

 <b>California University of Science and Medicine SCHOOL OF MEDICINE</b>		<b>Page(s):</b>	<b>11</b>
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**Purpose:** The Bylaws of the California University of Science and Medicine - School of Medicine (CUSM-SOM) detail the rules by which the school is administered as a division and within the framework of the California University of Science and Medicine (CUSM), and the authority of the CUSM Board of Trustees (BOT). The rules and procedures contained in this document shall provide: 1) the approved vision, mission, and values of the CUSM; 2) description of governance processes; 3) a guide for decision-making for units within the school; and 4) the established rules and procedures that guide the BOT’s oversight of the SOM.

**Scope:** The members of CUSM-SOM.

**Responsible Body:** The Dean’s Leadership Council (or equivalent) of CUSM-SOM shall be responsible for updating these bylaws. To be effective, amendment to or revision of these Bylaws requires the written approval of the Dean, University President, and Board of Trustees.

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## **Article I. Mission, Vision, and Values of the California University of Science and Medicine School of Medicine**

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### **Section 1. Mission**

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

### **Section 2. Vision**

To develop a socially accountable medical school that:

- Directs its education, research, and service activities toward addressing the priority health concerns and wellbeing of its community.
- Inspires, motivates and empowers students to become excellent and caring physicians, scientists, and leaders.
- Facilitates a medical education to promising students especially from California's Inland Empire.
- Shares freely with the global community its innovative curriculum and advances of best practices in medical education.

### **Section 3. Values**

#### **C**ommunity-Focus

Committed to educating future physicians who will embrace the responsibility for improving the health and healthcare needs of underserved communities and be advocates for the elimination of health disparities.

#### **A**ccountability

Accept individual and collective responsibility to direct education, research and service activities to address the priority health concerns that span from the local to the global community.

#### **L**eadership

Promote effective changes in educational policies and processes in order to develop and train competent physicians who will have leadership roles in all domains of medicine.

#### **M**otivation

Inspires, shapes and molds the character of students through dedicated faculty and creative, innovative teaching methods.

#### **E**xcellence

Achieve consistent outstanding levels of performance which exceed the expectations of our students while upholding the highest standards of ethical behavior, intellectual honesty and professional conduct.

### **Diversity**

Promote, cultivate, and respect ethnic, intellectual, social and cultural diversity of students, faculty and patients in a safe, positive, and nurturing environment.

## **Article II. Promulgation of Policies and Procedures**

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CUSM-SOM has in place policies and procedures applicable to board members, faculty, staff, students, and other individuals and affiliated institutions. These policies and procedures are in line with the school's vision, mission and values, and answer to the legal responsibilities of the institution. In addition, CUSM-SOM ensures that there are effective mechanisms in place for direct faculty participation in decision-making. Each policy and/or procedure is promulgated and updated by a designated administrator or committee (or authorized official). Procedures for periodic update of CUSM's policies are also detailed within each policy. Mechanisms for making these policies known, such as written and electronic communications, are detailed within individual policies.

## **Article III. Organization and Prevailing Authority**

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### **Section 1. Overview of the School of Medicine and Decision-Making Process**

As a non-profit public benefit corporation, the California University of Science and Medicine (CUSM) is governed by the University Board of Trustees (BOT), according to the bylaws of and the articles of incorporation of the University. According to the bylaws of the university, all corporate powers shall be exercised by or under the direction of the BOT and, in carrying out its duties, the BOT is accountable to the University's constituents and to the public. In addition, the BOT oversees the academic activities and affairs of the University and its educational institution, including the protection of academic freedom, and the hiring, oversight and evaluation of the President. In addition to the Chair of the BOT and the President, the bylaws of the University list the following officers: A Secretary and a Chief Financial Officer. With the exception of the Secretary and the Chief Financial Officer, the President may by appointment of the BOT hold any of these offices or other offices permitted by the bylaws.

Management of the day to day operation of the University is the responsibility of the President who may in his or her discretion delegate some of his/her responsibilities to such other officers, employees or other agents. The President, at the request of the BOT, will provide updated information to the BOT, or its designee including any Standing or Specially Designated Committees, as required by the BOT.

The President of the University is responsible for the general direction of the University and for implementing the policies and annual budgets and such other expenditures as may be approved and established by the BOT. The BOT delegates certain powers to the President including the general supervision, direction and control over the affairs and property of the University and performs other duties as may be delegated by the BOT, and or its designee including any Standing or Specially Designated Committees. With regards to the CUSM, the President may delegate, if applicable, the administration of the school to the Dean.

The Dean reports directly to the President and functions as the principal academic and administrative officer of the CUSM-SOM. The Dean and the President shall cause to be prepared and delivered to the BOT detailed quarterly financial reports as to the financial position and operations of the CUSM. Annual budgets and requests for material expenditures outside the ordinary course of business shall be prepared and submitted to the BOT for its review and approval. To provide leadership in the teaching, research and service objectives of the CUSM-SOM, the Dean delegates responsibility to his/her staff composed of vice, senior associate, associate, or assistant deans. The Dean also has supervisory authority over Department Chairs, Directors of Centers of Research, and the Faculty. To formulate policy and oversee the day-to-day operation of the CUSM-SOM, the Dean is assisted by the Dean's Leadership Council composed of CUSM-SOM Department Chairs, administrative deans, Chair of the Faculty Assembly, and affiliated hospital representatives. Other officials and institutional bodies that assist the Dean with decision-making affecting the school include: The President, the CUSM-SOM Faculty Executive Council, the CUSM-SOM Faculty Assembly, and faculty standing and ad hoc committees of the CUSM-SOM. Ultimately, however, the Dean of CUSM-SOM is responsible for all academic and administrative decisions concerning the school.

## **Section 2. Offices of the School of Medicine**

To accomplish the CUSM short-term and long-term objectives of teaching, research, and service, the Dean establishes such offices as are necessary to ensure the effective operation of the CUSM-SOM. The CUSM-SOM Roster of Administrative Positions is published in the University Catalog and the Human Resource department maintains the approved responsibilities and job description of the professionals responsible for these offices.

## **Section 3. Organization of the School of Medicine**

The Dean of the CUSM-SOM provides leadership to the faculty with regards to teaching, research and service. The faculty of the CUSM-SOM is responsible for the instruction of CUSM-SOM students and for recommending candidates for an academic degree to be conferred by the Board of Trustees. Responsibilities and rights of the faculty are specified in the *Faculty Handbook: Faculty Affairs* and *Faculty Handbook: Bylaws of the Faculty*. Faculty ranks and guidelines for appointments and promotion of faculty are specified in the *Guideline of Faculty Appointment and Promotion*.

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## **Article IV. Office of the Dean**

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The Dean of the School of Medicine is appointed by the University Board of Trustees, which shall consider in good faith any recommendation of the University President for such position. The chief academic officer and general manager of the overall functions of the medical school shall be the Dean. The Dean shall be responsible for all decisions regarding the academic; administrative and financial affairs of CUSM-SOM. The finances of the CUSM-SOM shall be subject to the general oversight of the BOT.

The Dean, with the approval of the University President and the Board of Trustees, may appoint administrative deans (vice, senior associate, associate, and/or assistant deans) to aid in carrying out functions of the CUSM-SOM, and has the authority to delegate appropriate administrative and policy authority to these individuals.

### **Section 1. Dean of the School of Medicine**

The Dean is the public face of the medical school and keeps local and governmental authorities informed of progress toward required compliance, accreditation and licensure. The Dean sets priorities for strategic planning for the institution in consultation with the leadership of the university, faculty and community. As Chief Academic Officer, the Dean reports directly to the University President. He/she is also responsible for budgeting and spending oversight. The Dean prepares an annual report for the University President and Board of Trustees noting progress and areas of concern. The Dean provides academic leadership to the faculty and the medical school, and directs the administrative deans, administrators, staff and others. The Dean is responsible for recruitment of faculty and administrative staff of the medical school. In carrying out these functions, the Dean seeks advice from the Dean's Leadership Council.

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## **Article V. Evaluating the Dean and Administrative Deans**

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When the positions of the President of CUSM and the Dean of CUSM-SOM are not held by one individual, the President shall conduct regular performance evaluations of the Dean. At a minimum, the following two guidelines apply to these evaluations:

- The President evaluates the performance of the Dean annually through abbreviated review. To ensure effective management, the President is encouraged to gather input from the Faculty including administrative deans for these reviews. The President shall provide his or her written evaluations of the Dean to the BOT.
- A formal review of the Dean's performance in which the President consults with the Faculty including administrative deans shall be conducted at least once every three-years.

The Dean of CUSM-SOM shall conduct regular performance evaluations of all administrative deans. At a minimum, the following two guidelines apply to these evaluations.

- The Dean evaluates the performance of the administrative deans annually through abbreviated review. To ensure effective management, the Dean is encouraged to gather input from the Faculty for these reviews. The Dean shall provide his or her evaluations to the President and the BOT.
- A formal review of the administrative deans' performance in which the Dean consults with the Faculty shall be conducted at least once during each term of appointment. The review should occur no later than ninety days before the end of the term.

## **Article VI. The Faculty Assembly**

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Membership in the Faculty of the School of Medicine shall include those duly appointed persons whose titles are instructor, assistant professor, associate professor, or professor. The University President may be appointed as a professor to be a member of the Faculty. *The Faculty Handbook: Bylaws of the Faculty* govern the conduct and procedures of the faculty in the performance of its duties and in the exercise of its powers.

## **Article VII. Departments**

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Each department of the CUSM-SOM is part of the central administration. Each department shall be responsible for the teaching in assigned curriculum segments in the MD program (e.g., course, clerkship, phase, etc.), through the school's committee structure within units for medical education including affiliated hospitals. This responsibility shall be exercised by the Department Chairs in conformity with the curricular policies, organization, and components that are specified by the faculty and the Dean. Each department may assume responsibility for teaching in another college of the University by need and negotiation. Where appropriate, each department shall support its faculty of planning and implementation of graduate programs leading to such graduate degrees as are authorized by the university BOT, and the departmental faculty shall be responsible for the content of the curricula in the programs specified above. Each department shall plan and execute programs of research and of professional activities and shall train students in its disciplines. Each department shall maintain and staff the facilities which lie within its jurisdiction and shall enlist the cooperation of other departments or of affiliated teaching institutions, where this shall be necessary, for the execution of its mission.

Recommendations concerning appointment of Department Chairs shall be conveyed to the Dean by a search committee that includes the departmental faculty. Committee discussions shall be confined to matters relevant under standards and qualifications. Specifically prohibited from discussion are such matters as gender, race, minority status, disability status, veteran status, and sexual orientation or marital/partner status.

## Section 1. Departments of the School of Medicine

In order to carry out its program, the School of Medicine shall be organized administratively into the following academic departments:

- Department of Medical Education

In addition, as it is the primary affiliated hospital, CUSM-SOM recognizes clinical departments in ARMC as important partners, although they do not have direct employment relationship with CUSM-SOM.

## Section 2. Department Chairs

**Appointment:** Each department shall have a Chair appointed by the University President on recommendation of the Dean. In order to select candidates, the Dean will appoint a search committee, to provide a slate of candidates from which the selection will be made. Copies of such slate shall be provided to both the University President and the BOT for their input. The search committee shall include representation from the faculty of the applicable department. The search committee shall identify its membership to the academic department and indicate its availability to receive suggestions, views, and advice from interested individual faculty throughout the search process. Verbal and/or written suggestions, views, and advice directed to any member of the search committee should be transmitted promptly to the whole search committee, unless specified otherwise by the faculty member offering such suggestions, views, and advice.

The University President will appoint acting or interim Department Chairs after receiving the recommendations of the Dean and considering in good faith the advice and counsel of the BOT. Before making recommendations, the Dean is requested to seek the advice of the Faculty Executive Council. When a member of the Faculty Executive Council is a candidate for Acting or Interim Department Chair, the Chair of the Faculty Executive Council shall designate an alternate member from the department to serve on the advisory committee. The advisory committee shall identify its membership to the academic department and indicate its availability, particularly that of the representative from the department, to receive suggestions, views, and advice from interested individual department members or from the entire academic department. Verbal and/or written suggestions, views, and advice directed to any member of the advisory committee should be transmitted promptly to the whole advisory committee, unless specified otherwise by the departmental member offering such suggestions, views, and advice. This process shall take place as expeditiously as possible before the advisory committee makes its recommendations to the Dean.

Each Chair or an appropriate designee shall meet annually with each faculty member to review his/her performance and to set future goals. The Chair or the appropriate designee shall then provide a written summary of each evaluation to the faculty member, with a copy provided to the Dean and Human Resource department.



Any individual service of an established academic or clinical department in an affiliated teaching institution may petition the Dean for recognition as a partner department. The Chair of each such independently established department shall be selected in accordance with the policies and procedures of each such department and/or affiliated institution. The Dean can rescind such partner recognition at any time, with or without cause.

**Evaluation:** The Dean of CUSM-SOM shall conduct regular performance evaluations of all CUSM department chairs. At a minimum, the following two guidelines apply to these evaluations.

1. The Dean evaluates the performance of the Department Chair annually through abbreviated review. To ensure effective management, the Dean is encouraged to gather input from Faculty for these annual reviews.
2. A formal review of the Chair's performance in which the Dean consults with the departmental faculty shall be conducted at least once during each term of appointment. The review should occur no later than ninety days before the end of the term.

### **Section 3. Creation and Dissolution of Departments**

New departments may be created and existing departments dissolved on the approval of the President and Board of Trustees, at the recommendation of the Dean. The Dean shall seek input from the Dean's Leadership Council prior to making such recommendation. The Dean will transmit the recommendations to the University President and Board of Trustees.

## **Article VIII. Centers of Research**

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Centers of Research are entities that provide leadership, best practices, research, support, and training in a focused area. They are designed to increase the impact and prominence of scholarly research throughout the CUSM-SOM.

### **Section 1. Center Directors**

**Appointment:** The Dean, with the approval of the University President and the Board of Trustees, may appoint Center Directors, and has the authority to delegate appropriate administrative and policy authority to these individuals.

**Evaluation:** The Dean of CUSM-SOM shall conduct regular performance evaluations of all Center Directors. At a minimum, the following two guidelines apply to these evaluations:

1. The Dean evaluates the performance of the Center Director annually through abbreviated review. To ensure effective management, the Dean is encouraged to gather input from Faculty for these annual reviews.

2. A formal review of the Director's performance in which the Dean consults with the faculty shall be conducted at least once during each term of appointment. The review should occur no later than ninety days before the end of the term.

## **Section 2. Creation and Dissolution of Centers**

New centers may be created, and existing centers dissolved on the approval of the President and Board of Trustees, at the recommendation of the Dean. The Dean shall seek input from the Dean's Leadership Council prior to making such recommendation. The Dean will transmit the recommendations to the University President and Board of Trustees.

# **Article IX. The Dean's Leadership Council**

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## **Preamble**

The Dean's Leadership Council is the ultimate advisory committee to the Dean on issues related to the mission and vision of the School and at the Dean's discretion may serve as a decision-making body.

## **Section 1. Rights and Responsibilities**

The Dean's Leadership Council shall:

- advise the Dean on administrative policies,
- study and make recommendations regarding an institutional policy referred to it by the Dean, the Faculty Assembly, the Faculty Executive Council, or a standing committee of the School or University,
- implement policies, procedures, and curricula approved by the Faculty, and
- perform other duties as may be appropriate.

## **Section 2. Membership**

The Dean's Leadership Council shall consist of the:

- Dean
- Administrative Deans
- CUSM-SOM Department Chairs
- Chair of the Faculty Assembly
- Educational Program Directors

## **Section 3. Meetings**

- The Dean's Leadership Council shall hold regular meetings.
- The Dean may call special meetings as the need arises.
- The Dean chairs the meetings.

#### **Section 4. Quorum and Voting**

- A quorum consists of 6 members of the Dean's Leadership Council and is required to vote for an action.
- In order to pass an action, there must be affirmative votes of a majority of the members of the council present at such meeting.
- All members have voting privileges, however the Dean may vote only in the event of a tie vote when the Dean must cast the deciding vote.

#### **Article X. Parliamentary Authority**

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Rules contained in the current edition of Roberts Rules of Order Newly Revised shall govern the conduct of business in the School, Dean's Leadership Council, and other standing committees, in all cases to which they apply and in which they are not inconsistent with these Bylaws, except as provided in the bylaws of the councils and standing committees.

#### **Article XI. Amendments to or Revisions of the Bylaws**

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These Bylaws may be altered, amended, or revised by the Dean's Leadership Council (DLC) of the CUSM-SOM, subject to the written consent of the BOT. The Dean's Leadership Council (DLC) assists the Dean with executing these Bylaws. Approval of revisions by the DLC shall be considered upon the affirmative vote of a majority of the members of the committee present at such meeting, provided that notice of the proposed alteration, amendment, or revision shall have been given or mailed to the members of the committee at least one week in advance. To be effective, amendment to or revision of these Bylaws requires the written approval of the Dean, University President, and Board of Trustees.