


California University of Science and Medicine School of Medicine

Faculty Handbook: Faculty Affairs

 California University of Science and Medicine		Page(s):	14
		Policy Number	FA-01A
Subject:	FACULTY HANDBOOK: FACULTY AFFAIRS – CUSM Faculty	Formulated:	02/23/2016
		Last Reviewed:	04/14/2026
Approval <ul style="list-style-type: none"> • Adopted by the CUSM-SOM Faculty Assembly on 03/25/2016 • Amendment by the CUSM-SOM Faculty Assembly on 10/06/2016 • Amendment by the CUSM-SOM Faculty Assembly on 01/30/2017 • Reviewed by Office of Faculty Affairs 6/4/2019 • Reviewed by Office of Faculty Affairs 10/25/2019 • Amendment by the CUSM-SOM Faculty Assembly on 12/04/2019 • Amendment by the CUSM-SOM Faculty Assembly on 06/10/2024 • Amendment by the CUSM-SOM Faculty Assembly on 04/14/2026 		Next Review:	TBD

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Employed faculty members should refer to their Employment contract, the Employee Handbook, and CUSM Policies for additional details regarding employment terms, policies and conditions.

Purpose

The California University of Science and Medicine (CUSM) Faculty Handbook has been prepared to inform faculty members of the policies and procedures of our university and to establish and define the expectations of CUSM faculty members. It is not all-inclusive, nor intended to provide strict interpretations of our policies; rather, it offers an overview of the work environment. This handbook is not a contract, expressed or implied, guaranteeing employment or appointment for any length of time and is not intended to induce a candidate to accept an appointment with CUSM. Policies and procedures contained herein are a general summary and do not replace the official policy statements, legal documents or contracts. Faculty members are directed to review online postings for policies for the most up to date information. Faculty members are expected to read, understand, and comply with all CUSM policies and procedures.

California University of Science and Medicine (CUSM) has clear policies and procedures in place for faculty appointment, renewal of appointment, promotion, remediation, and dismissal that involve the faculty, the appropriate department heads, and the dean, and provides each faculty member with written information about the term of appointment, responsibilities, lines of communication, privileges and benefits, performance evaluation and remediation, terms of dismissal, and, if relevant, the policy on practice earnings. If any discrepancy between this handbook and current university policy arises, the most recent university policy will supersede. Every effort is made to keep all faculty informed of the university's policies. The Office of Faculty Affairs will be glad to discuss any questions about policies/procedures in this handbook.

This handbook supersedes and replaces all previous personnel policies, rules, and procedures, apart from provisions detailed in any binding employment agreement, or contract to which CUSM is a party.

Additional faculty policies and procedures are found in the Faculty Handbook: Bylaws of the Faculty (FA-01B) and Guidelines on Faculty Appointment and promotion (FA-01C). These documents can be found on the Faculty Affairs website:
<https://www.cusm.edu/faculty/index.php>.

Purpose, Mission and Vision of
California University of Science and Medicine

The purpose of the California University of Science and Medicine is to develop and operate a health and life sciences university, including colleges, a research institute, and a graduate school of medicine, to educate future physicians and medical support personnel and conduct medical research and/or work with research organizations to further the science and art of medicine. Additionally, the university may engage in any activities reasonably related to or in furtherance of its stated purposes.

Mission

To advance the art and science of medicine through innovative medical education, research, and compassionate health care delivery in an inclusive environment that advocates critical thinking, creativity, integrity, and professionalism.

Vision

To establish a school of medicine that inspires, motivates, and empowers students to become excellent and caring physicians, scientists, and leaders, advance the art and science of medicine through research, improve the health of its community, share innovative curriculum, and promote best practices in medical education globally, and facilitates a medical education to promising disadvantaged students, especially from California and the Inland Empire.

Faculty Defined, Governance, Ranks, Appointment, Promotion, and Dismissal

Specific details on Faculty Affairs, Governance, Ranks, Appointments, Promotion, and Dismissal can be found in the applicable policies, Bylaws of the Faculty FA-01-B, Bylaws of the School of Medicine SOM-01 and Guidelines for Faculty Appointment and Promotion policy FA-01C.

Faculty Defined

To become a member of the Faculty, an individual is required to have the appropriate degree and teaching or academic experience that is commensurate with the rank bestowed by the medical school. Appointments are to be made to the rank of instructor, assistant professor, associate professor, or professor after review by the Rank and Promotion Committee. CUSM does not have tenured faculty.

Activities for eligibility for and maintenance of CUSM faculty appointment:

- Contribute to the academic mission of CUSM through teaching or service (activities listed below; must be reviewed/approved by Department Chair)
- Maintain appropriate licensing/certification (if applicable).
- Participate in required faculty development activities and training.
- Abide by all faculty policies and procedures including submission of required student evaluations.
- Ensure CUSM has up to date contact information and respond to administrative requests in a timely manner.

Student teaching or mentoring/advising:

- Curricular development
- Clinical teaching
- Clinical Skills teaching
- College Colloquium teaching
- Lectures/presentations
- Medical student career advising
- Research advisor
- Other teaching/advising

Service:

- Faculty Assembly committee member
- University committee service
- Clinical Chair/Site lead
- Other CUSM service or leadership role

Faculty who teach and supervise students in required courses or clerkships must have a CUSM faculty appointment except for resident-physicians who are considered non-faculty instructors and are covered under a separate policy (“Policy on Participation of Non-Faculty Instructors in Medical Student Education” in the MD Student Handbook).

Faculty Governance

Faculty governance is derived through the Faculty Assembly deliberations and decisions as outlined in the applicable policies, Bylaws of the Faculty FA-01-B, Bylaws of the School of Medicine SOM-01, and Guidelines for Faculty Appointment and Promotion policy FA-01C.

Per the Faculty Handbook: Bylaws of the Faculty and Bylaws of the School of Medicine, members are empowered to make rules for the governance, direction and management of the Faculty, its affairs and business, and the courses of instruction by the Faculty.

Standing Committees:

CUSM promulgates standing committees for faculty governance and administrative purposes. The administration and the Faculty Assembly may each also establish ad hoc committees or task forces for specific work and purposes.

Faculty Assembly Standing Committees (see Faculty Handbook: Bylaws of the Faculty, FA-01B for most up to date list):

- Faculty Executive Council
- Curriculum Committee (and Pre-Clerkship and Clerkship Curriculum Sub-Committees)
- Assessment and Evaluation Committee
- Admissions Committee
- Student Academic Standards and Promotions Committee
- Graduate Curriculum Committee
- Graduate Admissions Committee
- Bylaws Committee
- Research Committee
- Rank and Promotion Committee
- Diversity and Inclusion Committee

Faculty Meetings

The Faculty Assembly holds regular meetings at minimum once per semester. The schedule and agenda are sent by the Chair or their designee in advance of the meeting.

Faculty roles

Faculty members have responsibilities for teaching, research/scholarship and service activities as assigned by the Department Chair or their designee.

Benefits and terms for CUSM-employed Faculty are listed in the Employee contract (maintained by HR/People and Culture). Faculty members who are not paid by the medical school do not have faculty employment benefits.

Faculty appointments and their terms/renewal process are described in the Guidelines on Faculty Appointment and Promotion (Appendix FA-01C).

Faculty Domains

California University of Science and Medicine (CUSM) has established two faculty categories: The Academic Faculty and Emeritus Faculty. The Academic Faculty Domain has 3 tracks for Research, Teaching and Clinical faculty. Within each domain, faculty are classified by rank and discipline. The standard ranks are Instructor, Assistant Professor, Associate Professor, and Professor. Basic standards have been defined to evaluate the qualifications and achievements of faculty in each track. Faculty members are assessed on the domains of Research/Scholarship, Teaching, Service, Health Care Delivery and Equity, Diversity & Inclusion.

Faculty Promotion

The process for promotion is described in the Guidelines on Faculty Appointment and Promotion (Appendix FA-01C of the Faculty Handbook). The associated documents are located on the Faculty Affairs website. For questions about and assistance with the promotion process, please contact the Office of Faculty Affairs: FacultyAffairsOffice@cusm.edu

Faculty Appointment

Duties and responsibilities for individual faculty members are based on consultation between the Department Chair or relevant supervisor and the faculty member. Faculty members are expected to teach, conduct research, engage in scholarly activities and provide service to the medical school as required and within parameters established at appointment or in subsequent reviews. Expectations are to be spelled out explicitly in the appointment letter and provide the framework for performance review.

Faculty Development

The Office of Faculty and Professional Development offers a variety of resources and programs. Each of these resources is available to all those holding a faculty appointment with CUSM, and new programs and services are occasionally added to ensure that faculty are given the best opportunities for development in their professional practice. The goal of the Office Faculty and Professional Development is to support CUSM faculty and in doing so, strategically contribute to the success of our students and their ability to provide exemplary patient care during their training and in their future medical practice.

There are many services and programs available to CUSM faculty including but not limited to:

Accessing Faculty Development Resources

A monthly Event Calendar that contains upcoming faculty development opportunities, both internally sponsored and externally sponsored is sent to all faculty. This includes faculty development session information, conferences, podcast spotlights, and external training opportunities. This event calendar is sent out monthly to all CUSM faculty to their preferred contact email and posted on the website.

CUSM faculty and staff may access past years of development sessions, housed as recordings in our Development Archive. These sessions cover a wide range of topics such as teaching, scholarship, technology, and much more. [Access the archive in the department's SharePoint site](#) (using your CUSM login). For assistance or further information, contact a staff member: facultydevelopment@cusm.edu.

Faculty Development Seminars

We regularly host individual faculty development sessions on topics of interest or urgent need. This is one of our core programs, offering ongoing faculty development sessions on a variety of topics. The times and dates are sent out through CUSM's Outlook calendar and are posted in our Monthly Faculty Development Event Calendar.

Faculty Development Week

Development Week is an annual intensive week of faculty development programming for all CUSM faculty on various development topics of interest, including clinical teaching, general teaching tools, technology and AI, institutional policies and faculty roles, promotion, and wellness. Development Week is held annually; more information will be sent out via our Monthly Faculty Development Event Calendar and to our clinical faculty via their preferred email.

Faculty Teaching Peer Review Program

The Office of Faculty and Professional Development created a research-based formative peer review program designed for faculty who wish to examine a component of their own teaching practice and submit it to voluntary and formative peer review for their own growth and professional development. Sign up by contacting any member of our office staff, or visit our [Teaching Peer Review Program SharePoint page](#) (accessible with a CUSM login) for further information.

Faculty Promotion Support

The Office of Faculty and Professional Development collaborates with the Office of Faculty Affairs to guide faculty through the processes of preparing for submission of their promotion application and materials. This program is held annually, and more information can be found on the Faculty Affairs website.

Faculty Committee Orientation

In collaboration with Faculty Affairs, The Office of Faculty and Professional Development produces an annual orientation for committee leaders and participants to equip faculty with the tools and training needed for effective committee function. All faculty who are serving on any Faculty Assembly committee are invited to attend this orientation. Invitations will be sent out via email and Outlook.

Faculty Development Book Clubs

The Office of Faculty and Professional Development runs a non-fiction book club in spring focusing on an aspect of faculty development, teaching and learning, or leadership; a fiction book club is offered quarterly. All book club discussions are held both in person and also online to accommodate the schedules of all faculty members. For more information, contact the Office of Faculty and Professional Development.

Faculty Mentoring Program

CUSM offers a faculty mentoring program focused on new faculty but can include mentorship in other stages of the faculty career cycle (e.g., promotion application). For more information, contact the Office of Faculty and Professional Development.

Submitting Ideas for Faculty Development

The Office of Faculty and Professional Development is always interested in hearing directly from faculty. Specifically, we are interested in hearing about 1) development topics or resources that you would like to see offered, and 2) areas in which you have deep expertise and a willingness to serve your colleagues through facilitating a faculty development session. Reach out to us at facultydevelopment@cusm.edu or [access our development session request form](#).

Faculty Retention

Retention of all faculty is vital to the success of CUSM. In order to increase productivity and satisfaction among the faculty, the educational and cultural climate must be optimal. The following principles provide the CUSM administrative leadership with guidelines to improve the job satisfaction and optimal productivity of each faculty:

Respect and Appreciation

- Foster a supportive climate where all faculty are treated with respect and dignity.
- Celebrate the cultural, academic, and personal diversity of the faculty.

Transparency

- Communicate departmental policies and procedures in a clear and consistent manner.
- Share information, new developments, and future plans equitably with the entire assembly of the faculty.
- Ensure consistency in implementing practices and policies.

Encourage Innovation and Creativity

- Establish formal mentoring programs and provide informal mentoring opportunities.
- Provide targeted career development opportunities for Faculty in the forms of professional conferences, leadership workshops, leave for professional development, and instructional improvement.

Enhance Job Stability

- Maintain institutional environment competitive with other institutions with similar ranking.
- Value scholarly contributions by recognizing that excellence can be achieved through teaching, research, and/or service.

Code of Ethics

CUSM values ethics, equity and professionalism and has described its commitment to this in the following policies:

[Code of Ethics Policy](#)

[Ethics, Equity, Professionalism and Mistreatment Policy](#).

Faculty Diversity

CUSM has a strong commitment to recruiting faculty members who are diverse and cognizant of the local community. This is outlined in the following policy:

[Diversity, Discrimination, Harassment Prevention Policy](#)

Faculty Grievance Procedures

Please consult the Faculty Grievance Procedures section of the Faculty Handbook: Bylaws of the Faculty for established procedures by which faculty members can seek redress of their grievances that fall into two main types:

1. Those connected with appointment, reappointment, or promotion.
2. Those concerned with other matters, such as duties, salaries, perquisites, and working conditions.

Faculty Appointment Dismissal

A faculty member shall hold his/her appointment during each appointment period pending behavior consonant with carrying out his/her duties and service and shall not be removed except for cause in a matter consistent with the Statement on Procedural Standards in Faculty Dismissal Proceedings published by the American Association of University Professors. An automatic review process is in place. Upon decanal review to deny renewal of the appointment, an explanatory letter will be sent to the President for endorsement. Faculty members are to be notified of non-renewal of appointment at least four (4) months prior to the end of the appointment.

Faculty Expectations

Confidentiality

Our students, clients, and other parties with whom we do business entrust California University of Science and Medicine (CUSM) with important information relating to their businesses. Our confidentiality policy can be viewed here: [Confidentiality Policy](#)

Conflicts of Interest

Faculty and employees must disclose any relationship or activity that might impair, or even appear to impair, their ability to make objective and fair decisions when performing their jobs. The Conflict of Interest Policy can be viewed here: [Conflict of Interest Policy](#)

Performance

Performance Evaluation

Faculty members will receive feedback on performance as detailed in Guidelines on Faculty Appointment and Promotion (appendix to FA-01, Faculty Handbook: Faculty Affairs).

Campus Policies

CUSM Policies website

CUSM approved policies are posted on the CUSM Policies website at:
<https://www.cusm.edu/policies/index.php>

Some key policies for faculty are listed below:

[1.02 Conflict of Interest Policy](#)

[1.03 Title IX Sexual Misconduct and Harassment Policy](#)

[1.04 Diversity, Discrimination, Harassment Prevention Policy](#)

[1.05 Ethics, Equity, Professionalism, and Mistreatment Policy](#)

[1.09 Code of Ethics Policy](#)

[2.03 Medical License Review Policy](#)

[4.02 Human Subject Research Policy](#)

[4.04 Research Misconduct Policy](#)

[6.00 CUSM Employee Handbook](#)

Faculty are encouraged to look through the CUSM Policies website for additional applicable policies and for the most up to date information.