (30) days from the notice of termination.
- (4) A program subject to discontinuance in the understanding of this Section shall consist of a group of Faculty members working in an intellectually related domain of study or practice. A program subject to discontinuance will not consist of a single individual.

ARTICLE III - THE EXECUTIVE COMMITTEE OF THE FACULTY

Section 1 Purpose

The purposes of the Executive Committee of the Faculty are:

- (1) To consider and develop policy concerned with the academic programs of the College and to recommend to the Dean methods for implementing these policies.
- (2) To advise the Dean on other matters of concern to the College.

Section 2 Membership

- (1) The Executive Committee of the Faculty shall be composed of the following voting members:
 - The Dean of the College
 - The Chair or Acting Chair of each academic Department at the College
 - Directors of Institutes recognized under Article VI
 - Eight (8)) representatives from the Steering Committee of the Faculty of the College

- Six (6) Faculty Senate Senators as representatives of the College of Medicine
- (2) Chairs of the Standing Committees of the Faculty shall be non-voting members of the Executive Committee.
 - (3) If a Department Chair or acting Chair is unable to attend a meeting of the Executive Committee of the Faculty, he/she may delegate such responsibility to a senior member of the Department. If a representative from the Steering Committee of the Faculty is unable to attend, he/she may delegate one of the elected alternates to attend in his/her place. The Committee Chair must be notified prior to a scheduled meeting if an alternate is to represent a regular member of the Committee.
 - (4) A quorum shall consist of at least one half of the voting members of the Executive Committee.

Section 3 Officers

There shall be a Chair, a Vice Chair, and a Secretary. The Dean shall be the permanent Chair. The Vice Chair shall be elected by the Committee from the Chairs of the academic Departments and the Secretary shall be elected by the Committee from the representatives of the Steering Committee of the Faculty at the first meeting of the academic year.

- (1) The duties of the Chair shall be to preside at all meetings of the Committee and to report University matters to the Faculty.
- (2) The duties of the Vice Chair shall be:
 - (a) To assume the duties of the Chair in his/her absence.
- (3) The duties of the Secretary shall be:
 - (a) To keep a record of the minutes of the meetings.
 - (b) To send out notices of meetings.

- (c) To report the Committee's actions to the Faculty.

Section 4 Vote

Each voting member (as defined in Section 2(1) above) is entitled to one vote. Staff members, attending on invitation of the Dean, shall have no vote.

Unless a voting member objects, the Executive Committee of the Faculty may also take action without a meeting of the Committee by voting electronically via e-mail or by some other written method authorized by the Dean. To be decided in this manner, the action must receive an affirmative vote from a majority of the members of that Committee with the right to vote. Committee members must be given at least ten (10) business days to discuss, vote on or object to any action being taken without a meeting.

Normally such electronic voting by the Executive Committee of the Faculty will occur after a discussion of the topic at a regular meeting, at which a final decision was not reached. The Dean, at his or her discretion, may also hold such an electronic vote between meetings without prior discussion by the Committee.

Section 5 Function of the Committee

In the conduct of business, the Executive Committee should:

- (1) Act on Faculty appointments and promotions.
- (2) Serve as a forum for the discussion of policy matters referred by the Dean, by members of the Committees or by individual members of the Faculty and formulate recommendations for policy. These should be referred to the Dean for executive action.
- (3) Receive and act upon reports from standing Committees of the College as defined in Article VIII.

(4) Table until the next meeting any question of academic policy in which there is disagreement between a majority vote of the Executive Committee of the Faculty and the Dean. If, on reconsideration, agreement between the Dean and a majority of the Executive Committee of the Faculty is not reached, the matter shall be referred to the President who will attempt to mediate. If agreement is still not reached, the President will refer the matter to the Faculty of the College or to the Drexel University Board of Trustees, whichever he/she deems appropriate.

Section 6 Meetings

- (1) The number of meetings of the Committee shall be determined by the Chair but shall not be fewer than nine meetings per academic year. A schedule for the projected meetings for each year shall be drawn up by the Committee at its meeting in June. The dates and time of these meetings shall be furnished to each Committee member.
- (2) Special meetings of the Committee may be called by the Chair whenever he/she deems it necessary and must be called by the Chair on petition by a majority of the members of the Executive Committee of the Faculty.

ARTICLE IV - THE STEERING COMMITTEE OF THE FACULTY

Section 1 Purpose

The purposes of the Steering Committee of the Faculty are:

- (1) To participate in setting the agenda for meetings of the Faculty of the College.
- (2) To obtain input from Departmental Faculty on items under consideration by the Executive Committee of the Faculty.
- (3) To serve as an advisory Committee to the Dean.

Section 2 Membership

The Steering Committee of the Faculty shall be composed of one representative from each of the academic Departments of the College. These representatives shall be elected for two-year terms by secret ballot by the Faculty of the respective Departments, under the supervision of the Advisory Council on Committees. Representatives may not be a Department Chair or a Vice, Associate, or Assistant Dean. In the event that an elected Departmental representative is unable to serve a complete term, a special election shall be held by secret ballot of the Department, under the supervision of the Advisory Council on Committees.

A quorum shall consist of at least one half of the voting members of the Steering Committee.

Unless a voting member objects, the Steering Committee may also take action without a meeting of the Committee by voting electronically via e-mail or by some other written method authorized by the Chair of the Committee. To be decided in this manner, the action must receive an affirmative vote from a majority of the members of the Committee with the right to vote. If the bylaws stipulate that a 2/3 majority or other supermajority would normally be required for committee action at a meeting, that same absolute supermajority of the members of the Committee with the right to vote shall be required for electronic or other written voting methods. Committee members must be given at least ten (10) business days to discuss, vote on or object to any action being taken without a meeting.

Section 3 Representation to the Executive Committee of the Faculty

The membership of the Steering Committee of the Faculty shall serve as the slate from which representatives to the Executive Committee of the Faculty are elected. The members of the Steering Committee every two years shall elect eight (8) representatives from this slate to serve as representatives to the Executive Committee of the Faculty.

The eight representatives to the Executive Committee shall be determined as follows:

- (1) Four (4) representatives shall be from the Preclinical Academic (Basic Science) Departments.
- (2) Four (4) representatives shall be from Clinical Academic Departments.
- (3) The Chair of the Steering Committee shall always serve as one of the representatives to the Executive Committee of the Faculty.
- (4) In the event an elected Faculty representative is unable to attend a meeting of the Executive Committee, then one of the alternate representatives will attend the meeting in that representative's place.

Section 4 Chair of the Steering Committee of the Faculty

- (1) The Chair of the Steering Committee of the Faculty shall be elected every two years by the Steering Committee. The Chair may serve a maximum of two (2) consecutive terms.
- (2) The Chair of the Steering Committee of the Faculty shall:
 - (a) Chair the meetings of the Faculty of the College.
 - (b) Set the agenda for meetings of the Faculty of the College, after consultation with the Steering Committee of the Faculty and the Dean.
 - (c) Serve as a representative to the Executive Committee of the Faculty.
 - (d) Serve as one of the representatives of the Faculty of the College to the Drexel University Faculty Senate.

ARTICLE V – ACADEMIC DEPARTMENTS

Section 1 Definition

An academic Department is an organizational unit that is discipline based, incorporating a body of knowledge and reflecting a national norm. It must meet the educational, research, clinical, and community service needs of

the College. Sufficient funds shall be provided by the College to support the academic responsibilities of the Preclinical Academic Department and the Clinical Academic Departments as outlined in Section 2 (1) and (2).

Section 2 Academic Departments

The academic Departments of the College are:

(1) Preclinical Academic Departments:

Biochemistry & Molecular Biology

Microbiology and Immunology

Neurobiology and Anatomy

Pharmacology and Physiology

(2) Clinical Academic Departments:

Anesthesiology and Perioperative Medicine

Cardiothoracic Surgery

Dermatology

Emergency Medicine

Family, Community and Preventive Medicine

Medicine

Neurology

Neurosurgery

Obstetrics and Gynecology

Ophthalmology

Otolaryngology-Head and Neck Surgery

Orthopedic Surgery

Pathology and Laboratory Medicine

Pediatrics
Psychiatry
Radiation Oncology
Radiologic Sciences
Surgery

Section 3 Creation of New Academic Departments

Any decision to create a new academic Department should be the result of a conscious decision that creation of a new Department will enhance management of the education, research, clinical services and community service of the College for the benefit of the Faculty, students, and patients. Creation of a new academic Department is a decision that requires approval by the Provost (?), President, based on their determination that the new Department will meet the needs and further the mission of the College, and provide a distinct service As appropriate the proposed department will have a commitment to research.

- (1) **Criteria for Departmental Status.** To qualify for Departmental status, a petitioning division or other group generally must demonstrate:
 - (a) That there is an academic and operational benefit to establishing the proposed Department.
 - (b) That the nature and practice of the medical specialty or basic science requires an expertise beyond the competence of other disciplines, including those for which primary Board Certification may be necessary.
 - (c) That the discipline represented by the proposed Department is recognized by generally accepted criteria, such as credentialing by the American Board of Medical Specialties, the existence of a national organization of Chairs of the discipline, membership in the Council of Academic Societies, and recognition as a Department by a significant number of U.S. medical schools.
 - (d) That the proposed Department will consist of a critical mass of qualified full time Faculty as well as volunteer Faculty where appropriate.

- (e) That the proposed Department has a commitment to medical education, evidenced by active involvement in undergraduate medical education and, where appropriate, participation in graduate biomedical education and/or in ACGME approved, accredited graduate medical education programs where supported by one of the major affiliated hospitals.
- (f) As appropriate the proposed Department will have a commitment to research, evidenced by publications, by presentations at national meetings, by success in obtaining external funding for research, and by participation of Faculty members as principal or co-principal investigators; each proposed Department shall demonstrate a commitment to pursue research at a level that will permit the Department, within a reasonable time, to compare favorably with nationally recognized Departments in the discipline.
- (g) That the proposed Department will support the College's commitment to maintaining the financial viability required to fulfill its mission.
- (h) That the creation of the proposed Department will enhance the ability to attract and retain qualified Faculty in the discipline.

(2) **Procedure for Consideration of Creation of New Departments**

- (a) If a division or other group believes that it meets all of the above criteria, it may petition the Dean.
- (b) The Dean shall forward the petition to the Executive Committee of the Faculty for consideration. With the approval of the Executive Committee, the Dean shall appoint an ad hoc Committee with appropriate expertise to evaluate the request for Departmental status.
- (c) The ad hoc Committee shall evaluate the request and determine if the criteria listed above are met by the petitioning group. The ad hoc Committee shall forward its recommendations and justification to the Executive Committee.

- (d) The Executive Committee shall evaluate the report of the ad hoc Committee and shall vote on the request. A two-thirds majority of the entire body of the Executive Committee is required to approve any request for Departmental status.
 - (e) If approved by the Executive Committee, the request shall be forwarded to the Faculty of the College for its approval as a revision to the Faculty Bylaws, according to the procedure outlined in Article IX.
- (3) **Provisional Departments.** Notwithstanding the above requirements, the Dean may determine that it is in the best interests of the College to organize a unit as a Department. In such case, the Dean, may grant such unit provisional Departmental status for a three to five year period, allowing it time to satisfy the above requirements and allowing it to follow the established governance procedure for recognition as a Department on a permanent basis.

Section 4 Dissolution or Merger of Academic Departments

Any decision to dissolve or change the basic constituency of an academic department (for example, through merger of two departments) must be the result of a careful process that ensures that such a change will enhance the management of the education, research, clinical and community service objectives of the College.

- (1) **To initiate a proposal to dissolve or merge one or more Departments, at least one of the following criteria must be met:**
- (a) The Department no longer plays an appropriate or independent role in the larger mission of the College, including a commitment to medical education and research as outlined in the criteria for creation of a new academic department as stipulated in Section 3; or
 - (b) The discipline of the Department is no longer recognized by generally accepted criteria, such as credentialing by the American Board of Medical Specialties, the existence of a national organization of chairs, and/or recognition as a department by a significant number of U.S. medical schools. Furthermore, in the case of a proposed merger, the newly merged set of disciplines

must meet the criteria of a new academic department as stipulated in Section 3.

(2) Procedure of dissolution or merger of departments.

- (a)** The process will be initiated by the Dean. This may be requested by the Faculty of the affected Department(s).
- (b)** The Dean shall appoint a committee to review the performance of the Department(s) constituted as follows:
 - One member from the affected Department(s);
 - Two members from outside the Department(s); and
 - Two members external to the College and qualified in the field.
- (c)** The recommendation of the committee to retain, merge or dissolve the Department(s) must then be submitted to the Steering Committee of the Faculty for review. The Steering Committee of the Faculty will give the Dean their comments and concerns regarding the proposal and will inform the Executive Committee of the Faculty that it does or does not support the proposal for dissolution or merger. The Executive Committee of the Faculty shall evaluate the proposal and shall vote on the requested retention, dissolution or merger. A two-third majority of the entire body of the Executive Committee of the Faculty is required to approve any change in Department Status.
- (d)** If approved by the Executive Committee of the Faculty, the proposal shall be forwarded to the Faculty for approval as a revision to the Bylaws according to the procedures outlined in Article IX.
- (e)** If approved by the Faculty, the request shall be forwarded to the Dean for final action.
- (f)** The final action of the Dean is binding. If approved, the former departmental structure cannot be reinstated for a period of at least three years.

Section 5 Review of Departments

Each Department shall undergo a periodic review, by a Committee of appropriate expertise, of its performance no less frequently than once every seven years. This review shall include a determination that the Department continues to adhere to the criteria for Departmental status, as set forth in Section 3 of this Article.

If the result of a review is to recommend abolishing a Department or to consolidate Departments, the issue should be brought to the Executive Committee of the Faculty and to the Steering Committee for their recommendations.

Section 6 Divisions

When the nature of the duties of a Department so require, subdivisions with division chiefs may be created upon recommendation of the Department Chair and approval of the Executive Committee of the Faculty. Revision of these intradepartmental divisions can be accomplished upon recommendation of the Department Chair and approval of the Executive Committee of the Faculty.

Section 7 Chair

Each Department shall have a Chair or acting or interim Chair who will be responsible for the organization and administration of all College programs in that Department. The Chairs of Departments shall oversee the medical education functions for their respective Departments and shall perform such other duties as the Dean may assign. The Chairs of Departments shall be directly responsible to the Dean. The chiefs of the subdivisions of a Department will be appointed by the Chair of such Department with the approval of the Dean.

(1) Search Committee for Department Chair

A search Committee to recommend candidates for nomination as Department Chair shall be appointed by the Dean and shall be comprised of members of the Faculty. The Chair of such Committee shall be selected from among the Committee members.

ARTICLE VI – COLLEGE OF MEDICINE INSTITUTES

Section 1 Definition

A College of Medicine Institute (“Institute”) is an organizational unit within the College formally created and recognized in accordance with the provisions of this Article that provides a focal point for interdisciplinary research, education, and clinical service activities, as appropriate, and fills an ongoing need for interdisciplinary and interdepartmental effort by Faculty of two or more Departments of the College. It is recognized that other units or programs within the College may occasionally use the term “institute” in their name but shall not be subject to the provisions of this Article unless established and operated in accordance with this Article.

In addition to its academic functions and constituents, an Institute has non-academic functions and constituents important to the College and a broader interdisciplinary role that may include other colleges and/or schools within Drexel University, as well as outreach to the community at large.

Section 2 Relationship between Institutes and Academic Departments

By establishing Institutes, it is recognized that certain topics, emerging disciplines and programs of importance to the College may be handled more appropriately by an interdisciplinary organization, i.e., an Institute. The establishment of an Institute in a selected field does not alter the primary responsibility of Departments to foster the scholarly work and teaching of their Faculty.

Each Institute is expected to strengthen and expand the research and teaching by Departments that relate to the work of the Institute. Departments and Institutes are expected to work together to accomplish the goals of the College.

Section 3 Goals

Institutes will:

- (1) Facilitate, coordinate and conduct multidisciplinary research, medical education, training and, where appropriate, service in cooperation with

existing Departments of the College, and with other Drexel University schools and colleges where the Institute may function as a catalyst for inter- and multidisciplinary activity.

- (2) Encourage and accelerate the application of knowledge obtained from research to patient care and education.
- (3) Establish training and educational programs for scientists, clinicians, allied health professionals and/or members of the community.

Section 4 Governance and Membership

(1) Director

- (a) The Director shall be selected according to the process applicable to appointments of Department Chairs (Article V).
- (b) The Director of an Institute reports to the Dean.
- (c) The Director is charged with the planning, implementation, coordination and management of the programs and activities of the Institute.
- (d) Sufficient funds shall be provided by the College to support the administrative and academic infrastructure of the Institute. It is expected that all remaining funds for the Institute shall be generated from extramural sources.
- (e) As head of a budgetary unit, the Director has the authority and responsibility equivalent to that of the Chair of an academic Department.
- (f) An Institute Director shall be a voting member of the Executive Committee of the Faculty.

- (g) Each Director shall present a written annual progress report to the Dean.

(2) Institute Members

Members of an Institute (including the Director) may be Faculty members of a Department of the College or of other colleges or schools of Drexel University, and may also include representatives of non-Faculty and non-academic constituencies. Faculty members are subject to the authority of their Department Chair (in consultation with the Director) for all matters related to Faculty appointments, promotions, and tenure.

Academic promotion of Institute Members will be made on the basis of the usual institutional criteria and in accord with the usual procedures. Recommendation for academic promotion of Institute Members may be initiated by the Director with the approval of the Department Chair.

Section 5 Advisory Board

- (1) The Dean, in consultation with the Director, may appoint an Advisory Board for each Institute, consisting of members of the Faculty of the College and, as appropriate, of other Drexel University colleges and schools as well as local, regional, and national leaders in the area of the Institute's focus.

(2) The Advisory Board will:

- (a) Advise and assist the Director, as appropriate, regarding the goals and objectives of the Institute.
- (b) Assess the adequacy and appropriateness of resources and staff necessary for the successful operation of the Institute.

- (c) Evaluate the academic strengths of the Institute and progress towards goals.

Section 6 Establishment, Review and Dissolution of Institutes

- (1) Authority to establish and dissolve Institutes or to modify their goals or missions is vested with the Dean, who shall consult with the relevant Departments, Faculty and Advisory Board and obtain approval from the Executive Committee and Steering Committee prior to such decisions.
- (2) Each Institute shall undergo a periodic review equivalent to that for academic Departments.
- (3) The following are recognized as a College of Medicine Institute as of the effective date of these Bylaws:

Institute for Women's Health and Leadership

ARTICLE VII: GRADUATE SCHOOL OF BIOMEDICAL SCIENCES AND PROFESSIONAL STUDIES

A. Purpose

Section 1 Mission and Definition

The mission of the Graduate School of Biomedical Sciences and Professional Studies ("Graduate School") is to advance scholarly activities via state-of-the-art research training and high-quality academic instruction. The Graduate school is an organizational unit within the College of Medicine ("College") formally created as a consequence of the significant growth and maturation of the College's graduate programs in the health sciences. The Graduate School encompasses all of the Doctoral, Master's and Certificate Graduate programs, Post-baccalaureate programs and Post-doctoral training programs at the College of Medicine. The Graduate School shall support the administrative and academic infrastructure of the programs. The Graduate School will have ultimate responsibility for the academic and financial delivery and outcomes for these programs.

Section 2 Relationship between the Graduate School and Academic Departments

The establishment of the Graduate School provides an administrative framework for supporting graduate and post-baccalaureate students during all phases of their academic enrollment and post-doctoral trainees to help them make academic and career decisions that best fit their abilities and evolving needs. It is recognized that certain topics and emerging disciplines of importance to the Graduate School may be optimally addressed by an interdisciplinary and interdepartmental Faculty. Such shared responsibilities do not alter the primary responsibility of the Academic Departments to foster scholarly work and teaching by their faculty. The Graduate School and the Academic Departments will work together to accomplish the goals of the College.

Section 3 Goals

The Graduate School will

- (a) Foster, support and promote cutting-edge research training and high-quality educational programs;
- (b) Elevate the status and name recognition for the College's educational and training programs in the biomedical and health sciences and distinguish them from the medical student training programs;
- (c) Maintain academic standards and best practices according to guidelines of the Council of Graduate Schools, the American Association of Medical Colleges and other applicable accreditation bodies;
- (d) Promote collaboration between faculty and students across all educational and training programs;
- (e) Facilitate joint graduate programs with other colleges and schools in Drexel University and ensure uniform administration of policies of the Graduate School, the College of Medicine and the University;
- (f) Certify graduation requirements;
- (g) Foster relationships with alumni;
- (h) Inform the faculty of the College of the activities of the Graduate School.

Section 4 Administration of the Graduate School

- (1) **The Dean of the Graduate School**

The chief administrative officer of the Graduate School shall be the Dean of the Graduate School, who shall be responsible for administering and supervising the Graduate School. The Dean of the Graduate School shall be appointed by and report to the Dean of the College. The Dean of the Graduate School shall be responsible for:

- (a) Upholding standards of quality in all graduate programs;
- (b) Supporting and implementing recommendations of the Graduate Council with respect to current, new or revised educational programs;
- (c) Supporting and implementing appropriate vehicles for career growth and development of graduate and post-baccalaureate students and post-doctoral trainees;
- (d) Seeking improved financial support for graduate students;
- (e) Producing the thesis and dissertation manuals, and, program policies and other documents as directed by the Graduate Council of the Graduate School.

The Dean of the Graduate School may appoint, with the approval of the Dean of the College of Medicine, Vice, Associate and Assistant Deans of the Graduate School who shall serve at the pleasure of, and assist the Dean of the Graduate School in his/her conduct of the affairs of the Graduate School. The Dean of the Graduate School may designate any Vice, Associate or Assistant Dean to act in his/her absence.

(2) Directors

The Dean of the Graduate School shall appoint Directors of the three academic divisions with input from Department Chairs and faculty from the respective academic division. The Directors shall report to the Dean of the Graduate School. Each Director shall chair an Executive Committee of his/her division.

- (a) The Director of Biomedical Sciences Programs shall oversee all post-doctoral, doctoral and research-intensive Master's programs.
- (b) The Director of Interdisciplinary and Career-Oriented Masters' Programs shall oversee Master's and preparatory level academic programs in scientific and career-oriented disciplines.
- (c) The Director of Pre-med and Pre-Health Programs shall oversee the design, academic rigor, and analysis of outcomes of Master's and post-baccalaureate programs for pre-medical, pre-veterinary, pre-dental and other pre-health profession students.

The Directors shall perform such duties and responsibilities as established by the Dean of the Graduate School including but not limited to:

- Oversight of the management of individual programs each of which is led by a Program Director.
- Oversight of the development of performance criteria and metrics appropriate to the nature of the programs.
- Emphasis on the enhancement of the quality of programming, advisement in health profession career choice, professional development, and increasing clinical and community service opportunities for students within their division.

(3) **Program Directors**

Program Directors (“PDs”) report to the Director of the academic division that oversees the graduate program. The PD of each Graduate Program shall be appointed by election by graduate faculty in each individual graduate program following a nomination process. For programs that do not have identified faculty, or for certain departmental Masters programs, , the Director of the academic division may appoint a PD following a discussion with the Dean of the Graduate School, the Chairs of the relevant Departments and, when applicable, the program faculty.

- (a) Each PD is charged with the coordination and management of faculty and student participation in the educational and research activities required for the education of students within the program.
- (b) Each PD shall interact with the students of the program with regard to educational issues, as appropriate.

Section 5 Faculty Appointments

- (1) Faculty members of the Graduate School shall hold academic appointments in the College of Medicine and are subject to the authority of the primary Department Chair or designated supervisor for at-large faculty for all matters related to the Faculty member’s appointment, promotion, and tenure.
- (2) Recommendations for appointment to the Graduate School Faculty shall be initiated by either the Chair of the Department in which the faculty member has his/her primary appointment, or the PD of the appropriate program. The recommendation shall be reviewed and recommended for approval by the

Executive Committee of the division, and approved by the Graduate Council.

Section 6 Meetings of the Graduate School Faculty

The purpose and function of the faculty meetings of the Graduate School shall be to:

- (a) Provide an opportunity for the faculty, as a whole, to propose and discuss policies of the Graduate School;
- (b) Inform the faculty of pertinent activities of the Graduate Programs Committee and its subcommittees.

Meetings of the Graduate School Faculty shall be held at least one time a year. The Dean of the Graduate School shall send written notice to all members of the Graduate School Faculty at least ten (10) days prior to each meeting.

Special meetings of Graduate School Faculty may be called by either the Dean of the College, or the Dean of the Graduate School on his/her accord. In addition, a special meeting can be called within ten (10) days of receipt of a written request to the Dean of the Graduate School from at least twenty (20) members of the Graduate School Faculty.

Section 7 Graduate Council

The Graduate Council (GC) is the policymaking body of the Graduate School and serves as an advisory group to the Dean of the Graduate School. The GC shall serve and act on behalf of the faculty and students of the Graduate School. Although the GC shall review, approve and coordinate all educational programs within the Graduate School, thereby promoting excellence in these programs, the individual programs shall be responsible for their own support and management. The GC shall present its recommendations to the Executive Committee of the Faculty of the College of Medicine.

(1) Subcommittees

(a) Academic Affairs Subcommittee

The Graduate Council shall appoint a committee of the faculty of the Graduate School whose responsibilities shall include but not limited to:

- (i) Hearing student appeals for exceptions to the rules of the Graduate School and administrative decisions related to academic education, such as dismissal decisions of the appropriate academic division;

(ii) Evaluating requests from students to transfer programs between academic divisions within the Graduate School. The Associate Dean of Academic Affairs shall serve as the Chair of this subcommittee with voice, but no vote.

(b) The Graduate Council shall also appoint subcommittees to provide for long-range academic planning as it relates to academic education. Each sub-committee shall be comprised of at least four faculty members from the Graduate School, with at least one from each of the three academic divisions. The Chair of the subcommittee shall be an elected member of the parent committee

(2) **Membership**

(a) **Faculty Membership:** This Committee shall be comprised of nine voting members elected from the faculty of the Graduate School. Each academic division shall be represented by at least two faculty members, but no more than four, who shall be elected by their respective divisions. One adjunct faculty member of the Graduate School shall serve as a non-voting member. Chairs of Academic Departments cannot be voting members of the GC.

(b) **Term of Office:** The term of office for the faculty representatives and the adjunct faculty member shall be three years. Terms will be staggered to permit replacement of one-third (33%) of the Committee each year. The Committee may recommend exceptions to these term limitations to the Dean of the Graduate School.

(c) **Committee Chair:** The Dean of the Graduate School shall be the Chair of the GC with voice but no vote.

(d) **Graduate Students and Post-doctoral Fellows:** The Executive Committee of the Graduate Student Associations shall nominate one of its members to serve as a voting member of the GC. The President of the Postdoctoral Association shall be a voting member of the GC. Each of these two members shall serve one-year terms.

(e) **Administrative membership:** The following shall be permanent non-voting ex-officio members:

- All Vice- Associate- and Assistant Deans of the Graduate School
- The Directors of the three academic divisions

- A representative from the Office of the Registrar of the University
- A representative from the Office of Financial Aid from the University

Section 8 Executive Committees of the Academic Divisions

(1) Responsibilities

Each Academic division shall have an Executive Committees which shall serve as the planning and coordinating group for educational activities of that Division. Each committee will present, via its Director, its recommendations to the Graduate Programs Committee. These committees shall:

- Conduct reviews of the existing and proposed educational courses
- Conduct reviews of the existing and proposed programs and recommend creation of new programs
- Assess the effectiveness of the graduate education courses and educational programs, and make recommendations for appropriate evaluation of all trainees
- Review and recommend applications of candidates by the various graduate programs and recommend to the Dean of the Graduate School decisions on admission and allocation of stipends
- Review the academic performance of graduate students, make recommendations concerning corrective action to improve a student's academic performance, make decisions concerning termination of a student's status because of academic and/or ethical deficiencies, and recommend students for graduation.
- Advise the Dean of the Graduate School on the resource requirements to accomplish the educational goals of the Division
- Approve the appointments of faculty within its Division.

(2) Membership

- Faculty members:** The voting members of the committee shall consist of the Program Director of each degree-granting program overseen by division, two faculty members (other than Department Chairs, Deans, Vice-Deans, Associate Deans and Assistant Deans) elected at-large by the faculty of the Division for a two-year term, assuming such faculty are available.

- (b) **Graduate Student and Post-doctoral Fellows:** Two student representatives chosen by the Graduate Student Association of the academic division shall be voting members of the executive committee. Each of these two members shall serve one-year terms. For the Biomedical Sciences Division, the Post-doctoral Association shall choose a representative as a voting member of the executive committee for a term of one year.
- (c) **Committee Chair:** The Division Director shall be the chair of the executive committee with voice but no vote. If the Division Director is also a Program Director then he/she shall vote as a Program Director
- (d) **Administrative membership:** The following shall be permanent non-voting ex-officio members:
- The Dean of the Graduate School
 - All Vice- Associate- and Assistant Deans of the Graduate School

Article VIII – STANDING COMMITTEES OF THE FACULTY

Section 1 Standing Committees of the Faculty

In addition to the Executive Committee of the Faculty (see Article III) and the Steering Committee of the Faculty (see Article IV), the following standing Committees will be appointed annually, except where stated otherwise.

Advisory Council on Committees (Section 3)

Bylaws Committee (Section 4)

Committee for Diversity and Inclusive Excellence (Section 5)

Continuing Medical Education Committee (Section 6)

Education Coordinating Committee (Section 7)

Faculty Appointments and Promotions Committee (Section 8)

Finance, Planning, and Development Committee (Section 9)

Libraries and Information Technologies Committee (Section 10)

Mediation and Grievance Committee (Section 11)
Medical Student Admissions Committee (Section 12)
Research Committee (Section 13)
Sabbatical Leave Review Committee (Section 14)
Student Appeals Committee (15)
Student Evaluation and Promotions Committees (Section 16)
Tenure Committee (Section 17)
Women in Medicine and Science Committee (Section 18)

Section 2 General Procedures Concerning Standing Committees

The following statements shall apply to each standing Committee described herein unless otherwise specifically designated under descriptions of individual Committee membership and responsibilities which follow in this Article:

- (1) All standing Faculty Committees of the Faculty will be nominated by the Dean with the advice and recommendations of the Advisory Council on Committees. The Faculty of the College reserves the right to review and rescind all Committee appointments. The Chair of each Committee will be chosen by the Dean, upon recommendation of that Committee's members from those members of each Committee who have served more than one year unless otherwise provided in the Faculty Bylaws.
- (2) The Dean is an ex-officio member of all Committees and may appoint additional administrative representatives to each standing Committee as ex-officio members.
- (3) The term of office for membership on each Committee shall be four years, unless otherwise specified in the Faculty Bylaws. A Committee member may serve only a single term but may be reappointed to the Committee after one year of non-service. The Chair will serve for one year, but may be reappointed as Chair for one additional year during a single term on the Committee. The Committees may recommend exceptions to these term limitations to the Dean.
- (4) All standing Committees of the Faculty must submit their written minutes, using a standard format, to the Dean who will attach them to the agenda of meetings of the Executive Committee of the Faculty. Chairs of Committees will attend meetings of the Executive Committee of the Faculty when their Committee reports are presented for action.

- (5) If a member of a standing Committee should resign, cease being a member of the Faculty or otherwise be unable to serve, the Dean may, after consulting with the Advisory Council on Committees, appoint another member of the Faculty to serve out the remainder of the term for that vacated seat.
- (6) A Committee may by majority vote remove any member of that Committee who has failed to attend four (4) consecutive meetings of the Committee without valid excuse or who has otherwise been grossly derelict in the performance of Committee duties.
- (7) A quorum shall consist of at least one half of the voting members of that standing Committee.
- (8) A Committee may also take action without a meeting of the Committee by voting electronically via e-mail or by some other written or electronic method authorized by the Chair of that Committee. To be decided in this manner, the action must receive an affirmative vote from a majority of the members of that Committee with the right to vote.

Section 3 Advisory Council on Committees

(1) Responsibilities

- (a) This Advisory Council shall advise the Dean regarding the composition of standing Committees of the Faculty. In recommending the memberships of the standing Committees of the Faculty, the Advisory Council shall take into consideration the diversity of the Faculty in the various Departments of the College.
- (b) The Advisory Council shall be responsible for administering any elections required by these Faculty Bylaws.

(2) Membership

The Advisory Council shall consist of twelve members of the Faculty to be elected by the Faculty. - One nominee from each Department in the College shall constitute the slate for the election.

From these nominees, the Faculty will elect members to serve on the council, subject to the following provisions:

- (i) No more than two members shall be from any one Department.
 - (ii) At least two members shall be from basic science Departments; at least two members shall be from clinical science Departments. To attain this requirement, the Advisory Council will select (as needed to fill slots) up to the two top vote recipients from basic science departments, then up to the two top vote recipients from clinical science departments. The remaining members will be determined by the overall vote, regardless of department (subject to condition (i)).
- (b) **Term of Office:** The term of office for membership on this Committee shall be four years. Terms will be staggered to permit replacement of twenty five percent (25%) of the Committee each year. The Committee may recommend exceptions to these term
- (c) **Committee Chair:** The Chair of this Committee will be nominated from among committee members who have served at least one year. The committee shall forward its nomination to the Dean for approval. The Chair will serve for two years but may be re-nominated as Chair for one additional year during a single term on the Committee. The Committee may recommend exceptions to these term limitations to the Dean.

Section 4 Bylaws Committee

(1) Responsibilities.

- (a) To evaluate proposed revisions to the Faculty Bylaws and make recommendations according to the provisions of Article IX.
- (b) To make periodic reviews of these Faculty Bylaws and submit proposals for revisions to the Steering Committee of the Faculty.

(2) Membership.

- (a) The Committee will be composed of eight members of the Faculty to be elected by the Faculty. One nominee from each Department in the College shall constitute the slate for the election. The Associate Dean for Faculty Affairs and Professional Development and Legal Counsel shall serve as permanent ex-officio members.
- (b) **Term of Office:** The term of office for membership on this Committee shall be four years. Terms will be staggered to permit replacement of twenty five percent (25%) of the Committee each year. The Committee may recommend exceptions to these term limitations to the Dean.
- (c) **Committee Chair:** The Chair of this Committee will be nominated from among committee members who have served at least one year. The committee shall forward its nomination to the Dean for approval. The Chair will serve for two years, but may be re-nominated as Chair for one additional year during a single term on the Committee. The Committee may recommend exceptions to these term limitations to the Dean.

Section 5 Committee for Diversity and Inclusive Excellence

(1) Responsibilities.

- (a) The Committee will develop the “roadmap” to create a more diverse academic community with the understanding that diversity is a driver of excellence
- (b) The Committee will monitor existing policies and procedures and create new policies and procedures aimed at creating an environment inclusive excellence.
- (c) The Committee will develop and recommend to the Dean programs addressing issues of importance to Faculty who are underrepresented in medicine and science.
- (d) The Committee will develop and recommend to the Dean programs for the professional development of Faculty who are underrepresented in medicine and science.
- (e) The Committee will recommend to the Dean the names of Faculty members to participate in national meetings and developmental seminars addressing issues of underrepresented Faculty.

- (f) The Committee will assist in creating and implementing programs for the professional development professional staff, of medical students, graduate students, and post graduate fellows and residents who are underrepresented in medicine and science.

(2) Membership.

(a) Committee Composition and Election process.

The Committee will be composed of 13 voting members. Nine will be voting members of the College Faculty who will be nominated by the Faculty of the College. From the slate of nominees, the Advisory Council on Committees will recommend members to the Dean. Four additional voting members will be appointed by the Committee for Diversity and Inclusive Excellence: a medical student, a graduate student, and two residents, one from Hahnemann and one from St. Christopher's Hospital for Children.

The following are ex-officio members without vote:

Associate Dean for Student Affairs and Diversity

Vice Dean for Educational and Academic Affairs or designee

Vice Dean for Faculty Affairs and Professional Development or designee

Dean, Graduate School or designee

Representatives from each of the following:

Human Resources

Marketing and Communication

Office of General Counsel

(b) Term of Office.

The term of office for faculty membership on this Committee shall be four years. Terms will be staggered to permit replacement of twenty five percent (25%) of the Committee each year. The Committee may recommend exceptions to these term limitations to the Dean

(c) Committee Chair.

The Chair of this Committee will be a faculty member nominated from among committee members who have served at least one year. The committee shall forward its nomination to the Dean for approval. The Chair will serve for two years but may be re-nominated as Chair for one additional year during a single term on the Committee. The Committee may recommend exceptions to these term limitations to the Dean.

Section 6 Continuing Medical Education Committee

The College of Medicine is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians.

(1) Responsibilities.

- (a)** The Committee will be responsible for the oversight of continuing medical education (CME) programs accredited by the College.
- (b)** The Committee will oversee postgraduate (post-M.D.) educational activity which is directly related to the practicing physicians' professional performance. Clinical internships, residencies, fellowships and graduate programs leading to the M.D., M.S., and Ph.D. degree are not within the committee's jurisdiction.
- (c)** The Committee will serve as the advisory group to the Dean on all continuing medical education issues.
- (d)** The Committee will review all CME applications; provide input on proposed programs; assist in the planning, implementation and evaluation of CME; oversee validation of program content, activities and encourage Departments to develop new programs.
- (e)** The Committee will make recommendations and develop guidelines for the College's continuing medical education policy.

(2) Membership.

- (a) Faculty Membership.** The CME Committee will be composed of twelve members of the faculty of the College each of whom will serve for a term of four years with

staggered terms to permit replacement of twenty-five percent (25%) of the committee each year.

(b) Administrative Membership: The

following shall serve as permanent ex-officio voting members:

- Vice Dean for Educational and Academic Affairs
- Associate Dean for Information Technology
- Assistant Dean for Continuing Medical Education

(c) The Chair of this Committee will be nominated from among committee members who have served at least one year. The committee shall forward its nomination to the Dean for approval. The Chair will serve for two years but may be re-nominated as Chair for one additional year during a single term on the Committee. The Committee may recommend exceptions to these term limitations to the Dean

Section 7 Educational Coordinating Committee

(1) Responsibilities.

This Committee oversees the undergraduate medical education program as a whole and is responsible for the overall design, management, integration, evaluation and enhancement of a coherent and coordinated medical curriculum. The Committee will present its recommendations to the Executive Committee of the Faculty. Specific functions of the Committee will include:

- (a)** To conduct a continuing review of the undergraduate medical educational programs of the College and to initiate, implement, and evaluate curriculum changes necessitated by the mission of the College, the changing character of medical practice, advances in biomedical research, the principles of contemporary education, and the needs of society. To form ad-hoc committees for purposes of these activities.
- (b)** To assess the effectiveness of the curriculum and the educational programs, and to make recommendations for appropriate evaluations of all trainees.
- (c)** To promote interaction among the various educational programs of the College to ensure better integration between undergraduate and graduate medical education.

- (d) To advise the Dean on the resource requirements to accomplish the educational mission of the College.
- (e) To review and approve recommendations from the permanent subcommittees and ad-hoc committees.

(2) **Membership**

- **Faculty.** This Committee shall be comprised of thirteen members of the Faculty, including two Department Chairs (one from the Basic Sciences and one from the Clinical Sciences), and eleven members of the faculty at-large who shall be nominated from and elected by the Faculty of the College (six from clinical departments and five from the basic sciences departments). At least one faculty member shall be a representative from a Regional Medical Campus. No more than 5 of these faculty can be course directors or content thread leaders.
- **Student.** Four medical students, one from each year of the curriculum, shall be appointed by the Senior Associate Dean of Student Affairs from a slate selected by the Student Government Association (SGA).
- **Term of Office.** The term of office for faculty members on this Committee (other than those who are members by virtue of their title) shall be four years. Terms will be staggered to permit replacement of twenty five percent (25%) of the Committee each year. The Committee may recommend exceptions to these term limitations to the Dean. Student members will serve for one year but may serve additional terms if nominated and reappointed.
- **Chair.** The Chair of this Committee shall be nominated from among committee members who have served at least one year. The committee shall forward its nomination to the Dean for approval. The Chair will serve for two years, but may be re-nominated as Chair for one additional year during a single term on the Committee. The Committee may recommend exceptions to these term limitations to the Dean.
- (e) **Administrative.** The following shall be permanent non-voting ex-officio members:

Vice Dean for Educational Affairs
 Associate Dean for Graduate Medical Education
 Senior Associate Dean for Curriculum
 Associate Dean for Clinical Education
 Associate Dean for Diversity, Equity and Inclusion

Associate Dean for Evaluation and Assessment
Associate Dean for Educational Technology
Senior Associate Dean for Student Affairs
Associate Dean for Student Affairs
Assistant Dean for Student Affairs
Associate Dean for Medical Simulation
Liaison Librarian

(3) Subcommittees.

The Educational Coordinating Committee shall have the following permanent subcommittees:

- Subcommittee for Curricular Phase 1
- Subcommittee for Curricular Phase 2 and 3

Subcommittee for Curricular Phase 1

(1) Responsibilities.

This Subcommittee will have specific responsibility for the first and second years (Phase 1) of the undergraduate medical education curriculum. This Subcommittee will report its findings and recommendations to the Educational Coordinating Committee. Specific functions of the subcommittee will include:

- To formulate policies related to the implementation of the curriculum
- To review quality outcomes of the Phase 1 curricular components
- To review proposed additions or changes to the Phase 1 curriculum and approve as necessary

(2) Membership.

(a) Faculty. All Directors (or their designee) of required courses taught in Phase 1, and all content thread leaders for Phase 1 shall serve as voting members of this Subcommittee. There will be one vote per faculty member.

(b) Student. Four students shall serve as medical student representatives to Phase 1 Subcommittee with one vote per student. Two students from phase 1, one from phase 2, and one from phase 3 shall be appointed by the Senior Associate Dean of Student Affairs from a slate selected by the SGA.

(c) Administrative. The following shall be permanent non-

voting ex-officio members:

Vice Dean for Educational and Academic Affairs
Associate Dean for Evaluation and Assessment
Senior Associate Dean for Student Affairs
Associate Dean for Student Affairs
Assistant Dean for Student Affairs
Associate Dean for Educational Technology
Senior Associate Dean for Curriculum
Associate Dean for Clinical Education
Director, Technology in Medical Education
Associate Dean for Clinical Skills

(d) Chair. The Senior Associate Dean for Curriculum shall serve as Chair this Subcommittee with voice but no vote. A Vice Chair may be appointed by the Chair from among the voting members of the Subcommittee.

Subcommittee for Curricular Phases 2 and 3.

(1) Responsibilities.

This Subcommittee will have specific responsibility for second and third phases of the undergraduate medical education curriculum. This subcommittee will report its findings and recommendations to the Educational Coordinating Committee. Specific functions of the Subcommittee will include:

- To formulate policies related to the implementation of the curriculum
- To review quality outcomes of the second and third phase curricular components.
- To review comparability of curriculum across clinical sites
- To review proposed additions to the curriculum and approve as appropriate.
- To review proposed additions or changes to the pathways.

(2) Membership.

(a) Faculty. All Directors (or their designees) of required clerkships/courses taught in the clinical years shall serve as voting members of this Subcommittee. Each course shall be represented by one faculty member. There will be one vote per faculty member. In addition, four Pathway Directors from the 4th year Pathways shall be voting members and will be appointed by the Subcommittee. All Associate Deans for Regional Medical Campuses will serve as voting members of the Subcommittee.

(b) Student. Two medical students, one from phase 2 and one from phase 3, shall be appointed by the Senior Associate Dean of Student Affairs from a slate selected by the SGA.

(c) Administrative. The following shall be permanent non-voting ex-officio members:

Vice Dean for Educational and Academic Affairs
Associate Dean for Evaluation and Assessment
Senior Associate Dean for Student Affairs
Associate Dean for Student Affairs
Assistant Dean for Student Affairs
Director of Division of Clinical Education
Associate Dean for Clinical Education
Senior Associate Dean for Curriculum
Associate Dean for Educational Technology
Associate Dean for Clinical Skills

(d) Chair. The Associate Dean for Clinical Education shall be the Chair of this subcommittee with voice but no vote. A Vice Chair may be appointed by the Chair from among the voting members of the Subcommittee.

Section 8 Faculty Appointments and Promotions Committee

(1) Responsibilities.

- (a)** This Committee shall develop guidelines and procedures to be employed in determining whether a given candidate satisfies the requirements for appointment or promotion to the relevant rank set forth in Article II of these Faculty Bylaws. These guidelines and procedures shall be approved by the Executive Committee of the Faculty and by the Faculty and shall be published in an appropriate manner.

- (b)** This Committee shall have the primary responsibility for reviewing and making recommendations regarding all nominations for faculty appointment and promotion (except those governing the awarding of tenure), in accord with approved guidelines and procedures. It shall collect and evaluate all data pertinent to each candidate.

(2) Membership

- (a) **Committee Composition and Election Process:** The Committee shall be composed of eleven members of the Faculty who will be nominated and elected by the Faculty of the College. Members on this committee must hold the rank of Associate Professor or Professor. There shall be representation of the clinical and preclinical Faculty and affiliated hospital Faculty. The following shall serve as permanent ex-officio members:
- Associate Dean for Faculty Affairs and Professional Development
- (b) **Term of Office:** The term of office for membership on this Committee shall be four years. Terms will be staggered to permit replacement of twenty five percent (25%) of the Committee each year. The Committee may recommend exceptions to these term limitations to the Dean.
- (c) **Chair.** The Chair of this Committee will be nominated from among committee members who have served at least one (1) year. The committee shall forward its nomination to the Dean for approval. The Chair will serve for two (2) years but may be re-nominated as Chair for one (1) additional year during a single term on the Committee. The Committee may recommend exceptions to these term limitations to the Dean.

Section 9 Finance, Planning, and Development Committee

(1) Responsibilities.

- (a) The Committee will enable the Faculty of the College to have input into the fiscal, strategic planning, resource allocation, and development processes that support the educational, research, and clinical missions of the College.

- (b) The Committee will advise the Dean on financial matters relevant to and resources available to the faculty, the educational process and curriculum, research and clinical endeavors, facilities, information systems and libraries, and other aspects of the infrastructure necessary to support the College.
- (c) The Committee will review the strategic plan periodically to insure that the College is moving toward the goals enumerated in the plan.
- (d) The Committee will review the annual operating budget of the College in order to make recommendations to the Executive Committee of the Faculty and senior management on the impact of the proposed budget on the educational, research, and clinical missions of the College.
- (e) The Committee will review the annual capital budget of the College in order to make recommendations to the Executive Committee of the Faculty and senior management on the impact of the proposed budget on the educational, research, and clinical missions of the College.
- (f) The Committee will make recommendations to the Dean on the allocation of resources of the College and priorities related to overall external funding strategies and the endowment.
- (g) The Committee will provide advice on any policies and procedures of the College related to faculty compensation and advice on matters related to faculty benefits.

(2) Membership.

- (a) Committee Composition and Election Process: Each academic department will elect by secret ballot a member of their department to serve on this Committee as a voting member. To be qualified for election to this Committee, the faculty member must hold the rank of Associate Professor or Professor (either unqualified or qualified) and be employed by the College on at least a .5 FTE basis. If a department has no faculty members who meet the

foregoing qualifications, it may elect a member of the department who may, with the approval of the Dean, serve on this Committee as a voting member.

- (b) The Chair of the Steering Committee of the Faculty will serve on this Committee with vote.
- (c) The Dean is an ex-officio member of all Committees and may appoint additional administrative representatives to each standing Committee as ex-officio members.

Ex-officio members will be appointed as the Dean seems fit to include but not limited to expertise in the following areas:

- Chief Operating Officer
- Director of Communications and Marketing
- Director of Finance
- Vice Dean for Research
- Vice Dean, Biomedical Graduate Studies and Professional Studies
- Vice Dean for Educational and Academic Affairs
- Vice Dean for Faculty Affairs and Professional Development
- Vice Dean for Clinical Affairs

- (d) **Term of Office:** The term of office for department membership on this Committee shall be four years. Terms will be staggered to permit replacement of twenty five percent (25%) of the Committee each year. The Committee may recommend exceptions to these term limitations to the Dean.

- (e) **Committee Chair:** The Chair of this Committee will be nominated from among committee members who have served at least one year. The committee shall forward its nomination to the Dean for approval. The Chair will serve for two years, but may be re-nominated as Chair for one additional year during a single term on the Committee. The Committee may recommend exceptions to these term limitations to the Dean.

Section 10 Libraries and Information Technologies Committee

(1) Responsibilities

- (a)** The Committee shall meet as often as required but not less often than twice annually.
- (b)** The Committee shall advise the Dean on programs and policies of the College Libraries and on programs and policies of the College of Medicine Information Technology (CoMIT) department.
- (c)** The Committee members shall serve as a channel of communication between the College Libraries and its users by assisting in the explanation of the needs of each group to the other and in the interpretation of policy decisions; the Committee members shall serve as a channel of communication between CoMIT and its users by assisting in the explanation of the needs of each group to the other and in the interpretation of policy decisions.
- (d)** The Committee shall assist in obtaining fiscal and other support by making the Dean and other budgeting officials aware of the financial needs of the College Libraries.
- (e)** The Committee shall review the effectiveness of the College Libraries and CoMIT in meeting the informational and educational needs of its users.
- (f)** The Committee shall make recommendations to the Director of University Libraries concerning the establishment of priorities in the selection of new texts, the selection or renewal of journals, and the acquisition of other library materials.

- (g) The Committee shall make recommendations to the Chief Information Officer concerning the establishment of priorities in the selection and implementation of new information technology resources.

(2) Membership

- (a) **Committee Composition and Election Process:** The Committee shall be composed of eight faculty members who will be nominated and elected by the Faculty of the College.

Additional voting members shall be appointed as follows:

- Vice Dean for GME or his/her designee.
- Chief Information Officer, IRT
- Associate Dean for Information Technologies.
- One student representative.

The Director of the College Libraries or his/her designee shall serve as a permanent ex-officio member.

- (b) **Term of Office:** The term of office for membership on this Committee shall be four years. Terms will be staggered to permit replacement of twenty five percent (25%) of the Committee each year. The Committee may recommend exceptions to these term limitations to the Dean. Student members will be appointed for one year.
- (c) **Committee Chair:** The Chair of this Committee will be nominated from among committee members who have served at least one year. The committee shall forward its nomination to the Dean for approval. The Chair will serve for two years, but may be re-nominated as Chair for one additional year during a single term

on the Committee. The Committee may recommend exceptions to these term limitations to the Dean.

Section 11 Mediation and Grievance Panel

A. The Panel

- (1) **Committee Composition and Election Process:** The College Mediation and Grievance Panel shall be composed of sixteen (16) faculty members who will be nominated and elected by the Faculty of the College.
- (2) **Duties.** The Panel will meet annually and no later than October 30th. At the annual meeting, the Panel shall:

 - (a) As appropriate when terms expire, elect a chair and/or vice chair.
 - (b) Adopt or modify procedures it deems necessary to implement and conduct the mediation process and orderly and fair grievance hearings.
 - (c) Receive training in conflict resolution.
- (3) **Term of Office:** The term of office for membership on this Committee shall be four years. Terms will be staggered to permit replacement of twenty five percent (25%) of the Committee each year. The Committee may recommend exceptions to these term limitations to the Dean.
- (4) **Committee Chair:** The Chair of this Committee will be nominated from among committee members who have served at least one year. The committee shall forward its nomination to the Dean for approval. The Chair will serve for two years but may be re-nominated as Chair for one additional year during a single term on the Committee. The Committee may recommend exceptions to these term limitations to the Dean.

- (5) **Committee Vice Chair:** The Vice Chair of this Committee will be nominated from among committee members who have served at least one year. The committee shall forward its nomination to the Dean for approval. The Vice Chair will serve for two years but may be re-nominated as Vice Chair for one additional year during a single term on the Committee. The Committee may recommend exceptions to these term limitations to the Dean.

The Vice Chair will perform the duties of the Chair if the Chair is unavailable, and in circumstances in which the Chair recuses him/herself from a particular mediation or grievance.

B. Mediation

- (1) Any Faculty grievance which has not been successfully resolved through the regular administrative channels of the Department in which the Faculty member has his/her primary appointment may be submitted to the Chair of the Panel. A grievance shall be filed by the Faculty member submitting the form prescribed by the Panel to the Chair of the Panel. The administrator who made the decision being grieved shall be considered the other party to the grievance. The Panel shall not exercise jurisdiction over grievances that have not been submitted to the Panel within ninety (90) days from the date of the action or matter being grieved.
- (2) The Chair of the Panel will appoint a Mediator from the Panel. The Mediator cannot be a member of the same department as a party to the grievance. The Mediator's role is to facilitate the resolution of the Faculty grievance in an informal manner. The Mediator does not represent either party.
- (3) Each party may object to the Mediator selected by the Chair on grounds of actual bias or conflict of interest. The Chair of the Panel will determine whether to replace the challenged Mediator. In addition, each party to the grievance will be given one

opportunity to remove without cause the Mediator selected by the Chair.

- (4) The Mediator will seek to obtain a resolution to the grievance promptly and within a reasonable time, not to exceed forty-five (45) days. If more than forty-five (45) days have elapsed since the commencement of the mediation or if the Mediator determines that he or she will be unable to obtain a resolution between the parties to the grievance, the Mediator will provide written notification to the parties that he or she is terminating the mediation unless the parties agree in writing to extend the mediation.
- (5) The Vice Dean for Faculty Affairs, in consultation with Institutional Counsel, will provide staff assistance and guidance to the Mediator on the procedures for completing the mediation process including procedures for maintaining confidentiality of the mediation proceedings and conducting the mediation process.

C. Hearing Group

- (1) If mediation does not resolve the Faculty grievance, either party may request the grievance be referred to a hearing group by submitting a formal written request to the Chair of the Panel within thirty (30) days of the termination of the mediation. If no formal request is received by this deadline, then the Chair of the Panel shall officially terminate the grievance.
- (2) The Chair of the Panel will appoint three (3) members of the Panel to investigate and conduct hearings (the “Hearing Group”). The Mediator may not be a member of the Hearing Group. No Panel member who is a member of the same department as a party may be appointed to the Hearing Group. No member of the Hearing Group shall participate in any grievance in which he/she may have a conflict of interest.
- (3) Each party to the grievance may object to the appointment of a member to the Hearing Group on grounds of actual bias or conflict

of interest. The Chair of the Panel will determine whether to replace the challenged member. In addition, each party may remove without cause only one member of the Hearing Group who will be replaced by another member of the Panel.

- (4) The members of the Hearing Group shall elect a Chair of the Hearing Group.
- (5) The Hearing Group is authorized to hold hearings, gather information and documents, conduct interviews and take such other actions as it believes are necessary to investigate the grievance. The Hearing Group will seek to obtain a resolution to the grievance promptly and within a reasonable time, usually not longer than sixty (60) days. All hearings are treated as confidential and are closed to the general public. Hearings shall not be recorded or transcribed. The Hearing Group shall reserve the right to determine its jurisdiction in any particular matter.
- (6) Parties to the grievance may have an advisor present, who may or may not be an attorney. The advisor's role is limited to advising the grievant; the advisor cannot participate in the hearings or interview the witnesses.
- (7) After the conclusion of the hearing and any investigation, the Hearing Group shall make a written recommendation to the Dean and will provide a copy to the parties. If the Dean is a party to the grievance, the Hearing Group's recommendation will be forwarded to the President for his/her decision. If the President is a party to the grievance, the Hearing Group's recommendation will be forwarded to the Drexel University Board of Trustees for its decision.
- (8) The Dean may adopt or reject the Hearing Group's recommendations, in whole or in part. The Dean will notify all of the parties to the grievance of his/her decision in writing within thirty (30) days from the date of the Hearing Group's recommendations.

- (9) The Associate Dean for Faculty Affairs, in consultation with Institutional Counsel, will provide staff assistance and guidance to the Hearing Group on the procedures for completing the hearing process including procedures for maintaining confidentiality, conducting the hearing, and preparing the Hearing Group's report.

D. Appeal Process

- (1) The parties to the grievance have the right to appeal the Dean's decision to the President (unless the Dean is a party to the grievance). The decision of the President is the final decision in the grievance process. A party to a grievance has thirty (30) days from the date of the Dean's decision to appeal the grievance to the President. The President will notify all parties to the grievance of his/her decision in writing, within thirty (30) days from the date of the appeal of the Dean's decision.
- (2) If the Dean is a party to the grievance, the recommendation of the Hearing Group shall be submitted to the President for his/her decision. The President will notify all parties to the grievance of his/her decision in writing, within thirty (30) days from the receipt of the Hearing Group's recommendation. The decision of the President shall be final.
- (3) If the President is a party to the grievance, the recommendation of the Hearing Group shall be submitted to the Drexel University Board of Trustees. The Drexel University Board of Trustees will notify all parties to the grievance of its decision in writing, within seventy two (72) hours after their next scheduled meeting. The decision of the Drexel University Board of Trustees shall be final.

E. Confidentiality.

All oral and/or written materials related to a grievance are considered confidential. Disclosure of such information to anyone other than a person who has a bona fide reason to know is prohibited.

Section 12 Medical Student Admissions Committee

(1) Responsibilities

- (a)** Evaluate applicants for admission into the M.D. degree program in accordance with the current policies and standards of the institution.
- (b)** Determine, on the basis of the above evaluation, specific applicants for admission.
- (c)** Review the admission activities periodically and provide reports for the Faculty of the College.
- (d)** Review the policies and standards regarding such admissions and recommend desirable changes.
- (e)** Advise regarding recruitment policies.
- (f)** Subcommittees will be established as needed.
- (g)** Withdraw offers of admission prior to matriculation.

(2) Membership.

(a) Faculty. The Committee will be composed of twenty-one members of the Faculty, who shall be nominated from and elected by the Faculty of the College. At least six Faculty members shall be from the Basic Science departments, and at least six from the Clinical departments. At least one member of the faculty should be from a Regional Medical Campus.

(b) Student. Student members, one from each year of the curriculum, shall be selected by a subcommittee of the admissions committee from a slate of candidates put forward by the SGA after an open nominations process of the student body.

(c) Administrative. The following shall be permanent non-voting ex-officio members:

Vice Dean for Educational and Academic Affairs.
Associate Dean for Admissions and Enrollment
Associate Dean for Diversity, Equity and Inclusion
Senior Associate Dean for Student Affairs
Associate Dean for Student Affairs
Assistant Dean for Student Affairs
Senior Associate Dean for Curriculum
Director of Admissions

(d) Term of Office: The term of office for membership on this Committee shall be four years. Terms will be staggered to permit replacement of twenty five percent (25%) of the Committee each year. The Committee may recommend exceptions to these term limitations to the Dean of the College. Student members will serve for one year but may serve additional terms if nominated and reappointed.

(e) Chair. The Chair of this Committee shall be nominated from among committee members who have served at least one year. The Committee shall forward its nomination to the Dean for approval. The Chair will serve for two years, but may be re-nominated as Chair for one additional year during a single term on the Committee. The Committee may recommend exceptions to these term limitations to the Dean.

(f) Special quorum requirement. For this Committee, quorum shall be set at 30% of the voting members.

Admissions.

Section 13

(1)

Research Committee Responsibilities.

- (a)** The Committee will serve as a primary advisory group to the Dean on matters relating to research.
- (b)** The Committee will review, periodically, the effectiveness with which the broad research objectives of the College are being achieved and will report their recommendations to the Dean.
- (c)** The Committee will help to coordinate information regarding equipment and resources that can be utilized cooperatively for research efforts.
- (d)** The Committee will recommend the development of, and guidelines and procedures for, specific institutional resources and facilities as they apply to research.
- (e)** The Committee shall advise the Dean regarding the allocation of institutional research support grants for specific projects.

(2)

Membership.

(a) Committee composition:

- (1)** Voting members: One member of each Department and of each Institute recognized under Article VI of these Faculty Bylaws. The Chair or Director of each Department or Institute will nominate one Faculty member engaged in research to be a Committee member.

- (2) Ex officio members: The Chair may designate other individuals he or she believes are important to the research mission of the College to serve as ex-officio members of this Committee, without vote.
- (b) **Term of Office:** The term of office for membership on this Committee shall be four years. Terms will be staggered to permit replacement of twenty five percent (25%) of the Committee each year. The Committee may recommend exceptions to these term limitations to the Dean
- (c) **Committee Chair.**

The Committee shall be chaired by the Vice Dean for Research of the College.

Section 14 Sabbatical Leave Review Committee

(1) Responsibilities

- (a) This Committee shall advise the Dean regarding granting of sabbatical leaves according to the policy established for that purpose.
- (b) The committee shall periodically review and suggest changes (as appropriate) to the sabbatical policy.

(2) Membership.

- (a) The Committee shall consist of eight voting members of the Faculty to be nominated by the Faculty. From the slate of nominees, the Advisory Council on Committees will recommend members to the Dean, subject to the following constraints:
 - (i) All voting members shall be eligible for sabbatical themselves, as defined by the policy.

- (ii) No more than two members shall be faculty from any one department.
- (iii) Six members shall be faculty in basic science departments, with representation from each department.
- (iv) Two members shall be faculty in clinical departments.

Any Committee member applying for a sabbatical must notify the Chair of the Sabbatical Leave Review Committee, in writing, and withdraw their membership on the Sabbatical Leave Review Committee from the point of said application through the time while the request is being considered, and through the end of their sabbatical should one be approved.

The Vice Dean for Faculty Affairs and Professional Development shall be an ex officio member of the committee.

- (b) **Term of Office:** The term of office for membership on this Committee shall be four years. Terms will be staggered to permit replacement of twenty five percent (25%) of the Committee each year. The Committee may recommend exceptions to these term limitations to the Dean.
- (c) **Committee Chair:** The Chair of this Committee will be nominated from among committee members who have served at least one year. The committee shall forward its nomination to the Dean for approval. The Chair will serve for two years, but may be re-nominated as Chair for one additional year during a single term on the Committee. The Committee may recommend exceptions to these term limitations to the Dean.

Section 15 **Student Appeals Committee**

(1) **Responsibilities**

The Committee shall serve as the appellate body for undergraduate medical (M.D.) students who appeal dismissal decisions of the Pre-clinical or Clinical Evaluation and Promotions Committee. Such appeals to be conducted in accordance with policy and procedures of the College and which shall include a right of final appeal to the Dean of the College of Medicine whose decision shall be final.

(2) Membership

This Committee will consist of a total of seven (7) faculty members with at least three (3) members representing the pre-clinical and at least three (3) members representing clinical departments. Members of the Pre-clinical or Clinical Evaluation and Promotions Committee and/or Department Chairs shall not serve or attend the meeting, unless invited by the Chair to present relevant information. Members will be appointed to this committee by the Council on Committees in consultation with the Dean of the College of Medicine and the Vice Dean for Educational Affairs. Membership to this committee will be for a minimum of 4 years. The Senior Associate Dean for Student Affairs will be an ex-officio member of the committee

(3) Committee Chair

The Vice Dean for Educational Affairs will chair the committee but will be a non-voting member.

(4) Hearings

Hearings shall be:

- (a) Called by the Vice Dean for Educational Affairs as frequently as necessary to review student appeals on a timely manner.
- (b) A minimum of three (3) voting committee members, with at least 1 each from a pre-clinical department and a clinical department, will hear the appeal.

Section 16 Student Evaluation and Promotions Committees

There shall be two Committees to provide review and recommendations for student progress through their undergraduate medical school training: a Phase 1 Evaluation and Promotions Committee and a Phases 2 and 3 Evaluation and Promotions Committee.

A. Phase 1 Evaluation and Promotions Committee

(1) Responsibilities.

The Committee shall make decisions as per policies and procedures of the College on matters related to the academic progress and professional formation of undergraduate medical students during their Phase 1 years of study. Specifically, this Committee will:

- (a)** Review and revise, as needed, the procedures for student evaluations and advise appropriate groups of such revisions.
- (b)** Evaluate each student throughout the two years in Phase 1, including:

 - (i)** identifying students who are experiencing academic difficulty, including course failure and who may need remediation or other corrective actions; the Committee shall seek and receive information from all sources it deems relevant;
 - (ii)** acting upon student requests regarding a student's status, including but not limited to leaves of absence;
 - (iii)** addressing student issues that pertain to Step 1 of the United States Medical Licensing Examination (USMLE).
 - (iv)** Following student professional formation throughout the curriculum including identification of exemplary professional behavior as well as students in need of remediation or corrective action.
- (c)** Responding to identified breaches of professionalism and determining sanctions
- (d)** Responding to findings and recommendations of the student Honor Court of the College.
- (f)** Recommend action regarding promotion of each student.

(2) Membership.

(a) Faculty. All Directors (or their designee) of required courses taught in Phase 1 years shall serve on this Committee. Each course can be represented by only one faculty member. In addition, six at-large faculty members (four from the Basic Science departments and two from the Clinical departments) nominated from and elected by the Faculty of the College shall serve on this committee. One member of the Committee must be from a Regional Medical Campus. Each faculty member has one vote. Department Chairs are not eligible to serve as members of this Committee.

(b) Administrative. The following shall serve as permanent ex officio non-voting members:

Senior Associate Dean for Curriculum

Associate Dean for Evaluation and Assessment

Director of Assessment

Senior Associate Dean for Student Affairs

Associate Dean for Student Affairs

Assistant Dean for Student Affairs

(c) Term of Office. The term of office for at-large committee members is 4 years in length. Terms will be staggered to permit replacement of twenty five percent (25%) of the Committee each year. The Committee may recommend exceptions to these term limitations to the Dean of the College.

(d) Chair. The Chair of the Committee will be elected from among committee members who have served at least one year. The Committee shall forward its nomination to the Dean for approval. The Chair will serve for two years but may serve another term after two years as a regular voting member. The Committee may recommend exceptions to these term limitations to the Dean.

B. Phase 2 and 3 Evaluation and Promotions Committee

(1) Responsibilities.

The Committee shall make decisions as per policies and procedures of the College on matters related to the academic progress and professional formation of undergraduate medical students during their Phases 2 and 3 years of study. Specifically, this Committee shall:

(a) Review each student in clinical training throughout the year, including:

(i) identifying students who are experiencing academic difficulty, including course failure and who may need remediation or other corrective actions; the Committee shall seek and receive information from all sources it deems relevant;

(ii) acting upon student requests regarding a student's status, including but not limited to leaves of absence;

(iii) assisting students who request extended curriculum options;

(iv) addressing student issues that pertain to Step 2 Clinical Skills (CS) and Clinical Knowledge (CK) of the United States Medical Licensing Examination (USMLE).

(v) following student professional formation throughout the clinical curriculum, including identification of exemplary professional behavior as well as students in need of remediation or corrective action.

(vi) responding to identified breaches of professionalism and determining sanctions.

(vii) responding to findings and recommendations of the DUCOM Student Honor Court.

(b) Recommend action regarding promotion including graduation of each student.

(2) **Membership.**

(a) **Faculty.** All Directors (or their designee) of required clerkships/courses taught in phases 2 and 3 shall serve as voting members of this Committee. Each course can be represented by only one faculty member. In addition, six members of the faculty-at large (two from the Basic Science departments and four from the Clinical departments) nominated from and elected by the Faculty of the College shall serve on this Committee. At least one of these members must be from a Regional Medical Campus. Each member has one vote. Department Chairs are not eligible to serve as members of this Committee.

(b) **Term of Office.** The term of office for at-large committee members is 4 years in length. Terms will be staggered to permit replacement of twenty five percent (25%) of the Committee each year. The Committee may recommend exceptions to these term limitations to the Dean.

(c) **Administrative.** The following shall serve as permanent ex officio non-voting members:

Senior Associate Dean for Student Affairs

Associate Dean for Student Affairs

Assistant Dean for Student Affairs

Associate Dean for Evaluation and Assessment

Director for Evaluation and Assessment

Director of Division of Clinical Education

Senior Associate Dean for Curriculum

Associate Dean for Clinical Education

(d) **Chair.** The Chair of the Committee will be elected at the July meeting by voting members of the Committee to a one-year term. The Chair may be re-elected for one successive term.

Section 17 Tenure Committee

(1) Responsibilities

- (a) The Committee shall develop guidelines and procedures to be employed in determining whether a given candidate satisfies the requirements for tenure. These guidelines and procedures shall be approved by the faculty of the College of Medicine and shall be published and made available to the Faculty.
- (b) The Committee shall thereafter have the primary responsibility for reviewing and making recommendations regarding all nominations for tenure, in accord with approved guidelines and procedures. It shall collect and evaluate all data pertinent to each candidate.

(2) Membership.

- (a) **Committee composition and election process:** The Committee shall be comprised of twelve members of the College of Medicine Faculty who are tenured members of the College. These representatives shall be elected by the Faculty, under the supervision of the Advisory Council on Committees with staggered terms to permit replacement of approximately twenty-five (25%) of the Committee each year. Representatives may not be a Department Chair, an Assistant, an Associate or a Vice Dean. The Dean shall appoint one representative from the Office of Faculty Affairs to serve as a non-voting ex-officio member.
- (b) **Term of Office:** The term of office for membership on this Committee shall be four years. Terms will be staggered to permit replacement of twenty five percent (25%) of the Committee each

year. The Committee may recommend exceptions to these term limitations to the Dean.

- (c) **Committee Chair:** The Chair of this Committee will be nominated from among committee members who have served at least one year. The committee shall forward its nomination to the Dean for approval. The Chair will serve for two years, but may be re-nominated as Chair for one additional year during a single term on the Committee. The Committee may recommend exceptions to these term limitations to the Dean

Section 18 Women in Medicine and Science Committee

(1) Responsibilities.

- (a) The Committee will develop and recommend programs addressing issues of importance to women Faculty.
- (b) The Committee will develop and recommend policies addressing issues of equity in all academic and financial matters.
- (c) The Committee will develop and recommend programs for the development of women Faculty.
- (d) The Committee will recommend to the Dean the names of Faculty members to participate in national meetings and developmental seminars addressing issues of women in health sciences.
- (e) The Committee will assist in developing and implementing programs for women medical students, graduate students, undergraduate students and residents.

(2) Membership

- (a) Committee Composition and Election process.** The Committee will be composed of nine members of the College Faculty who will be nominated and elected by the Faculty of the College. Due to the nature of the Committee, no less than half of the members will be women. Ex-officio voting members may include the following:

Women's Liaison Officer

Vice Dean for Educational and Academic Affairs

Associate Dean for Faculty Development

Director, Institute for Women's Health & Leadership

Director, Executive Leadership in Academic Medicine (ELAM) Program.

Co-Director, Executive Leadership in Academic Medicine (ELAM) Program

Senior Associate Dean for Student Affairs

Vice Dean for Graduate Medical Education

A medical student appointed by the College's AMWA Chapter

A graduate student appointed by the committee

Two residents appointed by the committee, one from Hahnemann and one from St. Christopher's Hospital for Children.

- (b) Term of Office:** The term of office for membership on this Committee shall be four years. Terms will be staggered to permit replacement of twenty five percent (25%) of the Committee each year. The Committee may recommend exceptions to these term limitations to the Dean
- (c) Committee Chair:** The Chair of this Committee will be nominated from among committee members who have served at least one year. The committee shall forward its nomination to the Dean for

approval. The Chair will serve for two years, but may be re-nominated as Chair for one additional year during a single term on the Committee. The Committee may recommend exceptions to these term limitations to the Dean.

ARTICLE IX - REVISION OF BYLAWS

Section 1 Introduction of Revisions

All proposals to revise these Faculty Bylaws, except those of a non-substantive nature (see Section 4), shall be introduced by one of four means:

- (1) by the Chair or a member of the Bylaws Committee; or
- (2) by resolution of the Executive Committee of the Faculty; or
- (3) by resolution of the Steering Committee of the Faculty; or
- (4) by any ten members of the Faculty submitting a formal petition directly to the Bylaws Committee.

Section 2 Process for Consideration and Adoption

- (1) **Consideration by the Bylaws Committee**
 - (a) Proposals to revise the Faculty Bylaws shall first be considered by the Bylaws Committee at its next regular meeting or special meeting.
 - (b) After due consideration of the proposed revision, the Bylaws Committee may approve, disapprove or approve with modifications.

(2) Consideration by the Steering Committee of the Faculty

- (a)** If approved by the Bylaws Committee, the proposed revision will be forwarded to the Steering Committee of the Faculty in writing. The Steering Committee shall consider the proposed revision at the next regular or special meeting, not less than ten days after distribution of the proposed revision.
- (b)** After due consideration the Steering Committee of the Faculty may approve the proposed revision, return the proposal to the Bylaws Committee for further consideration with or without recommendations, or disapprove. Any action which would result in a change in the Faculty Bylaws requires a two-thirds majority of the voting members of the Steering Committee of the Faculty.

(3) Consideration by the Executive Committee of the Faculty

- (a)** If approved by the Steering Committee, the proposed revision will be forwarded to the Executive Committee of the Faculty in writing. The Executive Committee shall consider the proposed revision at the next regular or special meeting, not less than ten days after distribution of the proposed revision.
- (b)** After due consideration the Executive Committee of the Faculty may approve the proposed revision, return the proposal to the Bylaws Committee for further consideration with or without recommendations, or disapprove. Any action which would result in a change in the Faculty Bylaws requires a two-thirds majority of the voting members of the Executive Committee of the Faculty.

(4) Consideration by the Faculty of the College

- (a)** If approved by the Executive Committee of the Faculty, the proposed revision will be posted on the College of Medicine website for all Faculty's consideration. Notice of such posting will be provided to all Faculty.

- (b) After due time for consideration, not less than 30 days, if no request for a ballot on the revision is made by a Faculty member, the proposed revision will be considered approved.
- (c) Requests for a ballot on a proposed revision must be submitted to the Office of the Dean in writing within 30 days of the posting of the proposed revision. If a vote is requested during the 30 day period, an appropriate framework for Faculty discussion of the proposed bylaw changes will be determined by the Bylaws Committee. This framework may include, but need not be limited to, a Faculty meeting and/or electronic bulletin board. At least two weeks for discussion by the Faculty will be incorporated.
- (d) After the discussion has taken place, the Faculty will vote in an appropriate manner as determined by the Bylaws Committee. While electronic voting is preferable, other methods such as paper balloting and Faculty meetings can be considered. Whatever method is chosen, at least one week's notice of the upcoming vote, as well as at least two weeks for casting ballots, will be provided.

Reasonable steps will be taken to ensure that all Faculty have the opportunity to vote. This may include, but need not be limited to, absentee ballots, faxed ballots, and/or electronic voting opportunities.

- (e) A two-thirds majority of the members of the Faculty participating in the vote is required to approve the proposed revision. At least 50 Faculty must participate in the vote to revise the bylaws.

Section 3 Presentation to the Dean

If approved by the voting Faculty of the College, the proposed revision will be presented by the Dean for final action.

Section 4 Non-substantive Revisions

The Executive Committee of the Faculty shall have the power to adopt such revisions to these Faculty Bylaws as are, in its judgment, non-substantive modifications or clarifications, reorganization or renumbering, or revisions made necessary because of punctuation, spelling, or other errors of grammar or expression. The action to revise may be taken by motion acted upon in the same manner as any other motion before the Executive Committee.

Such revisions shall, as soon as practicable, be circulated to the Faculty of the College. Such revisions shall be effective immediately and shall be permanent subject to revocation by the Faculty of the College or by the Dean at the next meetings of these groups.

ARTICLE X - GENERAL PROVISIONS

Section 1 Rules of Order

The current edition of Robert's Rules of Order shall govern the procedures of the Faculty of the College and all committees of the Faculty of the College in the transaction of business in all cases to which such rules are applicable and in which they are not inconsistent with these Faculty Bylaws or any special rules of order which the Faculty or committee of the Faculty, as the case may be, may adopt.

Section 2 Ex-Officio Members

Except as otherwise set forth herein, ex-officio members of the Bodies constituted in these Faculty Bylaws shall have privileges of the floor but may not make motions or vote.