

**KECK SCHOOL OF MEDICINE
GOVERNANCE DOCUMENT
December, 2005**

**GOVERNANCE OF THE UNIVERSITY OF SOUTHERN CALIFORNIA
KECK SCHOOL OF MEDICINE**

I. EXECUTIVE AUTHORITY

As a non-profit public benefit corporation, the University of Southern California (USC) is governed by the Board of Trustees. The Board of Trustees establishes policies, exercises powers as stated in the Bylaws of the University, controls property and conducts the affairs for the University. The Board is a self-perpetuating body that elects one-fifth of its members each year for a five-year term of office. The Board of Trustees delegates certain powers to the administration of the University and serves as the ultimate decision-making unit. The President of the University is the chief executive officer in charge of all University operations. He/She is responsible for carrying out policies established by the Board of Trustees and in so doing has the power to delegate any of this authority to the officers of the University.

Policies and practices of the University derive from the total body of charter provisions, bylaws, resolutions, and Presidential directives by which the corporate staff is guided, as well as by policies and regulations initiated and/or recommended by the Academic Senate, the Council of Deans, the Staff Assembly, the Graduate and Professional Student Senate, and the Student Senate, as approved by the President. The governance policies and practices of the Keck School of Medicine shall be in accord with the policies and practices of the University including those stated in the Bylaws of the University. In addition, if this document differs in any way from the most recently approved edition of the Faculty Handbook of the University of Southern California, that document takes precedence over this governance document.

The President of the University of Southern California has delegated the responsibility for the operation of the Keck School of Medicine to the Dean of the Keck School of Medicine. The Executive Council of the Keck School of Medicine and the Medical Faculty Assembly serve as consultative bodies for the Dean of the Keck School of Medicine, preparing studies and reports and making recommendations directly to the Dean on matters pertinent to the functioning of the Keck School of Medicine.

II. RESPONSIBILITY OF THE DEAN OF THE SCHOOL OF MEDICINE

The Dean shall be responsible for the operation of the Keck School of Medicine. His/Her responsibilities shall include

- o enabling the faculty to develop and maintain outstanding educational programs for medical students, graduate students, postdoctoral trainees, and postgraduate physicians;

- o recruiting and retaining a faculty that excels in educational, research and clinical endeavors;
- o providing an environment that encourages scholarly activity;
- o managing all fiscal matters pertaining to the operation of the school.

At the Dean's discretion, he/she may appoint a Task Force which may be charged with assessing needs of the school, analyzing problem areas identified within the school, or making recommendations for solutions to problems.

III. THE FACULTY OF MEDICINE

- A. By virtue of its competence and concern with education, research, patient care, university and community service, the Faculty of Medicine, through its elected representatives or their delegates, shall exercise primary responsibility for making recommendations to the Dean relative to all matters pertaining to academic policy and faculty status within the Keck School of Medicine. Such policy matters shall include, but are not necessarily limited to,
- **For medical and graduate students**: admissions, curriculum, evaluation, discipline and student affairs;
 - **For faculty**: appointments, promotions, quality of research and quality of medical care;
 - **For physicians**: graduate and continuing medical education programs, and quality of medical care.

The Faculty of Medicine, through its elected representatives or their delegates will contribute to long-range planning, achievement of stated goals and objectives, preparation of budget requests and the allocation of available resources.

- B. For the purposes of this governance document, the Faculty of Medicine shall include all persons with full-time academic appointments (tenure tracks and non-tenure tracks) at the Keck School of Medicine whether or not primarily located at the Health Sciences Campus.
- C. The primary organization of the faculty will be by departments established according to academic disciplines. The Faculty of Medicine may make recommendations to the Dean about the creation of new academic departments, or consolidation or realignment of existing departments. The Dean shall consult with the affected faculty when creating a new department or consolidating existing departments.
1. Department chairs shall be appointed by the Dean with authority delegated by the President in accordance with the following procedures:
 - a. When a vacancy in the chairmanship of a department occurs, the Dean shall appoint an ad-hoc search committee that shall include faculty members from within the department as well as outside the department in which the vacancy has occurred. The search committee shall include representation from both clinical and basic science departments. The search committee shall conduct a search, and

submit to the Dean the names of candidates, either from within the department or from the outside, who the search committee believes are potentially qualified for the appointment. The means for conducting the search shall be the prerogative of the search committee, but the Dean shall specify the charge and the job description to the committee after consultation with the faculty of the department. As part of the selection process, the committee shall meet with the final candidate(s) for the job of chair. After consultation with the Executive Council and with the faculty of the department, the Dean shall make the appointment and notify the Provost in a timely fashion. This appointment will normally be in conformity with department members' judgments.

The Dean, after consultation with the members of the department, may designate an individual as acting (or interim) chair until such time as the vacancy in the chairmanship is filled in accordance with the procedures stated above.

The same search and appointment procedures shall be implemented in the selection and appointment of a director of an Organized Research Unit (ORU) that resides outside the individual departments, but within the Keck School of Medicine.

- b. Department chairs serve at the pleasure of the President, who can delegate this authority to the Dean. The President or the Dean determines the terms of office and the duties of chairs. Department chairs will be subject to the process established for their periodic review (see section c below).
- c. The department chair, under the authority delegated by the Dean, shall be responsible for the operation of the department with regard to its internal organization and its relationship to the school as a whole. The chair shall have the authority to create or consolidate divisions within the department and to appoint or replace division chiefs. In exercising this authority, he/she shall consult the faculty of the department. He/She shall be responsible for maintaining standards of excellence in teaching, scholarship, patient care (if a clinical department) and university and community service. He/She shall further have the responsibility to inform, seek advice from, and represent the interests of the department faculty.
- d. Review of Chairs of Departments and Directors of Organized Research Units (ORUs):
Department Chairs and Institute Directors will be reviewed every five years in accordance with the procedures outlined in the Faculty Handbook. The most appropriate and efficient time for review of Chairs or Institute Directors is at the time of the University Academic Program Review (UCAR) of the department or ORU. UCAR is scheduled to review each department and ORU every 5 years; in the event that the UCAR does not review a department or ORU within five years, the KSOM may engage in an internal review of the department with a simultaneous review of the Chair or Institute Director. This evaluation process for department chairs will be performed in order to support Chairs and Institute Directors in their fundamental roles of helping faculty members to flourish academically and leading their academic program to achieve high quality.

Chair and Director Review Committee (CDRC)

1. Membership

The CDRC shall consist of ten faculty members, selected from the clinical and basic science departments, and a chairperson appointed by the Dean. Two representatives of the MFA will be appointed to the committee by the MFA. From this group, a subcommittee of 3-4 faculty members including one MFA representative will be chosen to perform the review of a designated Department Chair/Institute Director. Committee members or MFA representatives who have appointments within the department or ORU under review may not be members of the subcommittee considering the Chair/Institute Director of that unit.

2. Duties

Subcommittees of the CDRC will conduct the fifth year reviews of Department Chairs and Directors of ORUs. The committee will perform their evaluation during the UCAR review by participating in either a joint or a separate set of faculty interviews conducted at that time. Individual faculty within the unit may also request a private interview with the committee. These interviews are confidential, and all faculty are assured anonymity in their response. The committee will summarize their findings, provide a report evaluating the performance of the department chair, and will forward the summary to the academic leader being reviewed, and to the Dean. The Dean will meet with the Department Chair or Institute Director, review the findings of the committee with him/her, and will develop plans of action.

2. It shall remain the prerogative of the department under the leadership of the chair, to establish procedures of departmental governance consistent with the provisions of this document and university policies. These procedures shall ensure that each department has a mechanism for input from the faculty to the chair to maintain a dialog needed to make academic personnel decisions including those related to recruitment, appointments, promotions, merit evaluations, and other matters of concern to the faculty.
 3. Department chairs (or their designees) shall meet annually with each faculty member in the department, and prior to the beginning of the Keck School of Medicine academic year, to assess the faculty workload, modify the faculty profile, if needed, and to discuss the prior year's academic activities and those proposed for the coming year.
- D. The faculty-at-large shall meet at least twice annually for the purposes of the exchange of information, discussion and advice regarding matters pertaining to the Keck School of Medicine and its programs. The President of the Medical Faculty Assembly (MFA) shall preside at such meetings (See section IV.B).
1. The meetings shall be conducted as described in the Medical Faculty Assembly constitution and bylaws.
 2. Special meetings of the faculty-at-large may be called by the Dean, the President of the Medical Faculty Assembly, or upon petition by any twenty members of the faculty.

IV. THE PRIMARY BODIES OF THE KECK SCHOOL OF MEDICINE ADVISORY TO THE DEAN

A. THE EXECUTIVE COUNCIL (EC)

1. Duties

The Executive Council shall be advisory to the Dean in all substantive matters pertaining to the governance of the Keck School of Medicine. The Executive Council will notify the Dean and the Medical Faculty Assembly of its recommendations pertaining to such matters as soon as possible after their adoption.

Recommendations of the Medical Faculty Assembly (see section IV B.1.e. below) that have been submitted to the Dean and presented to the Executive Council at a scheduled meeting shall be considered by the Executive Council at the next scheduled meeting. The Executive Council shall either table or discuss and modify (if necessary) these recommendations, and then shall vote upon them. The recommendations as voted upon by the Executive Council shall become the recommendations of the Council. These proceedings shall be entered into the minutes of the Executive Council.

The Dean shall acknowledge receipt of the recommendations in a timely manner. If the Dean decides not to act upon the recommendations of the Council, he/she shall provide a written explanation citing the reasons for this decision to the Executive Council. If he/she decides not to act upon the recommendations of the Medical Faculty Assembly or if the Executive Council has revised the recommendations of the Medical Faculty Assembly, and the Dean decides to act upon the revised Executive Council recommendation, the Dean shall provide a written explanation to the Medical Faculty Assembly citing the reasons for this decision.

2. Membership

Voting membership in the Executive Council shall consist of the following:

- a. Chairs of all individually budgeted academic departments;
- b. Directors of Organized Research Units who report directly to the Dean;
- c. The President of the Medical Faculty Assembly;
- d. The two Co-Presidents of the Associated Students of the Keck School of Medicine (one vote collectively);
- e. The President of the School of Medicine Graduate Students Association;

If an individual holds more than one seat in the Executive Council, he/she shall have only one vote.

3. *Ex officio* members serving without voting privileges shall include:

- a. The Dean;
- b. The senior associate and associate deans;
- c. Key administrators selected by the Dean;
- d. Chief Executive Officers of integrated hospital partners;
- e. The Director of Graduate Medical Education at Los Angeles County/University of Southern California Medical Center.

4. Officers

- a. The chair of the Executive Council shall be the Dean.

- b. In the Dean's absence, the Dean shall appoint an associate dean to preside.
- c. An administrative staff person shall be appointed by the Dean as Secretary of the Executive Council; he/she will be responsible for creating the agenda for all forthcoming meetings based on requests from the Dean, and from voting and non-voting members of the Executive Council; notifying all members of forthcoming meetings and distributing the agenda for all regularly scheduled meetings; preparing and distributing minutes of all meetings; and preserving all documents of the Executive Council meetings and task forces.

5. Meetings

- a. The schedule for the Executive Council meetings shall be circulated prior to the first meeting of the calendar year and any subsequent changes in those dates should occur at least seven days in advance of the meeting.
- b. Special meetings of the Executive Council may be called at the behest of:
 - i. The Dean;
 - i. Any four members of the Executive Council;
 - ii. The President of the Medical Faculty Assembly;
 - iii. Any twenty members of the faculty.
- c. Quorum

One-half of the voting members of the Executive Council shall constitute a quorum.
- d. Recommendations of the Executive Council shall require a simple majority vote of those present provided that:
 - i. A quorum is present;
 - ii. The agenda and notice of the meeting were distributed to the members at least three days in advance of the meeting and only topics listed on the agenda are acted upon. This provision may be waived by a unanimous vote of those present;
- e. Attendance at Executive Council meetings shall be open to non-members so long as they notify the Dean or Secretary of their planned attendance at least 24 hours in advance of the meeting. Minutes of meetings will be recorded except when the Executive Council is in executive session as determined by a majority vote of the voting members present. When the Executive Council is in executive session, only voting and ex officio members shall be present. Terms of membership of student committee members will be one year, corresponding to the beginning of the academic year.
- f. Approved minutes of the Executive Council shall be made available to all faculty by posting on the Dean's Web Page or through alternative means.

B. THE MEDICAL FACULTY ASSEMBLY (MFA)

1. Duties

- a. The Medical Faculty Assembly is the elected faculty council for the Keck School of Medicine. Its purpose shall be to represent the faculty of the School. It shall be concerned with issues directly related to faculty status, responsibilities and welfare within the Keck School of Medicine. In discharging its functions, the Medical Faculty Assembly serves as a fact-finding, deliberative and consultative body with the authority to make studies, reports and recommendations on all matters that have a significant bearing on the work or status of the faculty. The Medical Faculty Assembly shall discuss and debate current issues and matters of interest to the faculty and may advise the Dean and the Executive Council on academic and faculty status matters.
- b. Elections: To assure representation of faculty within the Medical Faculty Assembly, each department in the Keck School of Medicine shall elect at least two faculty members, one to serve as its representative and the other to serve as an alternate. Representatives shall be faculty members who hold full-time academic appointments (tenure track or non-tenure track) at the Keck School of Medicine. These representatives shall serve for a two-year term and may be reelected for a second two-year term. Other approved constituencies shall be similarly represented. These other constituencies are defined as major hospital affiliates with ten or more full-time faculty and the Norris Medical Library. All faculty members who hold full-time academic appointments (tenure track or non-tenure track) in the Keck School of Medicine shall be eligible to vote for a representative. Those who are members of more than one constituency (such as a department and a hospital affiliate) must choose to cast a vote from only one of the two constituencies.

Representatives shall be subject to recall if a petition requesting recall is signed by at least 20% of their constituency. The Secretary of the Medical Faculty Assembly shall distribute a ballot to the constituency upon receipt of this petition. A simple majority vote determines the outcome of this ballot. If a Medical Faculty Assembly representative is recalled or resigns, that position is then filled by the department's or constituency's alternate and a special election is held to elect a new alternate.

- c. Officers:
 - i. Officers of the Medical Faculty Assembly shall be the President, President-elect (who functions as Vice President), and Secretary. When the President is from a clinical department, the President-elect shall be from a basic science department and vice versa. Officers shall be elected by the representatives and shall serve for one year with terms of office beginning at the close of the June meeting.
 - ii. No officer shall hold more than one position at a time nor shall he/she serve more than 2 consecutive terms in the same office.
 - iii. Election Procedures
 - 1. A nominating committee shall present its recommended slate of candidates to the Medical Faculty Assembly in April.
 - 2. A secret ballot shall be held at the June meeting with each representative entitled to one vote.

3. If a majority of representatives present rejects the proposed slate of candidates for office, the representatives may offer nominations and elect a slate of officers at the June meeting.
- iv. If an elected officer resigns or becomes unable or ineligible to serve, the representatives shall elect a successor from among the eligible representatives to serve the unexpired term.
- v. A petition of one-third of the representatives for recall of an officer is sufficient to cause a recall election. The recall ballot is then distributed to representatives by the Secretary. If 2/3 of the representatives vote in favor of the recall, the office shall be declared vacant and a special election shall be held to fill the unexpired term for that office.
- d. Duties of Officers:
 - i. The President shall preside at all meetings, serve as the representative of the Medical Faculty Assembly to the Executive Council, and preside at meetings of the faculty-at-large.
 - ii. The President-Elect shall preside at those meetings where the President is absent and chair the Nominating Committee.
 - iii. The Secretary shall notify representatives of the times and places of all meetings and inform them of the meeting agenda; notify the faculty-at-large of agenda items before the Medical Faculty Assembly by publishing this information in a newsletter mailed to all members of the faculty; prepare minutes of all meetings and distribute them through an appropriate vehicle to the faculty; preserve all documents of the Medical Faculty Assembly and its standing and ad hoc committees.
- e. Recommendations of the Medical Faculty Assembly shall be made to the Dean, with a copy presented to the Executive Council at its next scheduled meeting. Procedures followed by the Executive Council after receipt of such recommendations are described in section IV.A.1 (above).
- f. The Medical Faculty Assembly shall nominate faculty members for various assignments on three current School of Medicine standing committees with the intent of providing broad participation in the affairs of the School of Medicine. These standing committees are the Educational Policy Committee, the Faculty Appointments and Promotions Committee, and the Finance Committee. The Medical Faculty Assembly shall receive reports of those standing committees on which it has formal representation.
2. The Medical Faculty Assembly shall prepare and adopt its own bylaws consistent with University bylaws, policies and procedures.

C. ADMINISTRATION

1. General

The Dean shall appoint those senior associate and associate deans that he/she deems necessary for the efficient administration of the Keck School of Medicine. Senior associate and associate deans may appoint assistant deans to help them carry out their duties. All senior associate, associate and assistant deans shall serve at the pleasure of the Dean. The Dean shall provide to the Executive Council and to the Secretary of the Medical Faculty Assembly an organizational chart that describes the administrative structure in place, with brief descriptions of the duties and responsibilities of each appointee. When changes in the organizational structure are made, the Dean shall provide a new chart to the Executive Council and to the Secretary of the Medical Faculty Assembly in a timely fashion.

The standing committees shall function in an advisory capacity to the Dean regarding matters of policy. The standing committees shall report either directly to the Dean or through a senior associate or associate dean. The Dean to whom the standing committee reports or his/her designated representative shall serve as an *ex officio* member without vote on the standing committee. Since standing committees are advisory to the Dean, the Dean is not obligated to accept or implement the standing committees' recommendations. However, the Dean shall provide a written explanation in the event that he/she does not implement the recommendation of a standing committee.

2. Guidelines for Standing Committees

The standing committees shall consider any and all aspects within the scope of their specific charge (committees are listed in Appendix I) subject to the approval of, and the power of review by the Dean, and subject always to the policies and directives of the University President and Board of Trustees.

- a. The Dean shall survey the faculty annually to determine their interest in serving on standing committees or special task forces that the Dean may form during the course of the year; the Dean (or the Dean's designee) shall make the final decisions on committee and task force appointments. The Medical Faculty Assembly shall elect representatives to those standing committees where this representation is designated. These include the Educational Policy Committee, Faculty Appointments and Promotions Committee and the Finance Committee.
- b. Standing committee meetings shall be conducted according to the most current edition of Robert's Rules of Order unless otherwise indicated in this document.
- c. Terms of membership on the standing committees shall be three years with the possibility of reappointment.
- d. Appointments shall be staggered so that one-third of the faculty members is appointed annually.
- e. Vacancies shall be filled as they occur.

- f. Medical student members shall be nominated by the Associated Students of the Keck School of Medicine and graduate student members shall be nominated by the Keck School of Medicine Graduate Students Association.
- g. Terms of membership of student committee members will be one year, corresponding to the beginning of the academic year.
- h. The chair of each committee may be nominated by members of the committee and will be appointed by the Dean.
- i. Administrative personnel serving *ex officio* shall not have voting privileges.
- j. When a standing committee is in executive session, only voting and *ex officio* members shall be present.
- k. A quorum shall consist of one half of the voting members of the committee or as specified by committee rules.
- l. Recommendations favored by less than two-thirds of the quorum present at any meeting may be accompanied by a minority report.
- m. The Dean's office will provide appropriate staffing for all standing committees and the Medical Faculty Assembly.
- n. Individual faculty members are encouraged to attend standing committee meetings, except the Faculty Appointments, Promotion, and Tenure Committee (FAPTC). So they may be provided with any materials relevant to the discussion at hand, guest faculty are asked to inform the chair of the committee in advance of their attendance. Attendance at meetings of the FAPTC is more restricted because of confidentiality and privacy rights of individual faculty under consideration by this body. In this case, a faculty member may visit if there is good reason for them to attend, and he/she receives specific permission from the Dean or the Senior Associate Dean for Faculty Affairs.
- o. Annually, a list of all appointed members of standing committees and committee chairs shall be disseminated to the faculty. A calendar of committee meetings should be made available to the faculty in a timely manner.
- p. At least once each year, the chair of each committee shall prepare a brief annual report delivered to the Dean, the Executive Council and the Medical Faculty Assembly, that summarizes the committee activities over the past year. Attendance records will be summarized and included.

3. Financial Affairs

The Senior Associate Dean for Administration and Finance (or other responsible administrator) shall be responsible for developing the budget for the Keck School of Medicine. He/She shall advise the Dean with regard to budgetary issues and shall prepare financial reports upon the request of the Keck School of Medicine Finance Committee. He/She shall ensure that University policy is followed with regard to financial policies and procedures.

Finance Committee

1. Duties

The Finance Committee shall advise the Dean regarding any or all areas of the budget process and will report to the Dean regularly. Final recommendations for areas of budgetary emphasis or change will be presented in time to be considered for the next annual budget of the Keck School of Medicine.

2. Membership

The Finance Committee membership shall consist of at least ten faculty members, selected from the clinical and basic science departments, one student selected by the Associated Students of the Keck School of Medicine, one student selected by the Keck School of Medicine Graduate Students Association, a representative of the Medical Faculty Assembly, and a chairman appointed by the Dean. The Senior Associate Dean for Administration and Finance (or appropriate administrative official) will serve *ex officio*.

4. Educational Affairs

The position of Senior Associate Dean for Educational Affairs (or responsible administrator) shall be responsible for overseeing the implementation of the Keck School of Medicine's mission for medical education. This administrator shall report directly to the Dean and shall advise the Dean on curricular matters, student affairs, the effectiveness of individual departments in educating medical students and the impact of tuition costs on medical students. He/She shall oversee curriculum revision and new academic programs, and will be responsible for leading the school in preparation for LCME accreditation site visits. He/She shall supervise other associate and assistant deans appointed by the Dean or his/her designate who are responsible for student affairs, curriculum, women's issues (as they relate to medical students), medical student admissions, graduate medical education (training of interns and residents) and post-graduate medical education. He/She may appoint such committees or task forces as deemed necessary to fulfill the obligations of the office.

The Senior Associate Dean for Educational Affairs, or any of his/her associate deans or assistant deans may form subcommittees that are deemed essential to the administration of the school's educational mission. Such subcommittees will be given a specific charge, and will formally report on their findings or results in a mutually agreed upon time frame to the Senior Associate Dean. Upon notification by the Senior Associate Dean, subcommittees can also be disbanded if their original charge has been met, or if their role is no longer required.

Admissions Committee

1. Duties

- a. Applications for admission to the entering class of the Keck School of Medicine shall be reviewed by members of the Admissions Advisory Subcommittee (see section 3.a. below). The Admissions Committee shall evaluate and consider all interviewed applicants and shall make recommendations concerning the admission of such applicants.
- b. The Admissions Committee shall consider and recommend procedures for the identification and consideration of applicants leading to a diverse entering class consistent with University policy on affirmative action.

- c. The Admissions Committee may pursue appropriate activities related to the recruitment of students and dissemination of information on admissions to undergraduate or secondary school campuses.
- d. May establish such subcommittees as it deems necessary.

2. Membership

The Admissions Committee shall consist of 21 faculty members drawn from both clinical and basic science departments; one alumni representative; three students elected by their peers from the second, third and fourth year classes; and *ex officio*, the Assistant Dean for Admissions and a representative from the Office of Diversity. The chair of the Admissions Committee shall be appointed by the Dean.

Educational Policy Committee

1. Duties

The Educational Policy Committee shall

- a. Consider and evaluate all matters relating to medical education within the Keck School of Medicine;
- b. Review the medical curriculum in terms of general scope, schedule and philosophy;
- c. Review current standards for accreditation and licensure, ensuring that the curriculum meets or exceeds such standards;
- d. May formulate such educational policies or procedures as it deems necessary. Such recommendations shall be reviewed by the Dean who shall have final approval authority;
- e. Be concerned with evaluation of student progress in relationship to the academic goals of the departments;
- f. Establish standards and procedures for the evaluation of faculty teaching;
- g. May approve special or experimental programs for a certain period of time and shall inform the Dean of any such action;
- h. May establish such subcommittees as it deems necessary.

2. Membership

The Educational Policy Committee shall consist of an educational representative from each department, a representative of the Division of Medical Education, a peer-selected representative of the Medical Faculty Assembly, and a chairperson appointed by the Dean. Two medical student representatives shall be selected from each year by student election. The educational representative shall be chosen by the department chair after consultation with the Senior Associate Dean for Educational Affairs (or responsible administrator) and departmental faculty. The appointment of the departmental representative shall normally be in accord with the recommendation of departmental faculty. *Ex officio* members include the Associate Deans for Curriculum and for Student Affairs (or other responsible administrators), Directors of the Introduction to Clinical Medicine and Professionalism and the Practice of Medicine courses as well as other faculty and staff deemed necessary by the committee chair.

3. Committee Rules for Educational Policy Decisions

Decisions by the Educational Policy Committee will be determined by majority vote when a quorum is present. In the event that a quorum is not present, but the membership in attendance is broadly representative of the membership at large, the Committee may address and vote on issues. In the event that a quorum was not present and the Committee voted on an issue, the committee will distribute all results for comment from those members who were not present. If a majority of members not present submit a concern about a decision (or at the discretion of the chair), the issue in question will be revisited by the Committee.

4. The Educational Policy Committee shall receive reports from subcommittees of its own choosing.

5. Administration

The Associate Dean for Curriculum (or responsible administrator) receives recommendations from the appropriate committees and facilitates faculty teaching efforts and initiatives. The Associate Dean for Curriculum or his/her representative serves *ex officio* on and is responsible for staffing all teaching committees. Other responsibilities of the office include:

- a. Providing and managing teaching resources such as computer-based and multimedia instructional programs, student laboratory facilities, reproduction and distribution of class handouts or other materials;
- b. Coordinating between the Medical Librarian and Faculty Curriculum Committees to ensure availability to the students of appropriate learning resources;
- c. Ensuring, in conjunction with the Associate Dean for Student Affairs (or other responsible administrator), that appropriate student performance and progress records are collected and maintained;
- d. Implementing procedures for confidential evaluation of individual faculty teaching efforts. Ensuring that the confidential results of such evaluations are transmitted to the faculty member being evaluated and to his/her department chair for inclusion in the faculty member's personnel file;
- e. Coordinating and revising curriculum;
- f. Implementing special or experimental teaching programs established by the Educational Policy Committee, maintaining appropriate records and coordinating evaluation procedures;
- g. Providing appropriate opportunities for enhancement of faculty skills in instruction;

Student Affairs Committee

1. Duties

The Student Affairs Committee shall consider and evaluate all matters dealing with student affairs, including financial aid, student housing, student recreation, and shall assist the Associate Dean for Student Affairs (or responsible administrator) in the area of

student affairs. The committee shall oversee counseling services for students, and hear student clerkship evaluation appeals as described in the Student Handbook. It may establish subcommittees it deems necessary; this shall include (but is not necessarily limited to) a subcommittee on financial aid.

2. Membership

The Student Affairs Committee shall consist of the chair who is appointed by the dean, five faculty members from basic science and clinical departments, four medical student members, one elected from each class, and an alumni representative. The Associate Dean for Student Affairs, the Assistant Dean for Diversity, and the Financial Aid Officer (or administrators responsible for these activities) shall serve as *ex officio* members of the committee. The Student Affairs Committee shall receive reports from subcommittees of its own choosing.

M.D./Ph.D. Committee

1. Duties

The M.D./Ph.D. Committee accepts students into the joint M.D./Ph.D. program of the University of Southern California and California Institute of Technology, monitors student progress and mentor responsibilities, and disburses available financial support for the program. Admission of students to the M.D./Ph.D. program requires acceptance by the M.D./Ph.D. Committee as well as the Keck School of Medicine Admissions Committee.

2. Membership

The membership of the M.D./Ph.D. Committee shall consist of

- a. The Director of the program at Keck School of Medicine who is appointed by the Dean; the Director shall serve as the chair of the M.D./Ph.D. Committee;
- b. The Director of the program at the California Institute of Technology;
- c. The Associate Director of the Program who is appointed by the Director; the Associate Director shall serve as chairperson of the M.D./Ph.D. Committee when the Director is unavailable;
- d. The Assistant Director of the Program who is appointed by the Director; the Assistant Director will serve as chair in the absence of the Director and/or Associate Director;
- e. Physician-scientists (M.D./Ph.D. and/or M.D.) representing basic science and clinical departments as well as key research institutes from the Keck School of Medicine;
- f. Ph.D. scientists from the Keck School of Medicine representing basic science and clinical departments;
- g. Ph.D. or M.D./Ph.D. scientists from California Institute of Technology representing academic departments participating in the joint degree program;

- h. One or two M.D./Ph.D. student(s) from each of the following groups:
 - i. Med I & II
 - ii. PhD Studies
 - iii. Med III & IV
- i. The Associate Dean for Scientific Affairs and the Senior Associate Dean for Educational Affairs (or responsible administrators) who serve as *ex officio* members.

5. Faculty Affairs

The Senior Associate Dean for Faculty Affairs (or responsible administrator) shall report to the Dean on all matters that pertain to the faculty and their academic activities. He/She shall counsel faculty with regard to policies and procedures of the University and the Keck School of Medicine. He/She shall coordinate School activities related to faculty recruitment; appointments, promotions, and tenure; programs for faculty mentoring; nomination of faculty for honors and awards; awarding of sabbaticals; retirements; and grievances (which are governed by University-wide policies and procedures). He/She shall supervise the maintenance of faculty records and work with Department Chairs to ensure that faculty are advised and counseled with regard to their academic careers. The Senior Associate Dean for Faculty Affairs shall oversee the Associate Dean for Women with regard to issues related to faculty.

Faculty Appointments, Promotions, and Tenure Committee

1. Duties

The Appointments, Promotions, and Tenure Committee shall act in concert with the academic personnel policies and the Faculty Records Office to advise the Dean on all faculty personnel actions involving rank and duration of initial appointment, number of years credited toward the tenure decision year, re-appointments, promotions and tenure. Deliberations of the Faculty Appointments, Promotions and Tenure Committee will be initiated by a written recommendation from the department chair and accompanied by the faculty member's dossier as required by University policy.

2. Membership

The Faculty Appointments, Promotions, and Tenure Committee shall be comprised of one member from each department and one member appointed by the Medical Faculty Assembly. The chair shall be appointed by the Dean from among the committee membership. Faculty members of the committee shall be appointed to three-year terms with one-third of the members appointed each year. At least three-fifths of the members shall hold tenured appointments. Members may be reappointed. The Senior Associate Dean for Faculty Affairs (or appropriate administrator) shall serve as an *ex officio* member and advise members of the Committee, when necessary, on University policy regarding appointments and promotions.

6. Scientific Affairs

The Associate Dean for Scientific Affairs (or responsible administrator) shall report to the Dean on all matters pertaining to research activities at the Keck School of Medicine as well

as graduate programs. He/She shall promote research activities and collaborations within the Keck School of Medicine and between faculty from the School and faculty in other University units. He/She shall be responsible for issues of scientific conduct, protection of human subjects and compliance with federal and other regulations related to research. In addition, he/she shall provide administrative support for all Master's Degree and Ph.D. degree programs in the Keck School of Medicine. He/She may appoint subcommittees to review issues of scientific misconduct, or any other issues pertinent to the research mission of the Keck School of Medicine.

Faculty Research Council

1. Duties

The Faculty Research Council will serve in an advisory capacity for the recruitment of tenure-eligible faculty into or within the Keck School of Medicine. The goals of the FRC are: (1) to assure recruitment of the highest quality individuals in areas that best fit the needs of the school and its departments and institutes; and (2) to assure a solid mentoring plan for any junior level faculty members successfully recruited. To meet these goals, the FRC will evaluate all proposals for new recruitments of tenure-eligible faculty, track the recruitment process, evaluate final selections, and, for junior-level faculty successfully recruited, evaluate the initial mentoring plan. Results of these evaluations will be reported in a timely manner to the Dean, who will use the information to guide decisions about recruitment of new faculty.

2. Membership

The Faculty Research Council shall be comprised of ten faculty members from basic science and clinical departments who have demonstrated their strength and breadth in research. Members will be appointed by the Dean for terms of 3 years, with approximately 1/3 of the committee changing annually. Members may be reappointed. Two Co-Chairs of the committee, one clinical scientist and one basic scientist, will be appointed by the Dean from the membership. The Associate Dean for Scientific Affairs, the Senior Associate Dean for Faculty Affairs, and the Director of Facilities at the school (or responsible administrators) shall serve as *ex officio* members of the committee.

Graduate Council

1. Duties

The Graduate Council shall be responsible for recommending policies and reviewing procedures for graduate programs leading to the M.S., M.P.H., and Ph.D. degrees and shall advise the Associate Dean for Scientific Affairs (or responsible administrator) on all matters pertaining to graduate education in the Keck School of Medicine. This will include all matters dealing with graduate student affairs, including financial aid, student counseling, student housing, and student recreation. The Council may establish appropriate subcommittees as it deems necessary.

2. Membership

The Graduate Council will consist of

- a. One representative from each department in the Keck School of Medicine granting a Ph.D. or Masters degree;
- b. Three representatives-at-large, including at least one representative from Children's Hospital Los Angeles;
- c. Representatives from all interdepartmental and interscholastic graduate programs represented on the HSC;
- d. A graduate student selected by the Keck School of Medicine Graduate Students Association;
- e. Invited representatives from graduate programs on the Health Sciences Campus under the administration of other Schools, as *ex officio* members.

The Dean shall appoint a chair from among the faculty members serving on the Council. Faculty members will serve three-year terms, with one-third being replaced annually. The graduate student member will be appointed annually. The Associate Dean for Scientific Affairs (or appropriate administrator) shall serve as an *ex officio* member of the Council.

7. Office for Women

The Associate Dean for Women (or responsible administrator) shall be responsible for providing and managing services and resources for women in the Keck School of Medicine. Services are provided for women faculty, students and staff. The Associate Dean for Women reports to the Senior Associate Dean for Faculty Affairs (or responsible administrator) for issues regarding faculty; and to the Senior Associate Dean for Educational Affairs (or responsible administrator) for issues regarding students. Issues handled by the Associate Dean for Women include professional development, negotiation, non-litigational conflict resolution and professional guidance. The office is responsible for monitoring Title IX compliance by the Keck School of Medicine.

8. Office for Disabled Issues

The Associate Dean for Women is responsible for maintaining the Office for Disabled Issues on the Health Science Campus. This office is responsible for coordinating accommodation for students with disabilities and serves as liaison with the USC Office of Disability Services and Programs on the University Park Campus.

V. RATIFICATION AND AMENDMENT

The Medical Faculty Assembly and the Executive Council will evaluate the Governance Document every five years. Amendments to this document proposed by faculty shall require a two-thirds majority vote of the Medical Faculty Assembly and a two-thirds majority vote of the

Executive Council; subsequently these amendments shall be submitted for general faculty referendum. A simple majority vote of the voting faculty shall be required for approval of proposed amendments. Amendments proposed by the faculty will be submitted to the Dean for approval. If the Dean rejects an amendment to the Governance Document that has been approved by faculty referendum, he/she shall notify the faculty in writing of the reasons for this action. Final approval or rejection of the Keck School of Medicine Governance Document or amendments to the Keck School of Medicine Governance Document shall rest with the Board of Trustees of the University. The Board of Trustees or its appropriately designated representative may alter or amend the Governance Document at any time; if this right is exercised by the Board, the faculty of the Keck School of Medicine shall be provided a written explanation for such actions by an appropriately designated representative of the Board.

Appendix I: Standing Committees

Financial Affairs:

Finance Committee

Educational Affairs:

Educational Policy Committee

Student Affairs Committee

Admissions Committee

M.D./Ph.D. Committee

Faculty Affairs:

Faculty Appointments, Promotions, and Tenure Committee

Scientific Affairs:

Faculty Research Council

Graduate Council