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Introduction

The purpose of the Administrative Policy Manual (APM) is to provide an overview and inform Charles R. Drew (CDU) Administrators of the employment laws, principal rules, regulations, practices, and procedures that are essential to their role in the operations of the University.

CDU Administrators are required to adhere to the policies and procedures described in these various documents and should review them to ensure that all responsibilities are understood. The provisions of the Administrative Policies Manual are subject to changes in applicable statutes, policies, regulations, agreements, and procedures.

The APM does not create a contract between CDU and any of its employees or Administrators. No policies in the APM or any oral interpretation of the policies and procedures create an express or implied contract of employment between CDU, employees, or Administrators regarding the length of service, wages, hours, procedures, policies, benefits, or any terms or conditions of employment.
MESSAGE FROM THE PRESIDENT

Greetings,

I am pleased to present you with the Charles R. Drew University of Medicine and Science Administrative Policy Manual. The manual represents the culmination of over four decades of institutional evolution and growth directed by needs and mandates of the community we serve. Today, Charles R. Drew University educates health professionals who are highly-skilled, knowledgeable and who are committed to improving the lives and health of the medically underserved. Through innovative science and creative clinical approaches to health services, Charles R. Drew University faculty and students address the health and social concerns that are rooted in the minority and urban cultures of our city.

The information contained herein is designed to improve communication between and among departments and provide increased clarity of management policy and operational procedures. Please note that documents in this manual supersede any and all previous editions of these policies.

David M. Carlisle, MD, PhD
President
History of the University

The Charles R. Drew University of Medicine and Science, located in the Watts-Willowbrook area of South Central Los Angeles, were incorporated as a nonprofit, private, postgraduate medical school on August 3, 1966. Signatories of the articles of incorporation were the Charles Drew Medical Society and the medical schools of the University of California at Los Angeles (UCLA) and the University of Southern California (USC). In 1981, with the addition of new programs, the postgraduate purpose of Drew expanded to that of University.

Drew University was designed to be the academic partner of a new hospital constructed in response to the civil disturbances that occurred in Watts in the summer of 1965. Development of a community hospital to serve the area was among the many recommendations of the McCone Commission, which had been appointed to investigate the causes of the unrest and to recommend actions that would prevent its recurrence. Through the leadership of former Supervisor Kenneth Hahn, the Los Angeles County Board of Supervisors authorized construction of the Martin Luther King, Jr. General Hospital, and finally became the King-Drew Medical Center in 1982.

In March 1972, the 394-bed hospital and the medical school opened to receive patients and students. A new undergraduate medical education program was established in 1981 and shortly thereafter, a degree awarding School of Allied Health. These events generated a name change from "postgraduate medical school" to University. Accredited by the Western Association of Schools and Colleges (WASC) as a full-fledged University, Drew has established a reputation as an institution with a mission that goes beyond traditional parameters of education and research. It places both unequivocally within the context of service, acknowledging that teaching models must take into account all the forces that shape health outcomes. It has sought to increase the pool of minority medical and allied health providers to serve its own and other underserved communities by establishing an enviable spectrum of educational programs.

The mission of the Charles R. Drew University of Medicine and Science is:

*The University develops a diverse group of health professional leaders who seek social justice, promote wellness, provide care with excellence and compassion, and are uniquely qualified to transform the health of underserved populations through outstanding education, research, and clinical services in the context of community engagement.*
THE EMPLOYMENT-AT-WILL RELATIONSHIP

We sincerely hope that your employment relationship with the University will be satisfying and mutually beneficial. We nevertheless believe there are some things you must know. With the exception of employees holding faculty appointments, all employees of Charles R. Drew University are employed on an "at will" basis. This means employees have the right to terminate their employment at any time, for any reason, and CDU can also terminate their employment at any time with or without cause and with or without notice. This Manual does not constitute a contract between the University and the employee. All policy statements, procedures, manuals or documents as well as statements by an employee or representative shall not in any way modify this at will status.

DISCLAIMERS

Employees of the University who are covered by a collective bargaining agreement should consult that agreement for information regarding employment, privileges, responsibilities, and benefits.
POLICY CREATION AND DEVELOPMENT PROCESS

A University Policy is a rule that generally has university-wide applicability. A policy may include governing principles, it may either mandate or constrain action, it may ensure compliance with laws, or it may mitigate the university's risk. It must be approved by the President and Executive Council and the Board of Trustees before it becomes official policy.

Procedures are processes or practices used to implement policy, and generally describe "how" the university intends to carry out its policies. Procedures have narrow application and prone to change as new tools emerge, new processes are designed, and as a response to internal or external environmental changes.

Some departments maintain operational/departmental policy and/or procedures manuals. Although useful and important, they do not meet the criteria above, and therefore are not considered University Policies or Procedures. Some department manuals may be linked to and referenced in the University Administrative Policy Manual (APM) as a convenience to its users.

The provost, executive vice president, vice presidents, deans, and administrative directors are responsible for developing, updating and administering University policy within their respective areas of authority, and are accountable for the accuracy of the subject matter. The Director of Human Resources coordinates the process for creating and revising administrative policy and assist initiators in drafting policies. The Director of Human Resources maintains the master copy of the APM and is also responsible for cataloging current policies, managing University policy web pages and links to other pages on the University's web site; maintaining an archive of retired policies; and communicating new policy to the University community.

The APM is distributed to all University managers, directors, supervisors, and department processors and will be continuously updated with the issuance of revised and/or new policies. A copy of the most current APM is maintained in the Library and on the University web site. The documents contained in this manual supersede any and all previous editions of these policies.

The APM will also be distributed to any CDU employee or faculty member who holds one of the following positions, and/or to whom financial, administrative, or management responsibility has been delegated (this list is not meant to be exhaustive):

- President’s Office
- Provosts
- Deans
- Department Chairs
- Directors
- Managers
- Units Heads
- Principal Investigators
- Departments Business Officers

Our commitment is to review and update policies and procedures continuously; to provide succinct and understandable content and language, and to maintain a developmental environment.
for policies and procedures that encourages participation by all members of the University community. If you have any questions or require assistance at any time with a matter covered by this Manual, do not hesitate to contact the responsible department head, the Vice President or any member of the President's Executive Council.

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INTRODUCTION

HUMAN RESOURCES PHILOSOPHY

The Charles R. Drew employees make valuable contributions in support of the University’s missions of education, research, and community service. The ability to successfully achieve this mission is evidenced by our efforts to attract, retain, and motivate a highly skilled and diverse workforce that contributes to sustaining this excellence.

The effectiveness of our efforts must be evaluated, measured, and maintained by the results of our human resources leadership and program efforts that value employees and maximize their potential. It is Charles R. Drew’s intent to maintain a workplace that is representative of excellence, community, and innovation.

CHARLES R. DREW’S HUMAN RESOURCES VALUES AND PRINCIPLES

1. Strive for excellence
2. Exhibit values of honesty, integrity, collegiality, and respect for faculty, staff, students, and the community in our work and conduct.
3. Commit to the recruitment, development, and retention of highly qualified staff.
4. Encourage, support, recognize, and reward individual and team performance, creativity, and innovation.
5. Enhance the University’s human resource potential by facilitating responsibility, accountability, and strategic partnering.
6. Commit to effective employee training and development strategies to assure staff expertise and excellence.
## SCOPE OF HUMAN RESOURCES RESPONSIBILITIES

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## PRINCIPLES OF HUMAN RESOURCES MANAGEMENT

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<td><strong>Principle 1</strong></td>
<td><strong>Equity in Employment, Advancement and Compensation</strong> in accordance with Sections I.E.00490, and I.E.00540 of the CDU Administrative Policies Manual (APM).</td>
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<td><strong>Principle 2</strong></td>
<td><strong>Confidentiality.</strong> Any personnel-related documents will be kept confidential. Any personnel-related proceedings will be shared with participants and their representatives and responsible University administrators on a need-to-know basis. Confidentiality shall be respected in accordance with the Employee Handbook and Administrative Policies Manual (APM).</td>
</tr>
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<td><strong>Principle 3</strong></td>
<td><strong>Policy and Procedures.</strong> CDU employees and faculty will be made aware of appropriate policies, procedures and assistance available to them in resolving conflict in accordance with Section I.E.00370 of the Administrative Policies Manual (APM) employees and the Employee Handbook.</td>
</tr>
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<td><strong>Principle 4</strong></td>
<td><strong>Access to Employee Development.</strong> Supervisors will assist and support employees in designing development plans that best meet their needs as a University employee. Whenever possible, funds and release time should be made available to employees. Reference: Policy I.E.00600 of the Administrative Policies Manual (APM) employees and the Employee Handbook.</td>
</tr>
<tr>
<td><strong>Principle 5</strong></td>
<td><strong>Maintenance of Appropriate Personnel Documentation.</strong> All personnel-related decisions, understandings and actions will be documented in writing, and should be defensible in an audit situation.</td>
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**ADMINISTRATIVE POLICY**

1. University – level policy revision or issue identified.
2. The responsible University administrator prepares a draft in collaboration with the Director of Human Resources.
3. Review and input process may include but is not limited to:
   a. Executive Council
   b. Staff Management Council (SMC)
   c. Faculty governance groups
   d. Legal counsel
   e. Other University constituents [i.e., Board committee, IRB, Union(s)]
4. Final draft prepared, incorporating input from #3 above.
5. Final approvals from:
   a. Executive Council
   b. Board of Trustees
6. Policy announcement issued by Director of Human Resources.

**ACADEMIC POLICY**

1. University – level policy revision or issue identified.
2. Draft prepared and submitted to respective college Dean.
3. Review and input process:
   - Executive Council
   - Faculty at-large
   - Legal counsel
   - Other University constituents (i.e., IRB)
4. Final draft
5. Final approvals from:
   - Academic Senate
   - Executive Council
6. Policy announcement issued to University by the responsible Dean
   - Academic Affairs Committee
   - Board of Trustees