

# Charles R. Drew University of Medicine and Science



## *Faculty Handbook*

2017

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# FACULTY HANDBOOK

## A SELECTION OF STATEMENTS, POLICIES AND PROCEDURES OF THE CHARLES R. DREW UNIVERSITY OF MEDICINE AND SCIENCE Revised 2017

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# **I. INTRODUCTION**

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## **A. WELCOME TO CHARLES R. DREW UNIVERSITY OF MEDICINE AND SCIENCE (CDU).**

This Faculty Handbook is intended to function as a reference guide to the University. Its structure, key policies, procedures and statements are outlined. The Handbook focuses on affairs of the faculty including faculty rights and responsibilities, governance, faculty appointments and promotions, contracts, workloads and employment conditions and grievances. Resource links to University Affairs, Student Affairs and Research Affairs are also included to assist faculty members in their advisory functions and for their own knowledge and use.

The information contained in this Faculty Handbook is current as of December, 2017, but changes on the Campus are constant and should be expected. Updates on changes will be issued to the faculty on a yearly basis. Faculty are able to find an electronic copy of the Faculty Handbook on the CDU Portal <https://myportal.cdrewu.edu/sites/fac-staff/FacultyAssembly/SitePages/Home.aspx>.

## **B. DR. CHARLES RICHARD DREW: A LIFE COMMITTED TO EXCELLENCE** *Back to Top*

CDU is named in honor of an outstanding Black surgeon whose life was characterized by a strong commitment to excellence. At Amherst College, he was a distinguished athlete and the winner of the Howard Hill Mossman Trophy.

At McGill University School of Medicine, he became an Alpha Omega scholar and was a winner of the Williams Prize, which was awarded on the basis of a competitive examination given annually to the top five students in the graduating class.

Dr. Drew also left a record of outstanding research at Columbia University. His doctoral thesis, "Banked Blood: A Study in Blood Preservation," was described as "one of the most distinguished essays ever submitted, in both form and content."

During World War II, he was chosen by the trustees of the Board of Medical Control of the Blood Transfusion Association to direct the Plasma for Britain Project and was described as "...the best qualified of anyone we know to act in this important development." His expertise in the subject of blood preservation and his excellent organizing ability resulted in the saving of countless lives for Great Britain and later for the United States Army and Navy.

When he was taking the examination for the American Board of Surgery, the examiner asked a question about shock and colloid utilization, which Drew discussed in such detail and command of knowledge that the examiner went from door-to-door down the corridor calling other examiners to gather to hear his wealth of information. Drew was subsequently made the first African American Board Examiner in Surgery.

As Professor and Chairman of Surgery at Howard University, he announced to his classes, "From now on, we're going to turn out surgeons here who will not have to apologize to anybody, anywhere." He died in 1950, by which time he had trained over half of the African American surgeons in the United States. A significant group of surgeons have continued to be inspired by his life.

The school, which is named in his honor, seeks to develop and encourage the same commitment to excellence in teaching, research, and the quality of patient care.

## **C. CHARLES R. DREW UNIVERSITY: A PRIVATE UNIVERSITY WITH A PUBLIC MISSION**

### **VISION STATEMENT**

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Excellent health and wellness for all in a world without health disparities.

### **MISSION STATEMENT**

Charles R. Drew University of Medicine and Science is a private non-profit student centered University that is committed to cultivating diverse health professional leaders who are dedicated to social justice and health equity for underserved populations through outstanding education, research, clinical service, and community engagement.

### **VALUES**

***Community*** - At CDU, community encompasses historically underserved, under-resourced, and underrepresented groups such as those in South Los Angeles and around the world that are impacted by health disparities. As a value, “community” is the binding spirit that inspires and drives our unique approach in preparing health professionals dedicated to social justice and health equity.

***Leadership*** - At CDU, we hold ourselves accountable and define our collective and individual responsibility as a catalyst for change necessary to reduce and eliminate health disparities. As a value, “leadership” means we embrace our role as a pioneer in health education and research.

***Excellence*** - At CDU, excellence is the highest quality performance in our operations, interactions, activities, and service to our community. Excellence invokes the desire to challenge and transcend the status quo. As a value, “excellence” represents the transformation we seek in ourselves and in our students, faculty, and staff.

***Diversity*** - At CDU, diversity is defined by the multiple perspectives and ideas, plurality of cultures, variety of ethnicities, and differences in individuals within our communities. As a value, “diversity” represents a quintessential element of humanity and social justice for all.

***Integrity*** - At CDU, integrity is the strength of character necessary to remain true to our values even in the face of adversity. As a value, “integrity” is conducting trustworthy, ethical, and respectful education, research, clinical, and other services in our committed engagement with underserved communities.

***Compassion*** - At CDU, compassion is empathy for the plights and predicaments of disadvantaged populations. As a value, “compassion” propels us to hear the voiceless, compels us to advocate for the oppressed, and obliges us to seek relief for the deprived

## **D. CDU ADVANTAGE**

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The CDU Advantage is a promise of curricular and education experience that cultivates medical and health profession leaders who are able to conduct and translate empirical works in their never-ending

quests for social justice and health equity and who, in partnership with the community, serve as agents, activists, and advocates for policy reform and catalysts for societal transformation, especially for the underserved populations.

The CDU Advantage distinguishes the University from all its peers and competing institutions. The CDU Advantage defines an educational experience, which culminates into LEADERSHIP, ADVOCACY, and ACTIVISM. At CDU, our students will become the best health professionals there are, but on top of that, their education will prepare them to become leaders who are dedicated to transforming the world of medicine—following after the footsteps of Dr. Charles R. Drew—the pioneer in blood transfusion science. CDU education prepares our students to become advocates for the underserved populations—becoming the voice of the voiceless and the downtrodden. As required by its mission, CDU prepares its graduates to become activists against social injustice and health disparities.

Given the type of students we attract, CDU seeks and cherishes a particular set of faculty. These are individuals with terminal or advanced degrees with years of experience in their chosen fields. While many of them are accomplished health professionals in their own right, ALL are chosen for their commitment to social justice and health equity. The quintessential faculty members of CDU see themselves not only as a conveyor of esoteric knowledge to their students, but as a nurturer of human minds, prodding and cultivating them to dream the impossible; they see themselves not only as a connector between the current and the future generations, but also as an instigator and a shaper of the future of human wellness; they see themselves as a consummate teacher, making the complex simple and the difficult attainable; they embrace the beauty and power of diversity that shapes human learning experience; they demonstrate excellence with their relentless critiquing of the status quo; they embrace their students not just as novices but as partners in their struggles against health disparities; and they are mentors who exemplify relational pedagogy knowing too well that we all learn better within positive, healthy, affirming, empowering relationships. This type of faculty is the gem of the institution and the talk of their students.

## **2. FACULTY DEFINITIONS AND CLASSIFICATIONS** [\*Back to Top\*](#)

For the purpose of this document, the terms "faculty" and "faculty member" include a person affiliated with the university as Professor, Associate Professor, Assistant Professor, or Instructor, including a person holding an auxiliary appointment—in a Research, Clinical, Community, Lecturer, Adjunct, Emeritus or Visiting title—irrespective of whether or not that person is employed by the university in a compensated capacity (See section 6. Faculty Appointments and Promotions for further clarification). All CDU faculty, irrespective of rank or compensation, must maintain an active status/appointment to be eligible as a faculty. Active status/appointment is defined as having a current dossier with an approved faculty plan, progress report, and Annual Faculty Performance Appraisal on file.

The statement on Academic Freedom and attendant faculty Rights and Responsibilities herein provided in this Faculty Handbook apply equally to all faculty members.

CDU policy under the auspices of the Office of the Provost establishes uniform definitions with minimum qualifications for appointment eligibility in the following faculty positions: Instructor, Lecturer, Assistant Professor, Associate Professor, Professor and Emeritus Professor. Each college/school of CDU under the

auspices of their respective Dean retains discretion on whether to utilize an academic series designation and on faculty eligibility for voting rights in governing bodies at the college/school and campus (Academic Senate) levels. The university under the auspices of the Provost recognizes the following academic series: Regular Series, Prefix Series and Adjunct Series.

*Regular Series:* for instructors and professors at any rank who are engaged in substantial teaching or research activities and who are primarily employed and compensated at CDU. These core faculty hold voting rights in their respective college/school governing bodies and in the Academic Senate.

*Prefix Series:* for instructors and professors at any rank who contribute to the COM mission through part-time or voluntary participation in clinical education/teaching, research/creative scholarly activity, or community service. These affiliate faculty are self-employed or funded through an employer other than CDU, and they hold voting rights in their respective college/school governing bodies and in the Academic Senate.

*Adjunct Series:* for faculty at any rank who are employed by CDU to teach or perform related duties on a part-time compensated and term-limited basis. Adjunct faculty appointments are by agreement and they do not have voting rights in their respective college/school governing bodies or in the Academic Senate.

### **3. FACULTY RIGHTS AND RESPONSIBILITIES**

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#### **A. Academic Freedom and Responsibilities**

The University and The Faculty endorse academic freedom and responsibility as essential to attainment of the goal of the unfettered search for knowledge and its free exposition. Academic freedom and responsibility are fundamental characteristics of the University environment and are always closely interwoven and at times indistinguishable. Academic freedom and responsibility are the twin guardians of the integrity and quality of higher education. The University and The Faculty look to its faculty members to exercise their rights responsibly and to meet their obligations fully as professionals. Faculty acceptance of their responsibilities to students, colleagues, the scholarly community, and the public explains in great part why society historically has accepted the concept of academic freedom.

Within the framework of shared governance, The University and The Faculty also recognize that the university is not just a corporate body created by operation of law. It is also a community of individuals associated in activities related to thought, truth, and understanding. It must therefore be a place where the broadest possible latitude is accorded to innovative ideas and experiments, where independence of thought and expression are not merely tolerated but actively encouraged. Because thought and understanding flourish in a climate of intellectual freedom; because the pursuit of truth is primarily a personal enterprise, faculty responsibility must be strongly anchored to principles of intellectual freedom and personal autonomy.

As members of an institution of higher learning, faculty of the University have the right and obligation to promote conditions of free inquiry by discovering, creating, examining and transmitting knowledge and by educating students. In order to protect the integrity of the institution and the academic freedom of faculty and students, the University supports the right to examine all pertinent data, to question assumptions, and to be guided by evidence.

Because of the University's unique origin and mission, the faculty and students shall maintain the freedom

to respond to the needs of underserved communities in the pursuit of equity and justice.

As citizens engaged in a profession that depends upon freedom for its well-being and integrity, faculty of the University have a particular obligation to ensure that freedom from duress is maintained, and that sanctions aimed at suppressing intellectual independence, free investigation and unfettered communication by the academic community are not imposed.

Faculty members have the freedom to discuss controversial matters in the classroom, so long as they relate to the subject matter of the class. They are entitled to review by students, as well as by their peers. It should be noted that academic freedom does not allow the individual faculty member to ignore the minimal subject matter to be covered by an instructor in a course of a curriculum if it is coordinated by a University determined prerequisite structure.

Faculty members are entitled to full freedom in research and in the publication of their results; however, investigators shall refrain from investigational procedures that might harm or endanger others without their informed consent or cause unnecessary harm to research animals. Classified research, by its very nature, is inconsistent with academic freedom.

Research for monetary return should be based upon an understanding between the faculty and the authorities of the institution.

## **B. Rights of Faculty**

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The rights of university faculty members are not fundamentally different from those of other members of society. The university, however, has a special autonomy, and reasoned dissent plays a particularly vital part in its existence. Therefore, there are faculty rights which owe their origin to the nature of the educational process. These rights are to be enjoyed by all faculty, including those who perform instructionally-related support tasks.

**Section A.** As citizens and residents, all members of the faculty enjoy the same basic rights as do all other citizens and residents.

1. Among these basic rights are freedom of speech; freedom of peaceful assembly and association; freedom of political beliefs; freedom of religion; freedom from censorship; and freedom from personal force and violence, threats of violence, and personal abuse.
2. Each faculty member has the right to organize his or her own personal life and behavior, so long as it does not violate the law or agreements voluntarily entered into, and does not interfere with the rights of others or the educational process.
3. The faculty member's relationship with the University shall be free from unlawful or unjust action; for example, discrimination based on race, religion, gender, national or ethnic origin, age, or sexual orientation.
4. Each faculty member, subject to contractual agreement, has the right to enjoy the benefits of his or her creative work. The faculty member has the right to a clear written statement in advance of the extent to which the conditions of his or her employment restrict the enjoyment of those private benefits of his or her creative work, which are commonly referred to collectively as intellectual property rights and specifically as copy-right, patent rights, trademark rights, or licensing rights.
5. The faculty member has the right to a regular objective evaluation of his or her performance without regard to his or her political, social, or other views, unless directly related to academic professional merit, ethics, or responsibilities.



6. The faculty member has the right to a clear, careful, and complete outline, in writing, of the conditions and stipulations of his or her appointment at the time of that appointment i.e., contract, job description, and clearly defined workload.
7. The faculty member has the right to know the causes, circumstances, and procedures, which could result in his or her separation from employment.
8. The faculty member has the right to recourse if another faculty member is negligent, irresponsible, or represents the work of others as his or her own.
9. The faculty member has the right to pursue complaints and grievances against another faculty and any other officially-recognized member of the university according to established university policy and procedure.
10. The faculty member has the right to peer-driven academic due process which shall determine the validity of allegations against his or her professional behavior; the validity of the abridgment of faculty rights; or the resolution of disputes not resolved by less formal means. The procedures shall be structured so as to facilitate a reliable determination of the truth or falsity of charges, to provide fundamental fairness to the parties, and to be an effective instrument for the maintenance of professional standards.
11. The faculty member has the right to know in advance the range of penalties for violations of professional standards of behavior and of those regulations which govern the conditions of employment.
12. The faculty member is entitled to the right to privacy in offices and laboratories and in keeping of professional materials such as personal papers, emails, confidential records and effects, subject only to law and to conditions voluntarily entered into.
13. The faculty member is entitled to the freedom to hear, hold, and to study unpopular and controversial views on intellectual and public issues; to speak or act on behalf of the institution when authorized to do so; and to the right to hold public meetings, to post notices, and to engage in lawful demonstrations.
14. The above list of rights is not exhaustive.

**Section B.** As full members of the academic community of the university, faculty members have rights based upon the nature of the educational process and the requirements of the search for truth and its free presentation.

1. Basic rights which devolve to university faculty members include freedoms of teaching, learning, conducting research, and publishing findings in the spirit of free inquiry; that is, basic rights include an atmosphere free from institutional orthodoxy and internal or external coercion, one where the expression of the widest range of viewpoints is encouraged. Free inquiry implies the right to make one's research findings public.
2. The faculty member has the right to participate in the shared governance of the university, including, but not limited to the formulation of institutional educational goals.
3. The faculty member has the right to be treated fairly, courteously, and professionally by students, colleagues, the department Chairs or Program Directors, and by all members of the University administration, and to be protected from arbitrary or capricious action on the part of any such persons.
4. The faculty member has the right to evaluation by faculty peers with respect to his/her appointment, retention, and promotion on the basis of criteria and standards developed and promulgated by the appropriate faculty units or faculty representative bodies.
5. The compensated faculty member has the right to fair, equitable, and timely remuneration and attendant benefits, if any, as dictated by university policy for the specific type of activity conducted on

behalf of, and authorized by the university, and as commensurate with their rank, duties, performance, and professional stature.

6. The faculty member has the right to be heard, to be considered, and to regularized participation at all appropriate levels of the decision-making process about basic policy matters of direct concern to professional performance and status, and to press action on matters of concern by any appropriate means.
7. The faculty member has the right to know the policy of the university about indemnification of faculty members when they are acting in good faith within the scope of their employment and in performance of their authorized or assigned duties.
8. The faculty member has the right to a clear statement of academic freedom, faculty rights and responsibilities, and the mission and goals of the university.
9. The faculty member has the right to regular access to all information and policies which are used for administrative decisions, and which is not specifically restricted by law.
10. The faculty member has the right to form and participate in organizations that in his or her judgment are most appropriate for the purpose of faculty governance and the formation of intra- and inter-campus educational, faculty, and fiscal policies.
11. Individual faculty members have the right to determine the specific content and instructional methods in the courses they are assigned as long as they are linked with the course learning objectives. The collective faculty has the right to develop curricula and, within the appropriate discipline, the right to establish general course content by such means as course titles, definitions, outlines, and catalog descriptions; to set the requirements for degree completion; and to authorize the granting of degrees within the discipline.
12. The faculty member has the right, subject to contractual agreement, to institutional support in the pursuit of opportunities for faculty development.
13. Freedom from restriction to pursue academic and administrative responsibilities is a right of the faculty member.
14. Reduction of benefits and salaries must be clearly justified to faculty before going into effect.
15. The above list of rights is not exhaustive.

### **C. Responsibilities of Faculty and Standards of Performance**

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The faculty plays a critical role in the pursuit of academic excellence at CDU. The institutional strategy for achieving excellence is described in a separate document, which can be obtained from the Office of the Dean. In general, it assumes the ability of the institution to recruit and retain competent faculty, as well as terminate those who fail to achieve or maintain acceptable standards of performance.

### **D. Statement of Responsibility**

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Every person admitted to the faculty of CDU enters into a social contract which involves a set of responsibilities to CDU, UCLA, and specific department, and to one's self. In the past, these responsibilities were unwritten and more or less understood. More recently, these responsibilities have been defined in writing at the institutional level and are broad enough to include the responsibilities to the schools and colleges of the University. Some departments have, as expected, translated the institutional responsibilities for teaching, research and service into more specific responsibilities within their own disciplines. This process will not be complete until all departments have translated the institutional goals for teaching, service and research into a set of written responsibilities specific for each department. The same process is to be extended to the individual, with the exception that although a department is expected to assume responsibilities in all three areas, an individual may be competent in only two of these

areas and still play an acceptable role at CDU. Since all faculty members are expected to teach, there are three options available to CDU faculty as individuals:

1. Teaching, service, and research
2. Teaching and service;
3. Teaching and research.

Faculty members who hold joint appointments at UCLA may find it impossible to advance if they choose option 2.

The list of institutional responsibilities covers all three areas but few individuals are likely to be simultaneously outstanding in all areas. The teaching responsibilities are intended to include all forms of teaching formal and informal, clinical and didactic. Likewise, the research responsibilities are intended to include any of the acceptable research forms, including laboratory research, clinical research, health services research, or behavioral research. CDU has a stated bias in the direction of research towards the solution of problems of greatest relevance to South Los Angeles community and similar communities throughout the world.

The service responsibilities are also multidimensional. They include the ultimate responsibility for patient care provided directly or indirectly by residents or others in training and institutional responsibilities such as serving on the Senate Committees and Faculty Councils. Service to professional organizations such as the National Medical Association, the Academy of Pediatrics or the Institute of Medicine is recognized as fulfilling faculty responsibilities, as does professional service to the lay community at a local, state, national or international level.

The following is a listing of the responsibilities for regular faculty.

## TEACHING

- To attract students who are committed to the goals of the institution and actively support them;
- To demonstrate respect for patients, students and co-workers;
- To advise students and assist them in achieving their educational and personal goals, providing them with feedback;
- To participate in curriculum development for the department and divisions;
- To upgrade teaching techniques and skills, including use of institutional materials;
- To provide continuing education to physicians and other health professionals;
- To provide education to the community in health matters;
- To assist students in acquiring appropriate knowledge, skills, attitudes, competence, and compassion.

## SERVICE

- To serve on School, Hospital or University committees;
- To assume administrative responsibilities in the School, Hospital or University when requested to do so;
- To assume responsibilities as a public service at a local, state, national or international level;
- To assume responsibilities in professional organizations.

## RESEARCH

To develop research proposals;  
To obtain approval and funding of proposals;  
To complete proposed research projects;  
To publish research results;  
To develop and participate in research seminars and use methods which will facilitate an inter- and intra-departmental research environment;  
To elicit the participation of students in research.

### **E. Academic Dishonesty**

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Defined as any act that intentionally violates the trust upon which the pursuit of knowledge is based. The sections that follow illustrate key areas in which academic dishonesty should be watched for and eliminated.

#### *Examination Behavior*

During examinations, any behavior that involves external assistance is considered academically dishonest, unless expressly permitted by the instructor. Specific actions that are considered unacceptable during an examination include, but are not limited to:

- ◆ communicating in any way with another student during the examination;
- ◆ copying material from another student's examination;
- ◆ using unauthorized notes or other devices during an examination.

#### *Fabrication*

Any intentional falsification or invention of data or failure to acknowledge a scholastic citation in an academic exercise is considered a violation of academic integrity. Acts of fabrication include, but are not limited to:

- ◆ altering existing data;
- ◆ resubmitting returned and corrected academic work under the pretense of grader evaluation error when, in fact, the work has been altered from its original form.

#### *Plagiarism*

Plagiarism is the appropriation and subsequent submission of another's ideas or words as one's own. If the words or ideas of another are used, acknowledgment of the original source shall be made through recognized referencing practices (use of footnotes, direct quotation marks or appropriate identification and spacing). If another's ideas are borrowed in whole or in part and are merely recast in the faculty member's own words, proper acknowledgment shall be made; a footnote or proper internal citation shall follow the paraphrased material.

#### *Disciplinary Procedures*

Procedures for handling alleged violations of the academic integrity policy are the responsibility of each of the University's Colleges.

## **F. General Responsibilities**

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Academic freedom also entails responsibilities. Faculty members have both General Responsibilities and more specific duties and obligations as set forth below under: General Duties; Duties to Students; Professional Obligations; Academic Citizenship Obligations; other University Obligations; and other Outside Professional Obligations.

The following lists of faculty member responsibilities, duties, and obligations are not exhaustive.

For faculty members, the general elements of academic freedom responsibility include:

1. The responsibility to carry out teaching, research, and professional and public service duties in a professional manner and in keeping with university policy.
2. The responsibility, as teachers, to refrain as much as possible from introducing matters which are not consistent with their teaching duties and professional competence and which have no significant bearing on the subject matter of the course as approved under university procedures.
3. The responsibility to pursue excellence and intellectual honesty in teaching, research, and other creative endeavors and in service activities; and in publishing or presenting of research findings and creative works.
4. The responsibility to encourage students and colleagues to engage in free discussion and inquiry; and to evaluate student and colleague performance according to defined standards of the respective faculty of the various Colleges and Schools of the university.
5. The responsibility to work in a collegial manner with appropriate faculty, staff and administrators bodies to encourage the free search for knowledge, its free exposition, and the university's continuing quest for excellence.
6. The responsibility to differentiate carefully their official activities as faculty members from their personal activities as citizens and residents, and when the situation warrants, to make it clear that when speaking as private citizens and residents, they do not speak for the university.
7. The responsibility to work toward student success and fulfillment of the University mission.

## **G. General Duties**

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1. Faculty members must conduct themselves-in their interactions with other faculty members, administrators, staff members, students, and other university participants-in accordance with reasonable standards of professionalism. Examples of inappropriate behavior include but are not limited to: requiring the performance of inappropriate personal services; assigning tasks for punishment rather than for educational or job-related reasons; intentional disruption of teaching, research or administrative activities; and intentional neglect of necessary communications.
2. Faculty members must not discriminate against, harass, or impose prejudicial treatment upon other faculty members, staff members, students, or other university participants because of race, color, religion, national origin, gender, sexual orientation, gender identity/expression, country of citizenship, age, political beliefs, or disability status, or because of any other criterion or characteristic that is impermissible under applicable constitutional or statutory provisions. This injunction includes decisions or recommendations concerning admissions, employment, promotion, retention, grading, and other professional matters.

3. Faculty members must not intentionally violate and must otherwise comply with all current university policies and procedures—including any annual or as-needed filing requirements--on Conflict of Commitment and Conflict of Interest disclosures.
4. Faculty members must not intentionally violate and must otherwise comply with current university and all applicable state and federal regulations on release of proprietary or confidential data, including but not limited to Equal Employment Opportunity Commission, Freedom of Information Act, and Health Insurance Portability and Accountability Act restrictions and requirements.
5. Faculty members must not intentionally violate and must otherwise comply with current policies and procedures for faculty leave requests, limits, and other terms as established by the Family and Medical Leave Act, the university, and its respective Colleges and Schools.
6. Faculty members must not intentionally violate and must otherwise comply with any and all other current university policies and procedures, rules and regulations.
7. Faculty members must comply with reasonable and appropriate instructions of their Chair, Division Chief, Program Director, Dean, vice president, president or other appropriate authorized university officer respecting the timely performance of their essential duties.
8. Faculty members must competently perform their responsibilities as teachers, scholars, and members of the university community. Decisions related to faculty member competence in the areas of teaching, scholarship, responsibility, service excellence and academic citizenship will be based on regulations and guidelines outlined in, and consistent with, relevant college or departmental criteria.

#### **H. Duties to Students**

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Members of the faculty have the following specific responsibilities in connection with their teaching activities:

1. Faculty members are expected to remain current in their subjects, including their teaching and research skills.
2. Faculty members are expected to provide instruction in assigned courses at the regularly scheduled time, promptly beginning and ending each class. Failure to meet scheduled classes without prior notice to students is excusable only for reasons beyond the control of faculty members. Alteration of schedules, or cancellation or rescheduling of classes, may be done only for valid reasons (as determined by the department chair or program director and/or dean) and after adequate notice to students.
3. Faculty members are expected to remain available to their students in some capacity during the full course of their teaching terms as specified in the academic-year calendars established by their respective university Colleges or Schools.
4. Faculty members are expected to complete in a professional, timely and responsible manner all other teaching and academic assignments that they have accepted as, or which are a normal part of, their duties.
5. Faculty members shall engage in reasonable and substantial preparation for the teaching of courses assigned to them, consistent with their scope and nature and appropriate to the educational objectives they seek to achieve.
6. Faculty members must maintain regular office hours during which they are available for consultation with students, or otherwise assure their accessibility to students.

7. Faculty members must, at the beginning of a course, give reasonable notice to students of the general content of the course, what will be required of the students, and the criteria upon which their performance will be evaluated. Evaluations must be performed promptly, conscientiously, without prejudice or favoritism, and consistently with the criteria stated at the beginning of the course. The criteria for evaluating student performance must relate to the legitimate academic purposes of the course.
8. Faculty members must not misuse the classroom by preempting substantial portions of class time for the presentation of their own views on topics unrelated to the subject matter of the course. Where faculty members find it pedagogically useful to advocate a position on controversial matters, in the interest of academic freedom they must exercise care to assure that opportunities exist for students to consider other views. Faculty members must not reward agreement or penalize disagreement with their views on controversial topics.
9. Faculty members must not use their position, authority, or relationship with students to obtain uncompensated labor for their own personal or pecuniary gain. They may not ask students to perform services unrelated to legitimate academic requirements of a course unless the student is adequately compensated for such services. Faculty members must not solicit gifts or favors from students. They must not accept gifts or favors where they have reason to believe that such a gift or favor is motivated by a desire to secure some sort of academic advantage.
10. Faculty members must not plagiarize the work of a student. Where a faculty member and a student work together, appropriate credit must be given to the student. Faculty members may not limit or curtail the right of a student to publish or otherwise communicate the results of their own scholarly activities.
11. Faculty members must not reveal matters related in explicit confidence by a student, except as required by law or university policy. Personal matters relating to a student must not be revealed by faculty members except to persons entitled to such information by law or university policies. Faculty members may, however, report their assessment of a student's academic performance and ability to persons making legitimate inquiry provided such disclosure is in accordance with the Family Educational Rights and Privacy Act (FERPA).
12. Faculty members have the same duties to students in clinical and research settings, in distance learning, and in other non-traditional settings, as they do in the traditional classroom.
13. Any faculty member or university employee with authority to assign or recommend course materials for any course offered by the university shall do so based on sound academic values, without any prospect of personal financial gain.
14. Faculty members have a responsibility to give individual evaluations of student performance, include providing grades in the manner and within the deadlines specified by the University's academic calendar, doing so honestly, fairly, and without bias, using appropriate criteria and following stated procedures.
15. Faculty members are expected (barring unavoidable circumstances) to attend commencements, convocations, and other appropriate university activities as directed by their Chair, Program Director, Dean, or other appropriate university official.

## **I. Professional Obligations**

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1. Faculty members are responsible for insuring that approval has been obtained from the appropriate review committees prior to initiating or becoming involved in research that involves human subjects,

vertebrate animals, radiation or radioactive compounds, use of recombinant DNA, biohazards, toxic substances, or any other material or activity covered by university, state or federal regulation.

2. Faculty members are responsible for monitoring ongoing research and teaching activities under their supervision to ensure that they continue to be conducted in accord with approved protocols. In addition, faculty must ensure that all personnel involved in such activities under their supervision are fully trained in accordance with relevant regulations.
3. Faculty members must avoid any form of misconduct in sponsored research, non-sponsored research, or other forms of professional activity. When reporting the results of their research or professional activities, faculty members must be honest in the presentation of the data and in the description of the work. Misconduct is defined as fabrication or falsification of data and/or results, plagiarism, or other practices that seriously deviate from those practices that are commonly accepted within the research community for proposing, conducting, or reporting research. It does not include honest error or honest differences in interpretations of judgments of data and/or results.
4. Faculty members must not plagiarize or permit the appearance that they are the author of work done by others.
5. When faculty members are engaged in joint research or other professional efforts with colleagues, they must exercise reasonable care to discharge their agreed obligations.
6. Faculty members whose commitments to the university include research, publication, or other professional endeavors must exercise reasonable care to discharge their agreed commitments.
7. When faculty members serve as supervisors of the professional work of other persons, they must not exploit their position for personal or pecuniary gain.

#### **J. Other Obligations to the University**

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1. Faculty members must not purposely mislead the University by misrepresenting their qualifications as a faculty member or eligibility for University benefits.
2. Faculty members must not utilize their relationships with students or other university professional relationships, their status as a faculty member, or their access to university facilities and services, in a manner which involves or is part of a course of conduct constituting knowing participation in a criminally punishable violation of law and which is likely to interfere substantially with effective fulfillment of university functions or obligations.
3. Faculty members must avoid exploiting the university name or their own relation with the University for personal reasons that are unrelated to their legitimate academic or professional activities. They must not intentionally create the impression, in public appearances or statements, that they are representing the university, unless in fact, they are explicitly authorized to do so.
4. Faculty members must not misappropriate University property. They must not knowingly use university property in violation of state or federal law. They must not use university property or facilities for pecuniary gain, or for personal advantage, if the use of such property or facilities has no legitimate relationship to their academic service. Professional activities which serve to maintain or improve a faculty member's academic skills and which do not violate University restrictions on outside activities, have a legitimate relationship to their academic service.
5. Faculty members must not maliciously destroy University property, purposefully disrupt university programs, and purposefully inflict physical injury on other persons on campus, purposefully interfere with the legitimate activities of other persons on the university campus, or maliciously incite others to



do so.

6. Faculty members must comply with current university regulations outlining the amount of time that they may spend on non-university commitments, outside consulting, or other non-university employment.
7. Faculty members may be subject to discipline for violation of the Drug-Free Workplace Policy.
8. Faculty members are expected to relate and interact with staff, faculty, and students with the utmost level of professionalism, exhibiting the CLEDIC values of the University.

#### **K. Other Outside Professional Obligations**

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1. All members of the faculty are expected to belong to, and participate in the affairs of appropriate professional and educational associations and societies in their respective fields and disciplines.
2. To the extent possible, members of the faculty are expected to deliver papers at meetings of professional and educational organizations and to contribute to professional and educational journals and publications at reasonable intervals. Within the limits of applicable budgets, this activity will be supported by the appropriate department.
3. A regular full-time faculty member shall not accept regular or part-time employment as a full- or part-time teacher during the academic year in another institution, without the prior notification to and approval from the department Chair or Program Director and the appropriate Dean(s).
4. Faculty members may serve as consultants. Such consultation or other remunerative occupation outside the University, however, should not exceed the bounds of current University policy and must not be undertaken without the appropriate notification to and approval of the department Chair or Program Director and the appropriate Dean(s).
5. Traditional scholarly activities such as, but not limited to, service on study sections and review panels, delivery of academic seminars, the review, presentation or writing of scholarly papers, and service on editorial boards, is considered part of the routine academic duties of faculty members. No advance review is required for activities of this type so long as they do not conflict with other faculty duties. Major and ongoing extramural academic commitments that are expected to require commitment of university resources and/or to conflict with other faculty duties, do require advance consultation and agreement with the department Chair or Program Director, the Dean, and other appropriate administrative officer(s), to assure that teaching, research, mentoring, and committee and other school and University obligations will be met.
6. When faculty members use university equipment or facilities in professional work for clients outside the university, the university shall be compensated for the actual burden, including direct costs, borne by the University for such use, and such compensation shall be at a rate determined by the Chair of the Department or Program Director and the Dean of the College or School in question, or by other officials of the university who are authorized to oversee such matters (does not include use through collaborations or partnerships).

## **4. CONFLICT OF COMMITMENT AND INTEREST**

### **A. Conflict of Commitment**

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Charles R. Drew University of Medicine and Science (CDU) full-time<sup>1</sup> faculty members have specific responsibilities and professional activities that constitute an appropriate commitment to CDU and the advancement of the education, research, and scholarship programs of and on behalf of CDU. The specific responsibilities and professional activities that constitute an appropriate commitment will differ across schools and departments, but they should be based on a general understanding between the faculty member and his or her department chair, school dean, and the university Provost.

Even with such understandings in place, however, attempts of faculty to balance CDU responsibilities with external (non-CDU) activities - such as private consulting, public service, or pro bono work – can result in conflicts regarding allocation of time and energies. Conflicts of commitment usually involve issues of time allocation. Whenever an individual's outside professional activities exceed the generally acceptable limits for staff (eight hours out of a forty hour work week, calculated as eight hours per day, Monday through Friday); for faculty, as defined by individual faculty workload contracts, or whenever a full-time faculty member's primary professional commitment is not to CDU, a conflict of commitment exists. If a situation that raises questions regarding a possible conflict of commitment arises, faculty should discuss the situation with his or her school dean, or the Executive Vice President of Academic Affairs and Provost (EVPAA/Provost).

CDU full-time faculty work shall be governed by the following:

1. CDU faculty are expected to provide 100% of their CDU commitment to fulfill their teaching, research, service, and administrative duties to the University. The allocation of faculty time among teaching, research, and service shall be as determined for individual faculty by their respective department Chair/Dean or Provost, in that order. The allocation of staff time to perform their respective administrative duties shall be determined by their supervisors.
2. Faculty whose professional licensures or certifications require a maintenance of practical or clinical service outside the University shall specify in their annual faculty plans the number of hours necessary to fulfill the requirement and seek the approval of the department Chair/Dean (Provost or President in the case of executive officers) before engaging in this service.
3. CDU faculty and staff members are encouraged to volunteer for community/public service beyond their roles and responsibilities at CDU. However, such volunteer service shall not be performed in conflict with faculty and staff's primary roles and responsibilities, and the expectation of a reasonable level of productivity.
4. Notwithstanding the foregoing, any outside activity, even if it occurs outside of the Regular Work Week, will be viewed as a productivity conflict and conflict of commitment if the individual in question is failing to meet performance expectations consistent with his or her roles and responsibilities as specified in the work plan. Therefore, irrespective of the compensation agreement, faculty non-CDU activities must not adversely impact on teaching, publication, research, academic advising, service, and administrative duties to the University.
5. Failure to disclose an actual conflict of commitment or falsification of this statement may be grounds for disciplinary action.

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<sup>1</sup> For purposes of this policy, "full-time" refers to anyone with a full-time contract.

## **B. Conflict of Interest**

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A conflict of interest occurs when there is a divergence between an individual's private interests and his or her professional obligation to CDU such that an independent observer might reasonably suspect that the individual's professional actions or decisions are determined by considerations of personal financial gain.

CDU's policy precludes faculty from having a financial interest in any other business that competes with CDU, except where such ownership consists of securities of the publicly owned corporation regularly traded on the public stock market. CDU's policy also forbids engaging in, directing, managing, or consulting for a business or businesses that compete with CDU without the express written consent of the President or his or her designate. All the CDU faculty are required to seek clarification and approval from their Chair/Dean (in that order) before engaging in activities that they may suspect to have the appearance of conflict of interest before engaging in them.

The following conflict of interest guidelines must be observed by all faculty:

1. Faculty are required to complete a conflict of interest statement at hire and annually thereafter and disclose any potential conflicts of interest from other employment or other sources, including holding a financial interest in companies doing business with CDU. Failure to disclose an actual or potential conflict of interest or falsification of this statement may be grounds for disciplinary action.
2. CDU requires the highest standards of conduct and honesty of its directors, officers, faculty and staff. It is the obligation of the Trustees, employees, and all persons and organizations contracting to provide services to CDU to avoid involvement in activities that might conflict or appear to conflict with his or her own personal, professional, or business interests and the interest of CDU.
3. Faculty having an interest in suppliers of goods, services, and leases directly or through family, personal, or business connections must not undertake to act for CDU in any transaction involving that interest.
4. Faculty must not participate in the selection, award, or administration of a contract if they are considering employment with a potential CDU contractor or supplier of goods or services.
5. Faculty shall avoid outside employment involving obligations which may in any way conflict or appear to conflict with CDU's interests.
6. Faculty shall provide full written disclosure of a business or a financial arrangement which might influence or appear to have the capacity to influence his or her official decisions or actions on CDU matters.
7. Faculty who have the authority to spend or commit CDU resources must complete the annual disclosure statement.
8. Faculty must refrain from personal and/or outside business activities that interfere with the normal work obligations at CDU.

9. Faculty must refrain from unauthorized disclosure of non-public information concerning CDU's investment decisions; its property development, sale or acquisition; and its purchasing plans or its contracting activities.
10. Accepting personal gifts and favors from persons or organizations with which CDU has a business relationship is discouraged. Personal gifts of more than nominal value (\$25.00) should be tactfully declined or returned to avoid the appearance or suggestion of improper influence. Faculty involved in the awarding of administration of contracts using federal or other government funds must keep in mind that the law prohibits soliciting or accepting gratuities, favors or things of monetary value from contractors or potential contractors.
11. Faculty shall not act or participate in CDU matters involving a member of his or her immediate or extended family, including but not limited to matters affecting such family member's employment, evaluation, or advancement in CDU, without first making full disclosure. Such disclosure shall be in writing and include the nature of the familial relationship and the impact or potential impact of the faculty's action on such family member. The disclosure shall be made in advance of actions taken relevant to the family member.
12. Faculty are encouraged to seek advance consultation from their Chair/Dean or Provost on matters that may involve or appear to involve a conflict of interest. If faculty have any issues related to conflict of interest, they need to be directed to the Provost first, then to the Academic Senate Grievance Committee. Faculty should refrain from participating in any way in the matter unless and until it is determined that a conflict does not exist and participation is authorized.

## 5. FACULTY GOVERNANCE

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The faculty at CDU is a self-governing body operating in accordance with the shared governance statement of the Charles R. Drew University of Medicine and Science. The business of the faculty is carried out by the Academic Senate, which proposes and executes policy for the faculty by receiving reports from interdepartmental faculty committees. The Senate consists of a maximum of four representatives elected from each college/school. It is chaired by the President of the Senate and meetings are held bimonthly on the first and third Tuesday of each month. The meetings of the Senate are open to all members of the faculty and usually include reports of the various committees. In addition, the agenda usually includes one major issue for faculty resolution.

### **Academic Senate Members as of Fall 2017:**

David Martins, MD, MS; President  
Thomas R. Magee, PhD; Vice President

**Ex-Officio:**  
Harold Abramowitz, MFA;  
Mohsen Bazargan, PhD

## **Mervyn M. Dymally School of Nursing:**

### Representatives

1. Maria Recanita Jhocson, MSN, RN
2. Mariles Rosario, MSN, RN, FNP-C

## **College of Science and Health**

### Representatives

1. Victor Chaban, PhD, MSCR
2. Cynthia Gonzalez, PhD, MPH
3. Sondos Islam, PhD, MPH, MS
4. Suzanne Porszasz-Reisz, PhD, MSCR

## **College of Medicine**

### Representatives

1. Shahrzad Bazargan-Hejazi, PhD
2. Cynthia Davis, MPH
3. Arthur Fleming, MD
4. Omolola Ogunyemi, PhD

All members of the faculty participate in the governance through their elected representatives and on some occasions, the Senate will refer matters to the entire faculty in the Faculty General Assembly. The Faculty General Assembly meets on Tuesdays once a month. During this meeting all faculty are apprised of the actions taken by the Academic Senate. Reports are given by academic committee chairpersons as well as from administrative officers.

### **A. Shared Governance Statement**

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The Charles R. Drew University of Medicine and Science values shared governance for guiding the operation and oversight of the institution among its constituent bodies (e.g., governing board, senior administration, faculty, students, staff and community) as warranted. Clear areas of authority and responsibility are defined.

The Board of Trustees of Charles R. Drew University of Medicine and Science recognizes the delegated authority of the Administration through the leadership of the President and the Provost, the faculty through the leadership of faculty committees and the Senate, and the overall obligation of the Board to ensure effective management and the smooth running of the University operations.

At Charles R. Drew University of Medicine and Science, we uphold the spirit and principles of shared governance as reflecting all efforts of the university constituents to promote cooperation, inclusiveness, and transparency in policy making and implementation, and especially in recognition of the special role and expertise of the faculty, the input of students and staff, and the overall leadership of the Board in ensuring the effective management and the smooth running of the University operations. Individually and collectively, all stakeholders shall strive to establish a productive, trusting atmosphere in which policies and procedures are debated and enacted in order to ensure that decisions arise from the collective wisdom of the entire university community.

In addition to the principles noted above, the University aspires to the following principles and institutional values):

- Community
- Leadership
- Excellence
- Diversity
- Integrity
- Compassion

The Board of Trustees recognizes the participative nature of governance in the academic setting, in which the responsibility for decisions is shared, to different degrees depending on the particular issue, among faculty, students, staff, administrators, and trustees. The Board of Trustees expects the administration and faculty to work together in good faith to implement the directives of the Board of Trustees and to achieve Charles R. Drew University's mission.

Therefore, the Board hereby adopts the following statements that express the Board's commitment to the spirit and the principles of Shared Governance for Charles R Drew University of Medicine and Science:

1. That the President, acting as the Chief Executive Officer, shall have the overall delegated authority of the Board to ensure effective management and the smooth running of the University operations.
2. That the Provost, as the second ranking university officer, shall act on behalf of the President in the President's absence and as the Chief Academic Officer/Executive Vice President on behalf of the President to ensure effective management and the smooth running of the University operations.
3. That the Faculty has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process. On these matters the power of review or final decision lodged in the Board of Trustees or delegated by it to the president should be exercised adversely only in exceptional circumstances, and for reasons communicated to the faculty [from AAUP Policy Documents & Reports, 2006].
4. That the Faculty, through the appropriate Faculty Senate and its appropriate subcommittees, shall act on all matters pertaining to faculty APPOINTMENT AND promotion subject to the approval of the Provost, the President, and the Academic Affairs Committee of the Board of Trustees.
5. That the Faculty, through the appropriate Faculty Senate and its appropriate subcommittees, shall act on all matters pertaining to faculty recruitment and hiring subject to the approval of the Provost and the President.
6. That the Faculty leadership and the Provost shall work together to develop and implement the University Faculty Handbook subject to the approval of the President, the Academic Affairs Committee of the Board, and ratification by the Board of Trustees for the effective management and the smooth running of the University operations.
7. That the President, acting as the Chief Executive Officer, shall consult with the faculty, through the faculty committees and/or the Faculty Senate, on matters such as senior leadership hiring and evaluation, university finances, university planning and matters deemed appropriate by the President in the spirit of shared governance and for the effective management and smooth running of the University operations.
8. That department chairs and program directors shall be appointed or reappointed for a specific term period by their respective deans with full consultation with faculty, subject to the Provost's approval.

9. That the Provost, acting on behalf of the President and as the Chief Academic Officer/Executive Vice President, shall consult with the faculty, through the Faculty Senate and its appropriate subcommittees, on matters such as senior academic leadership hiring and evaluation, and academic planning and matters deemed appropriate by the Provost in the spirit of shared governance and for the effective management and smooth running of the University operations.
10. That the school or college Dean, acting on behalf of the Provost, shall consult with the college/school faculty, through the college/school faculty committees, on matters such as faculty and staff hiring and evaluation, college/school finances, college/school planning and matters deemed appropriate by the dean in the spirit of shared governance and for the effective management and smooth running of the operations of the college/school.
11. That the University shall ensure the protection of faculty academic freedom in the fulfillment of faculty roles and responsibilities, which include teaching, research and public service.
12. To ensure an ongoing progress on shared governance at Charles R. Drew University, the Board of Trustees hereby stipulates:
  - a. That the Faculty Senate shall provide an annual report to the Academic Affairs Committee of the Board regarding the state of shared governance at Charles R. Drew University.
  - b. That the Academic Affairs Committee of the Board, upon review of the Faculty Senate Annual Report on Shared Governance, may make further recommendations to the Administration and/or the Board of Trustees to further enhance and improve on the spirit and principles of shared governance for the effective management and smooth running of the university operations.

The aforementioned Statement on Shared Governance is hereby reviewed and adopted by the Charles R. Drew University Board of Trustees on

## **B. Constitution and Bylaws of the Academic Senate**

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Approved by the University Faculty

November 16, 2009

Ratified by the Board of Trustees

December 10, 2009

Amended by the Academic Senate Legislative Council: February 5, 2013

Amended by the Academic Senate Legislative Council: February 26, 2013

Amended by the Academic Senate Legislative Council: March 18, 2014

Amended by the Academic Senate: July 18, 2017 (Pending BOT Approval)

October 20, 2009

### **B1. Academic Senate Constitution**

#### **Preamble**

Under the authority of the Board of Trustees, President, and Provost of Charles R. Drew University of

Medicine and Science (CDU), this constitution expresses the principles of policy and procedures through which the University Faculty (as defined in the faculty handbook) is consulted and make official recommendations concerning the affairs of the University. It establishes the organization of the University Faculty through which effective recommendations may be made about the operation of the University and the welfare of the faculty members.

### **Article 1. Name**

The name of this organization shall be Charles R. Drew University of Medicine and Science (CDU) Faculty Senate

### **Article 2. Purpose**

The purpose of this organization is to serve and function as the representative, deliberative, and legislative body of the CDU faculties

### **Article 3. The Faculty**

**Section 1. Faculty Defined:** The faculty of the Charles R. Drew University of Medicine and Science are those persons employed by the University during the regular academic year whose primary assignment is to carry out the academic mission of the University, namely teaching, research, and service. A committee charged with evaluating academic qualification in the college, which the individual is appointed, shall resolve questions about the faculty status of an individual.

**Section 2. Academic Freedom:** The University and The Faculty endorse academic freedom and responsibility as essential to attainment of the goal of the unfettered search for knowledge and its free exposition. Academic freedom and responsibility are fundamental characteristics of the University environment and are always closely interwoven and at times indistinguishable. Academic freedom and responsibility are the twin guardians of the integrity and quality of higher education. Within the framework of shared governance, The University and The Faculty also recognize that the university is not just a corporate body created by operation of law. It is also a community of individuals associated in activities related to thought, truth, and understanding. It must therefore be a place where the broadest possible latitude is accorded to innovative ideas and experiments, where independence of thought and expression are not merely tolerated but actively encouraged. Because of the University's unique origin and mission, the faculty and students shall maintain the freedom to respond to the needs of underserved communities in the pursuit of equity and justice.

**Section 3. Academic Ranks:** Faculty ranks shall include assistant professor, associate professor, professor, full professor, and above in addition to other ranks prescribed by the University, including clinical faculty, community faculty, instructors, and lecturers. Appropriate academic rank and title may be accorded to persons engaged in instruction, administration, research, and extension.

**Section 4. Faculty General Assembly:** The General Assembly of the Academic Senate shall consist of all members of the University faculty. Everyone who holds a regular-series faculty appointment in one of the colleges (as Instructor, Assistant Professor, Associate Professor, or Professor) is eligible to serve as a senator once their appointment has been duly approved by the Appointments and Promotions Committee of their college or of the university. Others (including administrators, affiliated teachers and researchers) may be given college-faculty appointments with rights to participate in the Faculty General Assemblies in recognition of their expertise, responsibilities, and contributions to the University. The President, Provost, Vice Presidents, Deans, Associate Deans, Assistant Deans, and administrative officers of the university



enjoy similar privileges to participate in the Faculty General Assemblies. But they may not hold elective or appointive positions except as non-voting members of Senate standing committees. Neither may Senate members receive any emoluments from the Administration for their Senate service (excluding assigned parking space). This assembly shall have no legislative or executive power.

**Section 5. Faculty Senate:** The Faculty Senate shall be the legislative body of the University providing a forum for mutual exchange of ideas. In this case, the Senate may legislate matters that concern more than one college, academic unit, or general university interest. The Senate shall make rules, regulations, and Bylaws, as it may deem advisable for the fulfillment of its duties. All legislations are subject to the Board's approval before implementation.

#### **Article 4. Faculty Senate Function**

The Senate possesses legislative authority, delegated by the University Board of Trustees, over academic policies, programs, and personnel. The Senate also serves as a forum for discussion and a source of advice on academic and community-health issues, on the supervision of clinical programs and personnel, on matters of budget, finance, university leadership, and development, and on the rights and welfare of faculty and the University as a whole. All academic and clinical responsibilities performed by non-Senate employees and affiliates of the University lie within the legislative authority of the Senate.

The Senate may enact legislation on the following subjects:

- Amendments to the Constitution and Bylaws;
- Procedures for conducting Senate elections and otherwise implementing this Constitution;
- The establishment, revision, and rescission of academic programs, departments, colleges, and degree requirements;
- Rules and requirements governing the admission, dismissal, and financial support of students and clinical trainees;
- The administration of research and educational grants, including the ethical use of human and animal subjects, personal and institutional rights to proprietary information and to intellectual property, and potential conflicts between the interests of donors and the freedom of academic researchers;
- Academic personnel decisions, including appointments, promotions, merit raises, terminations, awards of academic status, and the adjudication of charges of misconduct against academic employees and of grievances by academic employees.
- Policies that fall under these headings cannot be adopted, rescinded, or altered without Senate approval. The Senate alone governs the implementation of this Constitution. Senate concurrence is required for Constitutional amendments, for degree requirements, for the granting of degrees and academic honors to specific individuals, and for academic appointments that carry Senate membership.
- The Senate will work with the Administration to develop the annual budget of the University, review it before submission to the Board of Trustees, and do the same for any later modifications. The Office of Finance will, on a bi-monthly basis, present a financial report to the Senate. The Senate will study the report and make recommendations on problems and prospects of private and public funding and on ways to mobilize and coordinate faculty participation in helping to procure funding.
- All legislation are subject to Board of Trustees' approval before implementation.

#### **Article 5. Faculty Senate Membership**

The Academic Senate of the Charles R. Drew University of Medicine and Science is a federation of the governing faculties of the University's colleges. The Academic Senate shall meet in accordance with the Bylaws.

#### **Article 6. Parliamentary Authority**

The parliamentary authority for the Faculty Senate shall be Robert's Rules of Order for any procedure not specifically covered in this constitution, or special rules of order or policies of the Senate. The faculty, Senate officers, chairs and members, President, Vice Presidents, Provost, Associate and Assistants to Provost and Vice Presidents, Deans, and Associate Deans, and other participants, agree to abide by these rules at all duly constituted meetings of the Faculty General Assembly

#### **Article 7. Bylaws of the Academic Senate**

The Academic Senate shall establish a written set of Bylaws for the purposes of stating the faculty organization, procedures, practices, regulations, and policies implementing the provisions of this Constitution. The Bylaws shall contain, at least: (1) the procedures for and regulations governing the election of President, Vice President, and elected faculty from the respective colleges; (2) the organization and regulation of committees and other bodies of the University Faculty; (3) procedures for and regulations governing the formal and official consultation and recommendation responsibilities of the University faculty and its Senate; and the procedures and regulations governing the conduct of the business of the Faculty General Assembly and its Senate.

#### **Article 8. Amendment**

The constitution may be amended by a two-thirds majority casted vote by members of the Senate, provided they received and reviewed proposed change. Whenever an official reorganization of the University requires alterations to this Constitution, the Academic Senate shall establish a committee to make the necessary changes. Two-thirds majority vote will still remain.

#### **Article 9. Ratification**

This Constitution goes into effect upon its endorsement by the Board of Trustees and the affirmative votes of two-thirds of Senate members present. The incumbent Senate shall conduct both that vote and the first election for the new Senate and President.

\* Additional Senate members are permitted by the Constitution, but they must first be recognized as such by the Committee on Academic Appointments and Promotions after ratification, elections, and Committee appointments.

### **B2. Academic Senate Bylaws**

#### **Article 1. Composition**

The Academic Senate of Charles R. Drew University consists of a maximum of four Senate members from each college faculty (two elected each year for a two-year term), the immediate Past President, and current President of the Academic Senate and the chairs of the faculty committees of each college.

#### **Article 2. Responsibilities**

The Senate may legislate on any matter within its legislative authority. The Senate may also express opinions, concerns, and recommendations to the Administration, the Trustees, the wider University community, and the general public.

## Article 3. Senate Elections

**Section 1. Voting Rights:** Members of the General Assembly, the Immediate Past President of the Academic Senate and the chairs of the faculty organizations of each College are non-voting members of the Senate and do not count toward a quorum.

- Any member of the Senate may propose legislation for discussion and, if seconded, for a vote, but proposed legislation must be circulated to the whole Senate at least a week before the vote unless the Senate decides, by the votes of two-thirds of those present, that a delay would imperil some University interest. Any proposal from a Senate Committee or, by petition, from at least twenty faculty members must be voted on by the Senate (no second required). It is subject to the same rule of advance notification as proposals from Senate members.
- Any three members of the Senate or the President of the Academic Senate may demand a secret ballot to protect members of the Senate and faculty from reprisals. Absent a secret ballot, any member may demand that individual votes be recorded.

**Section 2. Direct Votes of the Senate:** Instead of taking a decision itself, the Senate may, on any matter within its authority, call for a vote of the entire faculty, by mail or electronic ballot or in a plenary meeting. A faculty-wide vote or meeting may also be demanded by petition from twenty percent of the faculty. A quorum for action in any such case shall be one-third of Senate members in residence (not on extended leave, or sabbatical) at the time, and the same majorities are required for passage as in the Senate.

**Section 3. Election, President:** A Senate President shall be elected at large for a two-year term. He/she may succeed himself/herself once but may be elected again after a two-year gap. He/she may not serve simultaneously as an elected representative on the Senate. Candidates must be Senate members nominated by three other Senate members. The candidate who receives the greatest number of votes is thereby elected, with any tie resolved by chance.

**Section 4. Election, Vice President:** A Senate Vice President is elected by the Senate for a two-year term; election requires a simple majority for the motion to elect. Should the position of Senate President become vacant, the Vice President succeeds to that position for the remainder of the President's term, which, if more than twelve months, counts as a whole term for the rule on self-succession. Should the position of Vice President become vacant, the Senate elects a new Vice President for the remainder of the vacated term. The Vice President may serve simultaneously as an elected representative on the Senate.

**Section 5. Elections, Senate Members:** Each candidate for election shall receive at least one nomination from a member of their respective college faculty association. Then, all nominations will be prepared for election in which members of the faculty association vote. The nominee who receives the most votes shall serve the term. Each senate member serves a two-year term. Each year two members from each college are voted into the academic senate.

**Section 6. Vacancies:** Vacancies shall be filled by election for the remainder of the vacated terms. Senate members appointed in more than one college must choose one as their voting constituency.

**Section 7. Recusal:** Members of the Senate and Committees, including presiding officers, shall notify fellow members of any votes in which they have a special financial interest and of any that differentially affect their own welfare or that of their close friends or relatives. In case they do not

recuse themselves, a majority of their fellow members may demand their exclusion from such a vote.

**Section 8. Removal:** The Senate President, Vice President, Senate members, and Committee members may be removed from their positions for cause (for malicious, irrational, or dishonest conduct or for dereliction of duty but not for unpopular positions or their advocacy), and upon the votes of two-thirds of the whole Senate (President included).

#### **Article 4. Senate Officers**

**Section 1. President:** The Senate President calls, presides at, and sets the agenda for Senate and plenary meetings, refers complaints, proposals, and inquiries to the Senate or Committees, negotiates with the Trustees an annual budget for Senate operations, appoints and supervises Senate staff, serves on the Trustees Committee on Academic Affairs, advises the Administration and Trustees on any issues that he/she or they may raise, certifies all faculty actions and reports them to the Senate, Administration, and Trustees, submits an annual report on faculty concerns and accomplishments to those same audiences, and serves as public spokesman for the Senate.

**Section 2. Vice President:** The Vice President meets with the Senate, acts as President in the President's absence, and serves as secretary of the Senate by announcing Senate and plenary meetings and circulating their minutes (unless the Senate votes to proceed in secret to protect someone from injury), by maintaining records of Senate actions and a census of Senate membership, and by publicizing elections and reporting their results.

**Section 3. Parliamentarian:** The Parliamentarian shall be the final authority as to questions regarding the conduct of meetings of the bodies of the Faculty Senate.

**Section 4. Program Coordinator:** The Faculty Senate Program Coordinator shall serve an administrative role and shall have the following responsibilities: (1) prepare meetings agendas, minutes, and scheduling; (2) keep record of all proceedings and committee reports; (3) make documents available; (4) organize elections; (5) serve as an ex-officio and attend all meetings of the Senate.

**Section 5. Immediate Past President:** Serves as an ex-officio in the advising of the president elect. Upon request, may suggest to the Senate and President on specific items, while providing information regarding decisions, pending activities, and any other requests made by the Senate and President.

**Section 6. College Faculty Association Chairs:** As ex-officio members, college chairs offer relevant expertise related to their respective colleges.

**Section 7. Members:** The elected members of the academic senate, support the decision making process associated with the organization's responsibilities.

#### **Article 5. Committees**

**Section 1. Standing Committees:** The Senate has six standing committees appointed by the Senate. Besides Chairs, who may vote, they have equal numbers of additional voting members from each

college's faculty and any nonvoting members whom the Senate may wish to include for their expert advice. Appointments are for two years, with no limit on reappointment. Each standing committee shall meet at least once every semester. The Senate may establish other, Ad Hoc Committees to serve for long or short durations and report to the Senate on subjects specified in their charge.

**Section 2. Chairs:** Committees elect their own chairs subject to the approval of the Senate. All regular series faculty members from any of the colleges (as Instructor, Assistant Professor, Associate Professor, or Professor) are eligible for membership in a Senate Committee.

**Section 3. Membership:** Faculty can only be members of one Senate Committee, with the exception of the Academic Senate, *Academic Appointments and Promotions*, and the *Academic Rights, Privileges, and Grievances* Senate committees. Each committee will comprise of 5 primary members and 5 alternate members. Only the primary member can cast a vote if both are present during a committee meeting. Every member of the faculty has the right to be heard by any standing Committee.

**Section 4. Reporting:** All standing committees report to the Senate President and to the Senate. Confidential matters related to the *Academic Rights, Privileges and Grievances Committee* and to the *Academic Appointments and Promotions Committee* will be reported only to the Senate President (the Senate President at his/her discretion may share reports from the *Academic Rights, Privileges and Grievances Committee* and from the *Academic Appointments and Promotions Committee* with the Senate as needed). Each standing committee shall submit an annual report of its activities to the Senate. All Senate approved recommendations are subject to the Provost, President, and Board of Trustees' approval before implementation. Absent a vote to proceed in secret lest the University or some individual suffer harm, each Committee shall also keep a record of its proceedings and make it available to any interested Senate member.

**Section 5. Committee on Programs and Assessment:** The *Committee on Programs and Assessment* guides the implementation of policies that facilitate effective program, college, and university-wide student learning outcomes assessment. The committee's charter includes: (i) monitoring national standards in student learning outcomes assessment, (ii) ensuring that program and college level assessment plans are tied to university-wide student learning goals, (iii) making recommendations for revisions to program, college, or university-wide assessment plans based on the university's strategic and academic plans, (iv) making recommendations for improvements to the university's infrastructure in order to support effective student learning and appropriate standardized student learning assessment, and (v) review and make recommendations for new program curriculum and proposals. The committee also reviews and recommends legislation to the Senate on the establishment, revision, and rescission of admissions, financial aid, curriculum changes, and degree requirements of departments, colleges, and programs of instruction.

**Section 6. Committee on Faculty Affairs:** The *Committee on Faculty Affairs* will respond to concerns of the faculty regarding compensation, workload, and contracts. It will also review legislation and operations on all aspects of research and education conducted at the University or under its authority or supervision, including but not limited to sources of funding, the allocation of overhead charges and university resources, the use of human and animal subjects, the sharing of information, and the protection and sharing of intellectual property. The committee makes recommendations to the Senate.

**Section 7. Committee on Student Affairs:** The *Committee on Student Affairs* ensures the academic development, availability of resources, and overall well-being of the students and facilitates their successful and timely progress toward graduation. The committee's responsibility is to work with the Office of Student Affairs to support the development, review, and implementation of policies related to student affairs at the university, including recruitment and retention, academic and career advising, student rights and responsibilities, scholarships, alumni relations, and student life.

**Section 8. Committee on Appointments and Promotions:** The *Committee on Appointments and Promotions* reviews legislation and recommends policy at the university-wide level on the recruitment, appointment, and promotion of faculty and other academic personnel (adjunct and clinical).

**Section 9. Committee on Clinical and Community Programs:** The *Committee on Clinical and Community Programs* oversees all clinical and other community-service programs that the University has established, approved, or assigned academic responsibilities. Besides recommending policies as it sees fit to the Senate, Administration, and Trustees, the Committee shall seek ways to enable and encourage community members to sound effective alarms in reaction to poor performance and unmet needs.

**Section 10. Committee on Academic Rights, Privileges, and Grievances:** The *Committee on Academic Rights, Privileges, and Grievances*, on an as needed basis, hears, evaluates, and recommends responses to complaints of misconduct against faculty members as well as complaints by faculty members of unfair treatment by agents or agencies of the University. When a grievance is between faculty and administrative personnel an ad hoc committee will be established. The committee will comprise of members from the Senate and university grievance committees. The committee will be co-chaired by members of each grievance committee. Due to the confidential nature of grievances and the possibility of faculty-faculty, student-faculty, and faculty-administration grievances, recommended resolutions may be subject to the approval of the relevant dean, the Provost, the President, and/or the Academic Affairs Committee of the Board of Trustees before implementation.

## **Article 5. Meetings**

**Section 1.** Meeting associated with the Academic Senate include: (1) Academic Senate Bi-monthly meetings; (2) Monthly General Assembly meetings; (3) Standing Committee Meetings; (4) Open Forums; (5) Closed Sessions.

**Section 2. Quorum:** Once a simple (50%) majority of the Senate members are present at the meetings, quorum is achieved. The Senate President counts towards a quorum and may participate in Senate and faculty-wide votes, but in the Senate he/she votes last and may not cast a secret ballot. In the Senate a quorum for taking action of any sort is fifty percent of elected representatives (unfilled positions not counted). Constitutional amendments require the affirmative votes of two-thirds of Senate quorum present. All other acts require a simple majority of those present.

**Section 3. Agenda:** The President and Program coordinator develop General Assembly and Academic Senate meeting agendas. Anyone who wishes to place an item on the published agenda shall present the item to the Chair or Program Coordinator in time before the scheduled meeting time. Those interested in

committee-specific agenda items should contact the Program Coordinator or the respective committee chairs.

**Section 4. Minutes:** The Faculty Senate Program Coordinator shall keep minutes for each meeting of the Senate, General Assembly, and Standing Committees. These shall be a summary of the discussion of every matter of importance, every motion, and votes.

**Section 5. General Assembly Meetings:** The General Assembly shall meet every second Tuesday of the month to discuss pertinent information associated with the faculty and university-wide items. In addition, the meeting shall provide a space for updates from the university administration, academic senate committees, and the academic senate, along with any other offices. The meeting will provide a space for faculty to share comments, questions and/or concerns. Finally, the meeting will also include highlights and introductions of our faculty.

**Section 6. Academic Senate Meetings:** The Academic Senate will meet every two weeks to discuss multiple faculty and university-related items. In addition, all voting and decision-making will take place during these meetings. The academic senate president and committee chairs, along with the college faculty association chairs will provide an update to the senate.

**Section 7. Open Forums:** The Senate may, in addition, conduct open forums to solicit the opinions and concerns of faculty members and others and may interpolate Faculty Committee Chairs, Administration officers, and those who manage educational, research, or clinical programs under the authority of the University.

**Section 8. Closed Sessions:** Monthly Faculty General Assemblies and committee meetings, including Academic Senate meetings, are open to all faculties. At every regularly scheduled monthly meeting of the Faculty General Assembly, there shall be an open session to discuss matters of general concern. This session may be followed by a closed session to discuss matters of a sensitive and or confidential nature that may be of concern to faculty members. Resolutions passed in a closed session shall be duly reported at the next open Faculty General Assembly. During closed Faculty General Assembly where a potential conflict of interest may exist because a faculty member has both an administrative and faculty role, e.g., discussions of concerns about the administration, any faculty member(s) with a senior administrative role (President, Vice Presidents, Provost, Associate and Assistant to Provost and Vice Presidents, Deans, and Associate and Assistant Deans, etc.) must be recused from participation in said meeting(s).

**Section 9. Meeting Cancellations:** A meeting shall be cancelled at the request of the President of the University, President of the Faculty Senate, and/or majority senate members.

#### **Article 6. Amendment**

Amendment to the Bylaws may be proposed by a passing motion at a regular meeting of the Faculty Senate, but may not be acted on until the next regular meeting of the Senate. Modifications shall require a two-thirds majority of the Senators present at said meeting. Whenever an official reorganization of the University requires alterations to these Bylaws, the Academic Senate shall establish a committee to make the necessary changes. Two-thirds majority vote will still remain.

#### **Article 7. Ratification**

These Bylaws go into effect upon its endorsement by the affirmative votes of two-thirds of Senate members present and the Board of Trustees. The incumbent Senate shall conduct both that vote and the

first election for the new Senate and President.

\* Additional Senate members are permitted by the Bylaws, but they must first be recognized as such by the Committee on Academic Appointments and Promotions after ratification, elections, and Committee appointments.

### **C. College of Medicine Bylaws**

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The governance structure for the College of Medicine is described in the College of Medicine Bylaws. Membership, Mission, Vision and Goals, Authority, Officers and Committees are described. The Faculty Executive Board is the governing body of the College of Medicine faculty.

### **D. College of Science and Health Bylaws**

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The governance structure for the College of Science and Health is described in the College of Science and Health Bylaws. Membership, Authority, Officers and Committees are described. The Faculty Executive Board is the governing body of the College of Science and Health faculty.

### **E. Mervyn M. Dymally School of Nursing Bylaws**

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The governance structure for the Mervyn M. Dymally School of Nursing is described in the School of Nursing Bylaws. Membership, Rights and Responsibilities, Organization and Administration are described. The Faculty Executive Board of the CDU Mervyn M Dymally School of Nursing is the governing body of its faculty.

## **6. FACULTY APPOINTMENTS AND PROMOTIONS**

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### **A. CDU Faculty Status Definitions**

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- I. CDU Policy under the auspices of the Office of the Provost establishes uniform definitions with minimum qualifications for appointment eligibility in the following faculty ranks:
  - a. **Instructor:**  
Bachelor's degree; evidence of professionalism and academic qualifications appropriate to discipline; exempt from research or other creative scholarly requirements; no expectation or obligation to advance to a higher academic rank.
  - b. **Lecturer:**  
Master's or other minimal post-baccalaureate degree appropriate to discipline; evidence of academic qualifications, professionalism, and scholarly promise; may have expectations or obligations to advance to a higher academic rank.
  - c. **Assistant Professor:**  
MD, PhD or other terminal degree appropriate to discipline; evidence of qualifications, professionalism, and scholarly promise; typically has expectations or obligations to advance to a higher academic rank.
  - d. **Associate Professor:**



MD, PhD or other terminal degree appropriate to discipline; evidence of scholarly ability and achievement; evidence of regional, if not national, reputation/recognition; typically has expectations or obligations to advance to a higher academic rank.

e. **Professor:**

MD, PhD or other terminal degree appropriate to discipline; evidence of sustained scholarly ability and achievement; evidence of a high level of national, if not international, reputation/recognition; no expectation or obligation to advance to emeritus status.

f. **Emeritus Professor:**

MD, PhD or other terminal degree appropriate to discipline; evidence of sustained scholarly ability and achievement; minimum of 10 years of continuous meritorious service at CDU; associate or full professor rank and in good standing at time of retirement; anticipates continued membership in the academic community with contributions to the intellectual, cultural or administrative life of the university.

II. Each college or school of CDU, under the auspices of its Dean retains discretion on whether to utilize an academic series designation and on faculty eligibility for voting rights in governing bodies at the college or school and campus (Academic Senate) levels. The university, under the auspices of the Provost recognizes the following academic series:

a. **Regular Series:**

For instructors and professors at any rank who are engaged in substantial teaching or research activities and who are primarily employed and compensated at CDU.<sup>2</sup> These core faculty members hold voting rights in their respective college or school governing bodies and in the Academic Senate.

b. **Prefix Series:**

For instructors and professors at any rank who contribute to the College of Medicine mission through part-time or voluntary participation in clinical education/teaching, research/creative scholarly activity, or community service.<sup>3</sup> These affiliate faculty members are self-employed or funded primarily through an employer other than CDU, and they hold voting rights in their respective college or school governing bodies and in the Academic Senate.

c. **Adjunct Series:**

For faculty members at any rank who are employed by CDU to teach or perform related duties on a part-time compensated and term-limited basis. Adjunct faculty appointments are by agreement and adjunct faculty members do not have voting rights in their respective college or school governing bodies or in the Academic Senate.

III. The normative cycles for full formal review of academic personnel are based on academic rank

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<sup>2</sup> Both the College of Medicine and the College of Science and Health at CDU draw a distinction between a Career Academic and Academic series: faculty in the former series must demonstrate substantial effort and contributions in both education/teaching and research/creative scholarship with some service activity, whereas faculty in the latter series specialize in one form of academic activity (education/teaching or research/creative scholarship) with at least some effort and contributions in the other academic area as well as some service.

<sup>3</sup> Prefix faculty include their area of contribution in their academic title (Clinical, Research or Community). This series was created originally by the College of Medicine at CDU to accommodate the special circumstances of clinical faculty who became widely dispersed with the closure of King-Drew Medical Center as a teaching hospital.

and series. The actual deadlines for completion of the next formal review of individual faculty are based on the effective dates of their initial appointment or last formal review.

| <b>Faculty Review Cycles</b> | <b>Academic Series</b> |               |                |
|------------------------------|------------------------|---------------|----------------|
| <b>Academic Rank</b>         | <b>Regular</b>         | <b>Prefix</b> | <b>Adjunct</b> |
| <b>Instructor</b>            | 1 year                 | 1 year        | 1 year         |
| <b>Lecturer</b>              | 2 years                | 2 years       | 1 year         |
| <b>Assistant Professor</b>   | 2 years                | 2 years       | 1 year         |
| <b>Associate Professor</b>   | 2 years                | 2 years       | 1 year         |
| <b>Professor</b>             | 3 years                | 3 years       | 1 year         |
| <b>Emeritus Professor</b>    | Exempt                 | n/a           | n/a            |

The university under the auspices of the Provost also sets policy on what types of faculty actions must also undergo review at the campus level by the Academic Senate Appointment & Promotions Committee, and by the Academic Affairs Sub-committee of the Board of Trustees. Review committees at each level are advisory with powers of recommendation to their respective governing bodies and the officers with delegated final approval and signature authority.

| <b>Delegation of Authority by Rank for Senate Faculty *</b> |                |   |
|---|----------------|---|
| <b>Governing Body</b>                                       | <b>Officer</b> | <b>w/ Final Signature Authority for</b> |
| Board of Trustees   | President      | Emeritus and Full Professors            |
| Academic Senate   | Provost        | Associate Professors                    |
| Faculty Executive Board                                     | Dean, COM      | Assistant Professors and Instructors    |
| Faculty Association   | Dean, COSH     | Assistant Professors and Instructors    |
| tbn   | Dean, SON      | Assistant Professors and Instructors    |

\* Non-Senate faculty (Adjunct series irrespective of academic rank) are a Dean's final with term-limited appointments by agreement.

Promotion to higher rank at CDU is neither an unqualified right nor an automatic consequence of having completed a certain period of service. Each academic rank represents certain qualifications and prerequisites, including a certain level of competence and a history of identified productivity. Advancement in rank is recognition of potential and a sign of confidence that the individual is

capable of greater accomplishments and of assuming greater responsibilities. The policy of the CDU is to grant advancement strictly on the basis of merit; therefore, promotions are made objectively, equitably, impartially, and in keeping with the stated criteria.

- IV. Faculty members are considered “employees” of the university irrespective of whether they are affiliated on a full-time or part-time, compensated or non-compensated basis; provided they remain in an active status. They are therefore subject to the standard definitions of employee status for institutional reporting purposes. Additionally, the Office of the Provost distinguishes “core” from other faculty affiliates as follows:

**CORE Faculty** (with the exception of the Adjunct series):

- Full-time compensated faculty: all paid benefits-eligible faculty members (at least 50% paid effort).
- Part-time compensated faculty: all paid faculty members not eligible for benefits (less than 50% paid effort).
- Non-compensated faculty members subject to workload specified in an affiliation agreement.

**OTHER Faculty:**

- All other non-compensated faculty (all academic ranks and series) with an active status.
- All adjunct series faculty (all ranks)

## **B. Appointments And Promotions**

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For faculty members at all ranks, appointments and promotions are reviewed first in the college or school where the faculty member holds/will hold his or her primary appointment. Each college or school has an appointments and promotions (A&P) committee for this purpose and the committee forwards its recommendations to the Dean of the college or school. Appointment and promotion decisions are made entirely within the college or school at the Assistant Professor rank (and below) and for step changes at all faculty ranks. For appointments and promotions above the Assistant Professor rank, once a candidate is recommended at the college level, the Dean forwards the recommendations of the college on to the university-wide Academic Senate Appointments and Promotions Committee.

For faculty members seeking appointment or promotion at the Associate Professor and Professor ranks, following review at the school or college level, the Academic Senate Appointments and Promotions Committee reviews faculty members’ dossiers and forwards its recommendations to the Provost. The Provost makes the final decision on appointments and promotions at the Associate Professor rank. For Professor and Emeritus Professor appointments only, following successful review by the Academic Senate Appointments and Promotions Committee, the Provost makes a recommendation and, if in agreement with the committee, submits candidates’ dossiers to the CDU President and the Board of Trustees for approval.

Faculty members have the right to appeal an adverse decision at any step in the process outlined above. The University President shall be the final arbiter on appeals.

For faculty members who primarily hold administrative positions (e.g., President, Dean, Provost, etc.), the section below outlines the CDU appointment and promotions policies that apply.

## **Faculty Administrators Policy:**

### **1. Policy Background Information:**

Issues relating to peer review and evaluation criteria concerning the appointment and promotion status of faculty members who have assumed full-time or part-time positions as administrators, have been formalized in policies and procedures governed by the University and followed by the Academic Senate Appointments & Promotions Committee.

### **2. Applicability of Policy:**

There are three types of faculty administrator roles at Charles R. Drew University:

- A. **University Leaders** – sole role as senior administrators – (80-100% effort)
- B. **Administrative Faculty** – primary role as administrators – (50-79% effort)
- C. **Faculty Leaders** – partial role as administrators – (< 50% effort)

### **3. Effective Dates of Policy:**

Faculty administrator appointment and promotion policies are effective from July 1, 2013 onwards.

### **4. Review Procedures:**

**University Leaders (A)** and **Administrative Faculty (B)** will be assessed annually in regard to their administrative duties by the Provost and/or President's office as determined by CDU Human Resource policies. Peer review by the Academic Senate Appointments & Promotions Committee regarding their appointment retention and academic promotion will be done according to the regular two- or three- year review cycle consistent with policies on academic rank and series.

Academic peer review for **Faculty Leaders (C)** with part-time administrative duties shall be conducted on a standard basis and review cycle according to their academic rank, series, and step per college/school and Academic Senate policy for all regular faculty members.

### **5. Interpretation of Faculty Administrative Policies and Implementation Guidelines:**

**University Leaders (A)** and **Administrative Faculty (B)** will be evaluated with the understanding that they cannot devote significant time to teaching, research, and/or clinical activity. Therefore, the extent and quality of the administrative service must be taken into consideration and used as a substitution for regular academic evaluative activities, and this consideration shall be done at the complete discretion of the Academic Senate Appointments & Promotions Committee.

Some of the objective criteria that may be considered for peer review of **University Leaders (A)** and **Administrative Faculty (B)** include:

- 1) Scope and effectiveness of budgetary and financial management.

- 2) Appropriate college/school success, i.e., establishment or continued professional accreditation of specific academic programs or regional accreditation of the university.
- 3) National or international recognition of administrative contributions to the institution, a specific college/school, or specific academic program at the university.
- 4) Appropriate faculty support from the individual college/school (established by soliciting letters of support for administrative accomplishments).
- 5) Appropriate continued support from the office of the President and/or Provost (established by soliciting letters of support for administrative accomplishments).
- 6) Any award or recognition from outside the institution or the faculty member's administrative unit or respective colleges/schools of their faculty appointment.

**Faculty Leaders (C)** with part-time administrative duties should be assessed according to the regular standards and criteria of established policy and procedure of each college/school and the Academic Senate per their academic rank, series, and step. Administrative achievements advancing the college/school or academic department/program with which they are involved can be considered. The main determination for success should be measured and assessed by regular criteria used for academic review and promotion for any faculty member.

Academic rank should not necessarily be advanced because of increased administrative responsibilities (i.e., faculty who assume the role of Chair of a department or Director of a program or the role of an Assistant Dean on a part-time basis should not automatically warrant consideration for accelerated advancement along the appointment and promotions pathway).

Each faculty member reviewed by an appointments and promotions committee who falls under these guidelines should be considered on an individual basis using the criteria as outlined above for informed judgment concerning an appropriate faculty appointment rank, step, and series.

## **6. Sample Title Codes and Attendant Peer Review Criteria:**

- A. **University Leaders** - President, Provosts, Vice Presidents, Deans are subject only to section 5 criteria, not to criteria for regular peer review of faculty.
- B. **Administrative Faculty** – Directors, Associate/Assistant Provosts or Deans are subject to section 5 criteria and to criteria for regular peer review of faculty.
- C. **Faculty Leaders** – Department Chairs and Program Directors are subject only to criteria for regular peer review of faculty (see information below on each college or school's peer review requirements).

The sections below outline the appointment and promotions processes for each of the university's colleges and schools.

### **1. College of Medicine**

Faculty members in the College of Medicine are appointed and promoted in accordance with criteria prescribed for their respective series and rank as outlined in the *Faculty Appointment and Promotion Criteria and Definitions (July, 2010)*. Appointments and promotions are initiated by the chair of a department, and forwarded to the COM Office of Academic Personnel. All new appointments must follow the Faculty Hiring Policy.

The College of Medicine offers appointments in three series, the Career Academic, Academic and Prefix (Clinical, Research, Community, and Visiting). All COM faculty members must demonstrate a contribution to academic citizenship.

The ranks of academic appointments are:

Instructor (without step)

Assistant Professor (Steps I through IV)

Associate Professor (Steps I through III)

Professor (Steps I through VIII)

- Appointments and promotions at the rank of Instructor or Assistant Professor in the Prefix Series are forwarded directly to the COM Dean for consideration and final approval. The Dean will inform the Provost of all appointments and promotions.
- Appointments and promotions at the rank of Instructor, Assistant Professor or Associate Professor in the Career Academic Series or Academic Series or at the rank of Associate Professor in the Prefix Series are forwarded to the COM Appointments and Promotions Committee. The A&P Committee reviews the complete dossier, renders a decision, and forwards its recommendations along with the complete dossier directly to the COM Dean who will present to the Provost for final approval.
- Appointments and promotions at the rank of full Professor in any series are forwarded to the COM Appointments and Promotions Committee. The A&P Committee reviews the complete dossier, renders a decision, and forwards its recommendations along with the complete dossier directly to the COM Dean for consideration and approval. The Dean will then forward a recommendation to the Provost for consideration and final approval.

### **Appointments**

All appointments to the faculty are initiated by the department chair, who first consults the COM Dean and then with existing faculty in the department and solicits supporting information on behalf of the candidate. The department chair submits the candidate's curriculum vitae, self-statement, faculty activity plan, letters of recommendation, roster form and any other documentation as required by the "Procedures for Appointments and Promotions" to the Office of Faculty Affairs. Eligible new appointments to Charles R. Drew University College of Medicine faculty are simultaneously submitted for appointment to the UCLA faculty. All academic appointments including faculty and compensation determinations are subject to Provost's approval before implementation.

### **Promotions**

Promotions ordinarily occur as a result of the biennial review of faculty, but occasionally a chairperson may request an accelerated review on the basis of exceptional merit. Promotions are effective only in January or July.

The faculty member is notified that it is time for review at the same time as the department chairperson. The faculty member shall prepare a curriculum vitae in the standard format, complete a Faculty Activity Report and Self-Statement, and submit these documents to the chairperson together with any other documentary material (e.g., copies of publications). The department chairperson verifies the activity report and submits a request for promotion to the COM Office of Academic Personnel. This office may solicit additional evaluation materials before submitting the request for promotion to the College's Appointments and Promotions Committee.

The Appointments and Promotions Committee reviews the dossier and recommends appropriate action. Promotion is based on quantitative and qualitative evidence of contributions within the faculty member's discipline and to the CDU College of Medicine as described for each series as outlined in the *Faculty Appointment and Promotion Criteria and Definitions (July, 2010)*.

For complete College of Medicine appointments and promotions procedural guidelines, please visit the Office of Academic Personnel or please call (323) 563-9349.

### **CDU/UCLA Dual Appointment**

The 2008 affiliation agreement between Charles R. Drew University of Medicine and Science and the University of California stipulates that, at least half of the CDU College of Medicine faculty members also hold faculty appointments in a clinical department of the David Geffen School of Medicine at UCLA. The process begins with the CDU department chair conferring with the DGSOM department chair on the faculty appointment, series and rank. Although the appointment and promotions process must proceed through both medical schools, it may be a simultaneous process, sharing a common set of elements for each medical school's required dossier components. Some clinical departments at DGSOM have additional requirements and procedures. The proposed DGSOM rank and series will determine the pathway for approval at UCLA.

## **2. College of Science and Health**

Faculty members in the College of Science and Health are appointed and promoted in accordance with criteria prescribed for their respective rank or special category as outlined in the College of Science and Health's appointments and promotions document. Appointments and promotions are initiated by the chair or director of a department/ program, or appropriate substitute, and forwarded to the College's Appointments and Promotions Committee. When the recommendation has been considered by the committee, the committee forwards to the Dean of the College a letter stating its recommendation, together with supporting documentation. Should the Dean concur with the recommendation, he or she will forward it to the Provost.

Appointments and promotions in the Regular Series at the ranks of Associate Professor or Professor will proceed in accordance with the Academic Senate Appointments and Promotions Guidelines. All senior faculty recommendations must receive final approval by the Academic Affairs Committee of the Board of Trustees and the full Board of Trustees. All other recommendations will be forwarded to the Board of Trustees for information.

### **Adjunct Faculty**

Faculty are employed for a defined term of service based on the level of their academic appointment. These appointments are renewable annually based on performance.

For complete College of Science and Health appointments and promotions procedural guidelines, please

call (323) 563 5851.

### 3. Mervyn M. Dymally School of Nursing

Appointment to the faculty of the Mervyn M. Dymally School of Nursing (MMDSON) begins with the school's Appointment and Promotions Committee. The process then follows the policies and procedures set forth by the university-wide Academic Senate Appointments and Promotions Committee. The full process for appointments and promotions in the School of Nursing is outlined in the School's Appointment and Promotions Policy and Procedures document (February 2012). The School of Nursing adopts a two series system for faculty appointments and promotions; the Educator/Researcher series and the Educator/Clinician series.

Definitions:

**Educator/Researcher** Series faculty are those faculty members who meet criteria related to teaching, scholarship and service for appointment to the Educator/Researcher Series. The primary focus is on teaching and the conduct of research or other scholarly activities related to the development of knowledge within the discipline.

**Educator/Clinician** Series faculty are those faculty members who meet criteria related to teaching, scholarship and service for appointment to the Educator/Clinician Series. The primary focus is on teaching and practice in the delivery of nursing care in a practice setting. Scholarly activities are related to translating new nursing knowledge into clinical practice.

**Full-time Faculty** are those faculty members who fulfill all criteria related to teaching, scholarship, and service, typically on a full-time basis. See "Criteria for Appointment and Promotion" in the MMDSON Faculty Handbook.

**Adjunct Faculty** are faculty members responsible for teaching (that includes participation in interdisciplinary courses and other special courses offered through other units of the university), research, or clinical service on a part-time, term-limited basis. The appointment letter and/or contract will state specific responsibilities, terms of appointment for compensation and benefits, as well as the modified rank or special appointment provisions.

Eligibility for faculty appointment and promotion in the MMDSON requires that the candidate be in good standing with the University and the California Board of Registered Nurses, as required.

## 7. FACULTY WORKLOAD AND CONTRACTS

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### A. Faculty Workload Policy

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CDU has an established policy and formula for determining full-time faculty workload. Full time faculty are expected to contribute to teaching, research, and service. Workload is based on an 80/20 formula of faculty activities and support, which differs depending on whether faculty are primarily supported by teaching responsibilities or by research grants. For teaching faculty, faculty are 100% at forty (40) workload units for undergraduate instruction, of which thirty-two (32) workload units are teaching units



(equivalent factors for graduate instruction are thirty (30) workload units total, twenty four (24) for teaching). Twenty percent (20%) of pay is recognized as non-teaching University work which encompasses University service, research and scholarship activities, program and course development. It is expected that half of the 20% effort is used for research activities. For grant dependent faculty, faculty rate of pay is contingent upon availability of grants to cover 80% of faculty salary. The remaining 20% of pay is recognized for non-grant university work such as committee and community service.

## **B. Faculty Contracts**

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Each full-time faculty member at CDU has an annual or multi-year contract. The contract consists of four (4) elements: (1) The Faculty Employment Contract; (2) Faculty Workload Description; (3) Faculty Activity Plan; (4) Personnel Action Form. Contracts will be annual, effective July 1 of the year, and terminating on June 30 of the following year. Contracts are required of all faculty in all series, full-time or part-time, compensated or non-compensated (volunteer). The contract renewal process could begin no later than 5 months prior to the renewal date, and completed no later than 2 months prior to the renewal date. Annual and multi-year contract renewal is dependent on annual satisfactory performance as well as funding exigencies that may occur at the University level. Faculty that do not have or are expected to not have teaching or research activities that satisfy the 80% threshold are not eligible for the 20% contribution by the University. These faculty are considered part-time. Contract renewal is not a guarantee of academic advancement.

*The Faculty Employment Contract* specifies the Maximum Allowable Salary that a faculty member may earn for 100% full-time contribution. The Maximum Allowable Salary may be less than the actual compensation that a faculty member receives. Maximum Allowable Salary is benchmarked for each college or school against a national standard in the specific academic field or discipline. The document is signed by the faculty member and the Dean.

*The Faculty Workload Description* describes the duties to be completed by the faculty member for the period that the contract is enforce. The document specifies percentage of effort to be devoted to academic responsibilities including teaching, advising, research and creative activities, service, clinical practice, and administration. The document is signed by the faculty member, department chair/program director, and the Dean.

*The Faculty Activity Plan* is similar to the Faculty Workload Description, except it provides greater specificity in each area (e.g., specific courses to be taught, number of papers to be submitted, national professional committee or review panel service, academic citizenship, etc.). The items delineated on the Faculty Activity Plan will be the basis of accountability for determining if the faculty member met or exceeded outcomes and contributions at the time of the year. The document is signed by the faculty member, department chair/program director, and the Dean.

*The Personnel Action Form* specifies the precise compensation that a faculty member is to receive for the period that the contract is in force (July 1 to the following June 30).

## **C. Compensation Standards**

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Maximum Allowable Salaries for CDU faculty in each college or school are benchmarked against a national standard in the specific academic field or discipline. Each year, depending on the fiscal health of the University, a percentile of the national standard will be selected as the benchmark for the coming academic year. The national standards to be used are: Association of American Medical Colleges

National Compensation Survey (COM); Association of Schools of Allied Health Professions Institutional Profile Survey Report and Association of Schools of Public Health Faculty Survey Report (COSH); American Association of Colleges of Nursing Survey (SON). Taking into consideration, faculty qualifications, experience, rank, disciplinary benchmark, state and national benchmark, and institutional equity as well as the need of the department/college, the Provost shall be the final decider of faculty compensation.

## **Promotion and Compensation**

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Promotion is subject to recognition and salary (IBS) adjustment as determined by the Senate Compensation Committee with the final approval of the Provost. As of Fall 2017, all promotions are subject to the following adjustment in salary:

- a. Promotion from Instructor to Lecturer (\$3,000)
- b. Promotion from Lecturer to Assistant Professor (\$5,000)
- c. Promotion from Assistant Professor to Associate Professor (\$7,000)
- d. Promotion from Associate Professor to Professor (\$10,000)

## **D. Decreases in Salary**

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Academic base salaries of faculty members may be decreased only in accordance with an expressed agreement between the faculty member and the University or because of financial exigency. Decreases for financial exigency shall be limited to the following:

1. Simultaneous uniform percentage decreases in the academic base salaries of all faculty members in the University; and
2. Simultaneous uniform percentage decreases in the academic base salaries of a class of faculty members such as a particular rank, department, program, college or school.

No decrease for financial exigency shall be made except after consultation, initiated by the President (or the Provost as directed by the President), with the Legislative Council of the Faculty Senate or with representatives selected by the class of faculty members subject to a proposed decrease. Consultation shall cover such issues as the existence in fact of a financial exigency, the appropriateness of the selection of the particular class for salary decrease, alternative actions and the like.

If after such consultation the academic base salaries of faculty members are decreased, with or without the concurrence of the Senate or the representatives of the class of faculty members, the President (or the Provost as directed by the President) shall notify the affected faculty members, in writing, of (a) the fact that the academic base salaries of all of the faculty members in the University, or of a described class of faculty members, have been simultaneously decreased, (b) the formula applied uniformly to determine the amount of the decrease, and (c) the reasons for the action taken.

# **8. FACULTY ORIENTATION AND DEVELOPMENT**

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## **A. Faculty Orientation**

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Each new faculty member will participate in a CDU New Faculty Orientation provided under the auspices of the Office of the Provost. The CDU New Faculty Orientation will be in addition to any similarly

required orientation activities offered or required by the faculty member's college, school, department or program. A Certificate of Completion of the New Faculty Orientation is required for finalizing the initial faculty appointment.

## **B. Faculty Development**

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The strength of the university depends on an intellectually vigorous faculty continuously updating its skills and expertise to maintain excellence in student learning (teaching), creation of new knowledge (research), and service to the university (academic citizenship), the community, and the profession (service excellence). CDU supports faculty development initiatives in order to assist faculty members to meet those goals. Faculty development is the joint responsibility of the faculty member, the department/program, the college or school, the Office of Faculty Development and Assessment (OFDA), and the University.

CDU is committed to promoting participation in professional development activities by its faculty members to ensure acquisition or enhancement of pedagogical skills that reflect time-proven methods as well as current instructional trends and modern delivery modes; basic, clinical and translational research skills; inter-professional team, team-building and team leadership skills; contribution to regional and national forums on research, education policy, and practice, and other professional activities.

Each year, the faculty member in collaboration with his/her department chair/program director will identify gaps in knowledge and/or skills, or new areas to enhance that will be addressed during the following year through faculty development activities. Faculty development achievement goals will be established and identified in the faculty member's Faculty Activity Plan as an accountability indicator at the time of contract renewal and/or possible advancement or promotion. A summary of these analyses will be provided to the Provost in order to focus CDU faculty development offerings on the needs of the faculty members, the departments/programs, college or school or the University.

## **9. FACULTY EMPLOYMENT**

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### **A. Equal Employment Opportunity**

CDU is continuing to take conscious and deliberate steps to assure equal employment opportunity for all faculty. Affirmative action to achieve equal employment opportunity extends throughout the employment of the University's faculty and staff. It is the aim of the University to encourage faculty members to realize their potential, to assist them in functioning more effectively and to reach a level commensurate with their ability and ambition. It is the practice of the University to make additional efforts to recruit, employ and advance members of diverse groups, as well as groups formerly under-represented at the various levels of responsibility who are qualified and who may become qualified through appropriate training and experience. Included in these efforts are women, minorities, persons with protected disabilities, Vietnam-era veterans, as well as those with religious consideration.

For complete procedural guidelines of the Equal Employment Opportunity policy, see the Administrative Policy Manual.

### **B. Faculty Evaluation**

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Faculty members undergo regular evaluation at the level of the college or school. These evaluations

occur at two different times and places, and for different reasons.

1. Annual contract negotiations (See 7. Contracts and Workload above). This evaluation is conducted at the department or program level and based on performance review and workload needs.
2. Academic advancement and promotion. This evaluation is conducted at the level of the department or program as well as the college or school. Associate Professors and Professors are also evaluated at the campus-wide level (See 6. II. Faculty Appointments and Promotions, CDU Faculty Status Definitions.) The evaluation processes at each level include self, student, peer (internal and external) and department chair/program director evaluations. Criteria for teaching effectiveness, scholarship, research productivity and service are available to faculty within the colleges (See IV. Faculty Appointments and Promotions).

If it is found during the faculty evaluation process that there is a need for professional development, the faculty member involved shall be informed of that finding at a meeting with the respective department chair/program director and/or Dean. The faculty member shall also be informed of the concerns in writing. Professional/faculty development activities are outlined at that meeting to address the areas of concern.

### **C. Faculty Retention**

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Faculty retention is determined by performance and workload needs of the department or program, college or school and the University. Every academic program undergoes an Academic Program Review at the level of the University.

### **D. Faculty Separation**

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When a department or program is discontinued for valid financial considerations in accordance with University procedures, an attempt to relocate members of the faculty within the University shall be made. In considering any transfer of a faculty member, the rights of the faculty as expressed in the Memorandum of Agreement shall not be impaired. The University's obligation to those faculty members whose academic base has been terminated must be balanced with the considered opinion of the receiving department or program on the suitability of any transfer. The final decision on any transfer is made by the Provost on the recommendation of the Dean of the College or School.

If suitable intra-college/school transfer cannot be effected, the possibility of transfer to another college or shall be pursued in accordance with the above paragraph.

If, after full exploration of the opportunities for transfer, no suitable appointment within the University can be found for faculty members affected by the discontinuation of a department or program, and if the continuation of their salaries would become an undue burden on the University, proceedings to terminate academic affiliation with that faculty member under the financial exigency provisions may be implemented.

When a faculty member voluntarily resigns from the University, a letter of resignation indicating the effective date of resignation is submitted to the department chair or program director by the faculty member. The department chair/program director then notifies the Dean with a copy of the letter. The Dean notifies the faculty member within 5 working days of the acceptance of the resignation, and sends a copy to Human Resources. Human Resources then generates the PAF.

Faculty members who intend to terminate their services at the end of their appointments should notify their department chair/program director by letter one year in advance, if possible, and no later than February 1 of the last year of the appointment.

College of Medicine faculty who leave voluntarily, may retain a faculty affiliation (typically as a non-compensated volunteer) if the department chair and faculty member so desire, pending approval by the Dean and the Provost. Retaining a faculty affiliation will require a change to the Prefix Series with a Chair Nomination Letter, and a revised Self-Statement and revised Faculty Activity Plan. An approved faculty for affiliation shall receive a letter of appointment as an affiliate with specific terms, renewal process, and ending date.

#### Notification to UCLA of CDU Faculty Separation

In the case of a CDU faculty member who is separating and has a dual appointment at UCLA, the CDU department chair will send notification to the UCLA Dean's Office:

University of California/Los Angeles  
Office of the Dean  
Academic Affairs  
UCLA School of Medicine  
Center for Health Sciences  
10833 Le Conte Ave., Room 12-138  
Los Angeles, CA 90024-1722

A person may be terminated from the faculty by nonrenewal of appointment or by discharge. Nonrenewal of appointment requires written notification to the faculty member by the chairman at least six months in advance of the expiration date of the current term and written concurrence by the Dean or Associate Dean for Faculty Affairs.

A faculty member whose appointment is not being renewed may appeal the decision to the Provost who will review grounds for appeal and render final decision. Nonrenewal will not be a cause for grievance to the Faculty Council.

Discharge, as distinguished from nonrenewal, from the full-time faculty requires proof of charges reflecting unfit character, professional incompetence or failure to fulfill responsibilities of the position held by the faculty member. Grievances concerning discharge will be heard by the Grievance Committee of the Faculty.

#### **Faculty Termination and Separation**

When a faculty member is terminated from CDU, a letter and a Personnel Action Form (PAF) indicating the effective date of termination is submitted by the department chair or program director to the Dean. The PAF is processed in the Dean's Office and is then forwarded to the Office of Human Resources. A letter informing the faculty member of his/her termination must be sent by the Office of Human Resources. All faculty rights and privileges cease at the point of separation or termination and in the case of uncompensated faculty, at the point of inactive or nonrenewal status.

#### **E. Sabbaticals**

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A sabbatical leave may be granted to a full-time faculty Member after six years of continued full-time service at the University. Deans, Department Chairs and Program Directors should take into consideration the following factors when making recommendations for sabbatical leave to the Provost:

1. The faculty member must have rendered service in the University for at least six consecutive two-semester periods, or academic years, preceding the beginning of the leave. Only service rendered subsequent to the return from the most recent sabbatical leave and subsequent to the most recent break in service is counted. The only exception is that all time served between the two periods of a split sabbatical leave counts for a subsequent sabbatical leave.
2. A definite and well-defined research or study program must be submitted for approval. A candidate should indicate the nature of the project and the extent of work to be completed during the sabbatical.
3. Sabbatical leave for one year will be allowed at 50% of the faculty member's current salary for the period of the sabbatical. Sabbatical will be allowed at 100% of the faculty member's current salary for one semester.
4. Sabbatical leaves are granted to enable recipients to be engaged in intensive programs of research, services and/or study; thus to become more effective teachers and scholars and to enhance their services to the University.
5. The absence of a faculty member should not jeopardize the academic program of his/her department.
6. If it is required that the faculty member receive a salary, he/she must return to the University for at least one year after the completion of the sabbatical. If the faculty member fails to return, the faculty member is responsible for repayment of salary received during the sabbatical.
7. A report shall be provided to the Dean, Department Chair or Program Director upon the faculty member's return from sabbatical leave along with a final report upon completion of their project.
8. Faculty members meeting the above requirements have the option of requesting an unpaid sabbatical.
9. All benefits of salaried faculty shall continue during the sabbatical.

All sabbatical leaves require prior approval at least a year prior to the sabbatical and are granted based on the availability of resources

## **10. FACULTY GRIEVANCE AND COMPLAINTS**

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Faculty conflicts should be resolved in an informal manner whenever possible. If informal procedures have failed to reach a satisfactory resolution of the problem, the formal grievance process may be initiated.

A grievance is any complaint made by a faculty member that has not been satisfactorily resolved in an informal manner. Any faculty member, regardless of series, may file a grievance. If a faculty member has been fired or suspended, he or she may file a grievance within six (6) months of the date of suspension or termination.

A complaint by a faculty member concerning his or her terms and conditions of employment and which

raises issues of university-wide concern *is* a matter which falls within the jurisdiction of the Academic Senate. Matters of university-wide concern include inter-college issues and/or matters associated with University governance by its executive officers.

When a grievance is between faculty and administrative personnel an ad hoc committee will be established. The committee will comprise of members from the Senate and university grievance committees. The committee will be co-chaired by members of each grievance committee.

In order to maintain an accurate data bank and to avoid multiple grievance hearings, the college or school Faculty Grievance Committees are the initial repositories for all college or school grievances. These committees are charged with conducting an independent and impartial review of all grievances and with making decisions and recommendations based upon the information presented. In the event that the grievance has university-wide implications, it will be forwarded to the Academic Senate for review.

Faculty wishing to file a formal grievance must submit a written Statement of Grievance to the Faculty Grievance Committee within the specified time frame. Once the Committee has completed its review, it will submit its recommendations to the Dean of the respective college who may either accept, reject, or refer the recommendation back to the Committee for clarification. In the case of disputes between or among faculty members from two or more schools/colleges, the Faculty Grievance Committee shall forward its recommendations/resolutions to the Provost who may accept, reject, or refer the recommendation back to the Committee for clarification.

Either party to the grievance may appeal the Dean's decision to the Provost. The Provost's decision following this appeal will constitute a final and binding decision of the grievance. For complete faculty grievance procedural guidelines, call (323) 563-5969 for the College of Medicine or (323) 563-5851 for the College of Science and Health.

Contact the Academic Senate at (323) 249-5704 for faculty grievance procedures at the University level.

## **11. INSTITUTIONAL POLICIES AND PROCEDURES**

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### **A. Occupational Safety**

The Department of Human Resources conducts the Institutional Health and Safety Division Program to promote a safe working, learning and service environment for the entire University. The Program's services include safety training, work site inspections, wellness activities, and emergency preparedness. Human Resources also handles workers' compensation claims for work-related injuries or illnesses. For information on the Safety Program and Workers' Compensation insurance, contact the Human Resources Director at (323) 563-5827.

### **B. Drug-Free Workplace and Schools Policy**

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Charles R. Drew University of Medicine and Science recognizes drug dependency (including addiction to controlled or prescription drugs, over-the-counter medications, alcohol or tobacco) as an illness and a major health problem. The University also recognizes drug dependency as a potential health, safety and security problem within the campus environment.

Faculty are expected and required to concentrate on their work, and while on campus, to maintain themselves in a mental and physical condition appropriate to serious and productive enterprise. The

objective of the University's policy is to provide a drug-free, healthful, safe and secure campus and work environment.

Each new faculty member is provided a copy of this policy during initial orientation and a written reminder of this policy is distributed annually to each faculty member. All individuals are required to abide by the terms of this policy.

The complete policy on drug-free workplace and schools can be found in the Administrative Policy Manual.

### **C. Smoke and Tobacco-Free Workplace and Schools Policy**

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Charles R. Drew University of Medicine and Science is a smoke and tobacco-free campus. The policy confirms CDU's commitment to saving lives and creating a healthy environment for the many who learn, work, visit, and spend time at CDU.

As a leader in health and health care for underserved communities, CDU has an affirmative duty to contribute to the reduction of tobacco use and secondhand smoke exposure, especially as it pertains to our students, faculty, staff, and visitors. Going smoke and tobacco-free supports the University's vision of "[e]xcellent health and wellness for all ..." in an ever growing health-conscious society. Creating a safe environment for our students, faculty, and staff is of paramount importance. This policy does not require smokers or tobacco users to quit. Indeed we know that many such individuals struggle with addiction and the University is sensitive to this fact. However, smokers or tobacco users are prohibited from smoking or using tobacco on CDU property.

Each new faculty member is provided a copy of this policy during initial orientation and a written reminder of this policy is distributed annually to each faculty member. All individuals are required to abide by the terms of this policy.

The complete policy on smoke and tobacco-free workplace and schools can be found in the Administrative Policy Manual.

### **D. Workplace Violence**

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Charles R. Drew University of Medicine and Science recognizes the importance of maintaining a safe workplace with faculty, staff and students who are honest, trustworthy, qualified, reliable and non-violent, and do not present a risk of serious harm to other members of the University community. All University members are strongly encouraged to immediately report any potentially threatening, dangerous, harmful or criminal behavior that may negatively affect the safety, security, productivity or financial interest or integrity of the University or its workplace. These incidents should be reported to Human Resources at (323) 563-5827 and Security Services at (323) 563-4918.

### **E. Americans with Disabilities Act**

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The Americans with Disabilities Act (ADA) prohibits discrimination against a qualified person with a disability in employment practices, such as, job application procedures, hiring, promotion, discharge, compensation, training, benefits and other conditions of employment. The University provides equal employment opportunity and reasonable accommodations to all qualified persons, in all aspects of the



employer-employee relationship, as required by applicable laws.

For assistance in locating or obtaining auxiliary aids, questions regarding the aspects of accessibility to buildings, parking, transportation, telecommunications or the ADA in general, please contact the Department of Human Resources at (323) 563-5827.

## **F. Harassment**

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Charles R. Drew University of Medicine and Science is committed to providing a work and educational environment that is free of discrimination and unlawful harassment. The University seeks to prevent and prohibit misconduct on the campus, including sexual harassment or any other type of harassment by fellow students, staff or faculty. Actions, words, jokes or comments based on an individual's sex, race, ethnicity, age, religion, sexual orientation or any other legally protected characteristic will not be tolerated.

Any faculty member, staff member or student who feels that he or she has been harassed should make it clear to the offending individual that such behavior is offensive and unwelcome. If the behavior continues, the incidents should be reported immediately to the appropriate authority.

For complete procedural guidelines of the general harassment policy, see the Administrative Policy Manual.

## **G. Sexual Harassment**

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It is the policy of Charles R. Drew University to maintain an academic and work environment free of all forms of harassment, exploitation or intimidation including sexual harassment. Every member of the University community should be aware that Charles R. Drew University will not tolerate sexual harassment and that such behavior is prohibited both by law and by University policy. Retaliation against a person who brings a complaint of sexual harassment is also strictly prohibited and may result in separate disciplinary action. The University is committed to preventing and eliminating sexual harassment through education and by encouraging faculty, staff and students to report any concerns or complaints about sexual harassment. Prompt corrective measures will be taken to eliminate all forms of harassment including sexual harassment, whenever and wherever it occurs.

In the event a situation arises involving harassment of any kind, faculty members should do one of the following:

- ◆ Bring the matter to the attention of a Department Chair, Program Director, or Dean.
- ◆ Request a meeting with a Human Resources Department representative.
- ◆ Call the compliance hotline at (310) 335-2572. If the circumstances are such that you would feel more comfortable discussing the issue with an outside employee relations firm, call the hotline.

The complete policy on sexual harassment can be found in the Administrative Policy Manual.

## **H. Non-Discrimination Policy**

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Charles R. Drew University of Medicine and Science is committed to the policy that all persons shall have equal access to employment and promotional opportunities. The University prohibits discrimination because of age, ancestry, color, physical or mental disability, national origin, race, religious creed, sex, sexual orientation, gender identity or veteran status.

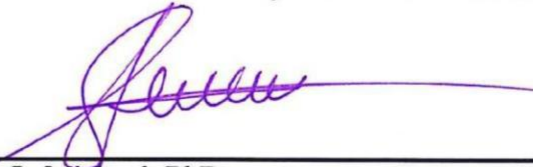
**Sign off – Charles R. Drew University of Medicine and Science Faculty Handbook Approval**

This signature page reflects the joint approval of the Charles R. Drew University of Medicine and Science Faculty Handbook by the faculty and administration effective January 1, 2018.



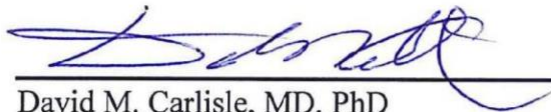
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David S. Martins, MD, MS  
President, Academic Senate  
Charles R. Drew University of Medicine and Science

1-24-18  
Date



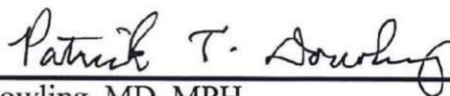
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Steve O. Michael, PhD  
Executive Vice President of Academic Affairs and Provost  
Charles R. Drew University of Medicine and Science

1-26-18  
Date



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David M. Carlisle, MD, PhD  
President and Chief Executive Officer  
Charles R. Drew University of Medicine and Science

1/26/18  
Date



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Patrick Dowling, MD, MPH  
Chair, Academic Affairs Committee of the Board of Trustees  
Charles R. Drew University of Medicine and Science

2-13-18  
Date



\_\_\_\_\_  
Marvin O'Quinn, MPH  
Chair, Board of Trustees  
Charles R. Drew University of Medicine and Science

2-13-18  
Date