Charles R. Drew University of Medicine and Science
Board of Trustees Meeting
Thursday, August 18, 2016  9:10am – 11:00am
Life Sciences Research Nursing Education Building
1748 East 118th Street, Los Angeles, CA 90059; Board Conference Room (2nd floor)

Teleconference Number: (888) 875-1833  Participant Code: 920255#
Contact Information: President’s Office (323) 563-4987

OPEN SESSION AGENDA

Closed Session: 8:00am – 9:00am

Welcome – Mr. Marvin O’Quinn, MPH, Chair
I. Call to Order – Mr. O’Quinn (9:10am)

II. Order of Business – Mr. O’Quinn (9:10am)

III. Installation of New Student Trustee
A. Ms. Amy Richards

IV. Approval of Minutes – Mr. O’Quinn (9:10am – 9:15am)
A. June 7, 2016

V. President’s Report – Dr. David M. Carlisle (9:15am – 9:30am)

VI. Finance Committee Report – Dr. Carlisle (9:30am – 9:45am)
A. Motion: Approval to renew the Letter of Credit issued
to Department of Education for a period of one year ending
June 30, 2017 in the amount of $7,700

VII. Governance and Nominating Committee Report –
Mr. Art Ochoa (9:45am – 10:00am)
A. Motion: To approve Trustee Marvin O’Quinn for a third term to
the CDU Board of Trustees effective, September 10, 2016
B. Motion: To approve Trustee Patrick Dowling for a third term
to the CDU Board of Trustees effective, September 10, 2016
C. Motion: To approve Trustee Andrew Leeks for a third term
to the CDU Board of Trustees effective, September 10, 2016
D. Motion: To approve Ms. Linda Griego for membership to the CDU
Board of Trustees
E. Motion: To approve Ms. Candace Bond-McKeever for membership
to the CDU Board of Trustees

VIII. Development Committee Report – Mr. Arthur Ochoa (10:00am – 10:10am)

IX. Audit and Compliance Committee Report – Mr. Howard Kahn (10:10am – 10:20am)

X. Academic Affairs Committee Report – Dr. Patrick Dowling (10:20am – 10:30am)
XI. Student Representative Report – Ms. Amy Richards (10:30am – 10:40am)

XII. New Business – Mr. O’Quinn (10:40am – 10:50am)
   A. Presentations
      a. Dr. Margaret Avila
      b. Dr. Mohsen Bazargan

XIII. Adjournment – Mr. O’Quinn (11:00am)
Charles R. Drew University of Medicine and Science
Board of Trustees Meeting Minutes
June 7, 2016

Members Present:
Marvin O’Quinn, MPH
Arthur Ochoa, JD
David M. Carlisle, MD, PhD
Patrick T. Dowling, MD, MPH (by phone)
Howard Kahn, MA
John C. Mazziotta, MD, PhD
Kathlyn Mead, MBA (by phone)
James M. Rosser, PhD
Clarence Shields, MD
Tanesha Tekola (Student Rep)
John Yamamoto, Esq.

Members Absent:
Vidya Kaushik, MD (Faculty Rep)
Andrew B. Leeka, MBA, MPH
Carmen A. Puliafito, MD

Staff to the Board:
Jackie Brown
Joanne Lu

Closed Session ~ 8:00 am – 9:15 am.

Chair Marvin O’Quinn called the Open Session to order at 9:34 am.

Chair O’Quinn asked for a motion to approve the minutes. The minutes were approved.

• President’s Report - Presented by President and CEO Dr. David M. Carlisle

President Carlisle reported about the 32nd Commencement ceremony on June 6th at 6 o’clock in the evening at the Stub Hub Center in Carson. Dr. Louis K. Sullivan was the Commencement speaker and “Sweet Alice” Harris, an icon in the South LA Community, was honored for her leadership role. On behalf of the Trustees, Dr. Carlisle wanted to thank everyone for their support and participation. The University received a check for an additional $250,000 from the Bill and Sue Gross Foundation delivered by their Vice President Mark Porterfield, whose contributions to the School of Nursing over the years total $2.25 million of support.

President Carlisle discussed financial sustainability but indicated that detailed information will be provided by VP McLaney during the Finance report. Despite tuition reduction of $1.3 million, the University has adjusted expenditures for a positive year-end close made possible by the Finance team under the leadership of VP McLaney. With approval of the budget subsequent to action by the Board of Registered Nursing (BRN), CDU is adjusting its forecast to reflect a diminution of revenue from tuition due to a decrease in enrollment of the MMDSON Entry Level Masters (ELM) Program.
President Carlisle reported that the performance of the UCLA Investment experienced a - 5.1% YTD loss overall for the past 9 months. The CEO of the fund is still present but the University's point of contact has departed.

President Carlisle announced that Student Trustee Tekola’s term will end effective immediately after June 7th board meeting and he commended her for her services.

In the area of fundraising, CDU alumni Dr. Harding Young hosted an Alumni Reception. During this event, Honh Thanh Mai donated $20,000 to the University.

On April 20th, CDU entered into a Memorandum of Understanding (MOU) with LAUSD South District which allows South LA students to have admission priority.

- **Provost's Report** - Presented by EVPAA and Provost Dr. Steve Michael
  Provost Michael began his report by introducing the new College of Science and Health Dean Dr. Hector Balcazar, and the new College of Medicine Dean Dr. Deborah Prothrow-Stith. Also, Provost Michael thanked Interim COSH Dean Dr. Ronald Edelstein and Interim COM Dean Dr. Daphne Calmes for their service.

  Provost Michael reported on the PA Program Provisional Accreditation, and he shared that Cal Grant eligibility was restored after the President requested that small institutions such as CDU be reviewed differently given the small number of enrollment. The GME Program has become a top priority and Provost Michael provided a complete report on the GME Initiative. There is better clarity on the process and requirements for restoring GME. The ACGME has granted CDU a reference number to proceed and the University has filed the Intent to Apply for GME Institutional Accreditation. Provost Michael and Dr. Sandra Gonzalez are working on the full application with a timetable of Fall 2018 for the first class of residents. The University is pleased with its relationship with the Department of Health Services (DHS) and the County’s willingness to be a partner. 70% of required rotations can be achieved with the MLK County Hospital Outpatient Center, and the remaining 30% with other willing in-patient facilities. President Carlisle continues to have productive conversations with the MLK County Hospital. Also, CDU has begun the major task of the reaccreditation process. According to the University's Strategic Plan, this is to be a University-wide, inclusive, comprehensive, data-informed, intensive effort.

- **Finance Committee Report** - Presented by Vice President Carl McLaney in Trustee Andrew Leeka’s absence
  VP Carl McLaney reported that as of April 30, 2016, revenue continues to be below budget, driven by lower enrollment in the ELM Program and Post-Baccalaureate Program. Executing the expense saving plan has the University on target for meeting the expected savings. The team is managing towards a positive net income balance, although items may arise that can impact that balance. The market has been tough on CDU as reflected in the numbers for cash and investments. UCLA is looking to rebalance the portfolio by making changes, including changes in the staff handling investments. There will be more details on the portfolio after the next Finance Committee meeting. The investment returns have had an up-and-down performance all year. The financial results for April are found on page 3 of the Finance section of the Board Book. The CDU retirement plan is at 7%, but the team is looking into a plan similar to USC, where the University can match a certain percent of employee contribution. The UCLA Investment team has active investment strategies that can help them improve their ability to meet their own benchmarks. Trustee Rosser inquired regarding whether the CDU fund management strategy included making its own independent judgment, or merely follow
the UCLA fund management strategies. VP McLaney answered that CDU is an active participant and closely monitors the endowment. President Carlisle stated that this is a timely discussion due to CDU’s change of status with the NIH $5 million a year increments. This is the last year that the University will benefit from this source of funds and CDU is in a phase where there needs to be fund preservation for financial purposes to support programs and to increase overall endowment. In light of the Strategic Plan and our growth plan, Trustee Rosser suggests we look at it from a philanthropic perspective – that is, how to leverage endowment to increase size in order to cover costs as the University grows.

Trustee Rosser stated that he appreciates the University's ability to recognize and anticipate the effects of the ELM's reduced enrollment.

- **Audit Subcommittee Report** - *Presented by Trustee Howard Kahn*
  Trustee Kahn announced the resignation of Internal Auditor Nate Clark, who has been with the University for 11 years. Gary Veron has taken on some of the responsibilities of Mr. Clark’s, and the Chief Business Officer and Chief of Staff are determining the function of an Internal Auditor for CDU. Mr. Veron reported on the requirement to be ADA compliant regarding transgender restrooms. Trustee Kahn wants the Board to be aware of LGBTQ community focused activities in the future.

- **Development Subcommittee Report** - *Presented by Trustee Art Ochoa, Esq.*
  Trustee Ochoa reported that the target is $3 million, recognizing there is $2 million in the pipeline. This is a healthy year with a broader base of support and the University is less dependent on foundation support. There were denied proposals that are reported upon on page 2 of the Advancement report. The Mission Maker Campaign has exceeded the $75,000 goal.

- **Governance and Nominating Subcommittee Report** - *Presented by Trustee John Yamamoto*
  Trustee Yamamoto reported upon several action items. He shared regarding the orientation materials for new Board members. A notable new item is that three consecutive absences from regularly scheduled Board meetings will constitute a resignation from the Board unless the absence is excused. Trustee Yamamoto emphasized that there is a need for Board members to demonstrate accountability not only to the Board and University to participate and engage fully in Board affairs.

**Motion:** To approve orientation process for new Board members. Motion approved.

College of Medicine student candidates Amy Richards, Adia Scrubbs, and Brandon Starks gave individual presentations to the Board for the position of Student Trustee. Chief of Staff Brown will send out notifications of election and Trustees will vote via electronic ballot from June 9 to June 16.

- **Academic Affairs Subcommittee Report** - *Presented Trustee Dr. Patrick Dowling*
  President Carlisle presented the Academic Affairs report since Trustee Dowling was unable to attend the latest Academic Affairs Committee meeting.

**Motion:** To approve new degree program for a Bachelor of Science in Radiologic Science. Motion approved.
**Motion:** To approve new degree program for a Bachelor of Science in Nursing. Motion approved.

**Motion:** To approve new degree program for a Master of Science in Biomedical Sciences. Motion approved.

Initially all three motions above passed, but then additional discussion ensued regarding whether the University should proceed with the new degree program for a BSN, the subject of the second motion. Trustee Shields voiced his concerns regarding the viability of the new program in MMDSON at this time given the state of the school. Provost Michael stated that the new programs are in sync with the Strategic Plan and the growth needed for the University. Trustee Kahn commented that the focus of the University might be spread too thin. Trustee Ochoa shared the same concern, but he also favored approving the second motion knowing the administrative team is aware of and recognizes the BSN program is appropriate and necessary. Trustee Yamamoto also supported the motion. Trustee Rosser supported the motion with a request of regularly scheduled reports on the progress of the new program with corrective action plans, and addressing the residual issues, especially when beginning the search for a new dean.

The second motion was passed separately with recommendations for regular reports to the Board of progress.

In anticipation of Provost Michael's ELM presentation, Trustee Yamamoto commented that there should be a focus on Institutional Effectiveness and Student Success. Provost Michael's Board of Registered Nursing (BRN) report is found on page 2 of the Academic Affairs report. He stated that even with the loss of a key faculty member, the main issue was communication and making the BRN aware of any updates and changes at the University that affects the program. The BRN has requested a monthly progress report about the program, the school, and the NCLEX results, which exams are taken quarterly. Dr. Margaret Avila, Associate Dean of the MMDSON and Director of ELM, stated that the NCLEX results need to reflect the required improvement within the next two cohorts (June and December graduates) or the Spring admission will not be allowed. Dr. Avila will be reporting actions on a monthly basis, results of those actions, and a summary of the monthly meetings of the BRN's consultants. Dr. Avila commented on the issue of access to clinical sites. She stated that the school has to work with affiliates and hospitals and that students might not understand why they may or may not be in clinicals in what they deem is an appropriate time. She assured the Board that the University has competent faculty and appropriate affiliations. Trustee Rosser emphasized that when a school offers a degree program to finish in four years, the burden of responsibility is on the school to make sure that everything necessary for that timetable to be accomplished is provided to the student in a timely manner.

- **Faculty Affairs** - *Presented by Trustee Dr. Vidya Kaushik*
  Trustee Kaushik was not present to make the report.

- **Student Affairs** - *Presented by Trustee Tanisha Tekola*
  Trustee Tekola reported that elections were held on May 2nd for a centralized Student government, and Mabel Kimble (COSH) was elected as the first Student Body President. The Executive Council members are found on page 1 of the Student Affairs section.
Trustee Tekola stated that she has concrete solutions to the student concerns found on page 3 of the Student Affairs section. The Executive Council requested a designated time and space to meet. Trustee Kahn thanked Trustee Tekola for her great work on the Board.

- **Shared Governance Subcommittee Report** - *Presented by Trustee John Yamamoto*

**Motion**: To adopt statement on Shared Governance. Motion passed.

- **New Business**
President Carlisle gave salutations to outgoing Academic Senate President Dr. Mohsen Bazargan for his stewardship, leadership, and support of the University. Dr. Carlisle then introduced Dr. Bazargan’s successor, Dr. David Martins. His term as Academic Senate President commences on June 15, 2016.

Chair O’Quinn presented outgoing Student Trustee Tekola with a plaque, thanked her for her service, and wished her the best.

Meeting Adjourned 11:23 a.m.
David M. Carlisle, M.D., Ph.D.
President and CEO

Office of the President
President's Report to the Board of Trustees  
Thursday, August 18, 2016  

David M. Carlisle, MD, PhD  
President and CEO

As we begin the start of a new academic year, the CDU campus community continues to focus on our strengths and aspirations; as articulated in the eight strategic initiatives of our 2016-2020 Strategic Plan: 1) Rebuild and Rebrand as a Comprehensive, Midsize Health Professions and Sciences University; 2) Expand and Enhance Resources and Campus Infrastructure to Support a Midsize Health Professions and Sciences University; 3) Expand and Enhance Institutional Resource Generating Capacity; 4) Revamp and Restructure the Internal Operating, Management, and Governance Systems; 5) Expand, Enhance, and Integrate the Research Mission; 6) Reposition the University as a Student-Centered Institution that Offers a Unique Educational, Student Life and Residential Experience; 7) Regenerate and Refocus the Campus Climate and Culture as a Responsive, Caring, and Enterprising Community; and 8) Adopt and Expand Strategic Networking, Partnership, and Engagement with the Community, Institutions, Organizations, and Governments. Going forward, the President’s Report will be presented to provide update in each of the eight areas.

Strategic Theme 1: Rebuild and Rebrand as a Comprehensive, Midsize Health Professions and Sciences University

Academic Affairs – Provost Dr. Steve Michael has prepared a report on Academic Affairs including the status of the reaccreditation process, Mervyn M. Dymally School of Nursing, Graduate Medical Education, student accomplishments and inter-institutional affiliations.

Undergraduate Expansion – On July 15th the University entered into a Memorandum of Understanding (MOU) with Verbum Dei High School. Verbum Dei High School is an all-male Catholic, Jesuit, college and career preparatory school complemented by a corporate internship program, serving young men of Watts and the surrounding communities who are economically and academically under-served. It is operated by the Roman Catholic Archdiocese of Los Angeles with the sponsorship of the California Province of the Society of Jesus. The purposes of the cooperation are to establish the following:

- Establish programs to increase access to Med-STEM based instruction to create college and career ready graduates.
- Establish targeted and focused admission programs and process that admission priority to CDU for all qualified graduates of Verbum Dei high schools.
- Establish a pathway program in Verbum Dei for the purpose of matriculating to and completing the undergraduate education at CDU in health professions of interest to students.
- Develop and implement a framework for student exchange and collaboration among faculty and staff of CDU and Verbum Dei.
- Exchange information pertaining to developments in teaching, student success, faculty/teacher advancement, institutional management, and research activities.
- Develop and implement a work-study contract at CDU for Verbum Dei students.
- Leverage the talents and resources of both institutions in transforming the economic, cultural and social environment of Los Angeles, the State of California, and the nation.

The University is currently in discussions with the Compton Unified School District to establish a similar MOU.

**New Academic Programs** – The Board will recall that it approved the proposal to add three new academic programs: Bachelor of Science in Radiologic Science, Bachelor of Science in Nursing and Master of Science in Biomedical Sciences. The proposals were submitted to the WSCUC for approval. Interim Approvals were granted for the Bachelor of Science in Nursing and Master of Science in Biomedical Sciences programs. The WSCUC did not grant Interim Approval for a new Bachelor of Science in Radiologic Science degree program. At my direction and reflecting on the Board’s discussion of the matter at the June 7th Board meeting, student matriculation into the new RN to BSN program is being deferred until such time as the Board of Registered Nursing (BRN) regulatory issues with the Entry Level Masters program are resolved.

**Entry Level Masters (ELM Program)** – The Board has requested an Executive Summary of the ELM program. It is provided in the Academic Affairs report in this Board Book. Provost Michael will present updates on the status of the ELM program as well as the Mervyn M. Dymally School of Nursing at the August 18th Board meeting.

**Graduate Medical Education (GME)** – The application for initial accreditation as a Sponsoring Institution was submitted to the Accreditation Council for Graduate Medical Education (ACGME) Institutional Review Committee. This is the first formal step leading to the establishment of a residency program. Discussions with potential program partners are continuing. The application is scheduled for review at the Institutional Review Committee’s meeting in October 2016.

**Post-Baccalaureate (Post Bacc) Program** – In previous reports the Board has heard that the University has reduced the size of the Post Bacc program in order to improve its quality. Among other improvements, the University has created an Advisory Council, transferred the program to the College of Medicine, and instituted a Post Bacc program fee of $15k in addition to the $556 per credit undergraduate tuition. A detailed report is provided in the Academic Affairs section of this Board Book.

**Strategic Plan** – Under the leadership of the Provost, implementation of the Strategic Initiatives have started. Members of the Executive Management Team have been assigned to lead each of the eight Strategic Initiatives.

**Strategic Theme 2: Expand and Enhance Resources and Campus Infrastructure to Support a Midsize Health Professions and Sciences University**

**Fiscal Year 2016 Budget Performance** – CDU has two major non-cash items that will impact the Fiscal Year End 2016 performance. It is estimated that the two items combined may total
approximately $8 million in non-cash losses and consist of the following: 1) an estimated $4 million negative valuation change in the interest rate swap agreement. The interest rate swap valuation is dependent upon and inversely proportional to prevailing interest rates, specifically the LIBOR. 2) An estimated $4 million unrealized loss on the investment portfolio. The 4th quarter returns have not yet been reported, but through the 9 months ending March 31, 2016, the year-to-date return was a negative 5.1%.

Letter of Credit – CDU has renewed a Letter of Credit with the Bank of the West as required by the Department of Education in the amount of $7,700 for a period of 1 year. This is a slight increase from the prior year, which was $7,500.00. The Letter of Credit has a 2 year time window and is required due to audit findings related to the return of student loans in Fiscal Years 2013 and 2014. CDU did not have a finding related to student loan refunds in Fiscal Year 2015. The audit is in progress for Fiscal Year End 2016. If there is again no such finding, CDU can petition for withdrawal of the LOC requirement.

Fiscal Year 2017 Forecast (BRN restrictions) – CDU has a restriction imposed by the California Board of Registered Nursing (BRN) related to the MMDSON Entry Level Master (ELM) program. CDU is limited to 20 new students for the fall 2016 semester and the spring 2017 limit is not determined at this time. The maximum shortfall is $1.3 million compared to the original Fiscal Year 2016/2017 budget if no students are allowed to enroll in the ELM program for spring 2017. The Finance office is working closely with the office of the Provost to develop a budget plan to address the anticipated revenue shortfall.

CDU Master Plan – CDU continues to develop plans to increase both the undergraduate and graduate programs, the University is in the process of revising the current physical plant Master Plan.

Strategic Theme 3: Expand and Enhance Institutional Resource Generating Capacity

Fundraising – I am proud to report we achieved 100% Board Giving for the fiscal year end 2016. As reported in the June 7th Board report, many funders require 100% Trustee participation for eligibility. A detailed report on fundraising activities is provided in the Advancement Report of the Board Book.

Strategic Theme 4: Revamp and Restructure the Internal Operating, Management, and Governance Systems

IT Capital Project - $1.1 million Network Upgrade – CDU is upgrading the CDU network Infrastructure with new Firewall, Network Switches, and Routers. These enhancements are moving the University’s network infrastructure to state-of-the-art levels.

Strategic Theme 5: Expand, Enhance, and Integrate the Research Mission

Research Enterprise – The Research group has been busy participating in and hosting Workshops and seminars. The Cancer Center partnered with the Shiloh Missionary Baptist Church in South Los Angeles to host the 9th Annual Cancer Awareness Musicale on June 26, 2016. The Keynote address was provided by Vice President of Research and Health Affairs, Dr. Jay Vadgama. AXIS (Accelerating Excellence in Translational Science) received its year 8
Notice of Award with over $3M in total funding. The CTSI (Clinical Translational Science Institute) partnership with UCLA, LA BIOMED (Harbour-UCLA), Cedars-Sinai Medical Center and CDU was renewed this year for additional five years at $69.5M. A much more detailed report of all the activities of the University’s outstanding Research enterprise is presented in the Academic Affairs report in the Board Book.

**Strategic Theme 6: Reposition the University as a Student-Centered Institution that Offers a Unique Educational, Student Life and Residential Experience**

**New Dean for Student Affairs** – The University welcomed Dr. Jinny Oh as Dean of Student Affairs. Dr. Jinny Oh has spent over 15 years working in higher education administration. She completed her Doctorate in Higher Education Administration and Leadership from the Rossier School of Education at USC. Dr. Oh has experience working with high school students, undergrad and graduate students, under-represented minority students, as well as non-traditional students.

**Class of 2020 College of Medicine White Coat Ceremony** – Twenty-nine students entered in the CDU/UCLA Medical Education Program.

**Discovering CDU** – New Student Orientation for fall semester was held on August 9 and 10. One hundred and seventy-four students attended and will enter the following programs: Biomedical Sciences; Radiologic Technology; Life Sciences; Urban Public Health; Physician Assistant; Nursing. On August 23rd new student orientation will be held for the Post Baccalaureate and MS Biomedical Sciences programs.

**Strategic Theme 7: Regenerate and Refocus the Campus Climate and Culture as a Responsive, Caring, and Enterprising Community**

**Unity Day Celebration** – In keeping with this strategic theme, the University community will come together to celebrate our 6th Annual Unity Day on September 17, 2016. An invitation to the event is included in this Board Report.

**Candle Light Vigil** – On July 15th the Charles Drew University Student Government (CDSG) called for and led a candle light vigil regarding perceptions of unjust and racially motivated behavior particularly targeting people of color. The vigil also addressed violent responses against law enforcement officers. The event was held on the University campus.

**Strategic Theme 8: Adopt and Expand Strategic Networking, Partnership, and Engagement with the Community, Institutions, Organizations, and Governments**

**President’s Community Advisory Committee** (PCAC) – The PCAC continues to meet under the administrative leadership of Sylvia Drew Ivie, Special Assistant for Community Relations. The group will assist with the implementation of Strategic Theme 8 via their associations and partnerships with the community, institutions, organizations and governments.

**National Medical Association Convention and Scientific Symposium** – July 29 through August 3rd CDU served as the academic host to the 114th Annual NMA Convention.
Approximately 5,000 medical doctors and health professionals were in attendance. The event was held in Los Angeles. The University’s annual reception for alumni, faculty, and friends, co-hosted with the Charles R. Drew Medical Society and the Golden State Medical Society, honored Los Angeles Cardiologist Dr. Richard Allen Williams, former CDU Faculty member, CDU Trustee, and new President of the NMA.

**External/Internal Stakeholder Meetings:** External/Internal stakeholder meetings since the June Board meeting include:

- Good News Radio broadcast – June
- NMF’s Los Angeles Champions of Health Awards – June
- Preparing a Competitive HBCU Applicant Pool for Health Sciences Careers at Meharry Medical College (Dean Prothrow-Stith accompanied) – June
- LA County Board Supervisor (District 1) Hilda Solis visit and tour to CDU – July
- Guest Speaker at Physicians for a National Health Program (with LA County Supervisor Sheila Kuehl, District 3 guest speaker) – July
- Donor Engagement – Meeting with representatives from the representatives from the Roy and Patricia Disney Family Foundation – (details provided in the Advancement Report of the Board Book) – July
- Donor Engagement – Meeting with Dr. Dr. Kibebe Gizaw, President of McMillan Stewart Foundation (details provided in the Advancement Report of the Board Book) – July
- Escuela Latinoamericana Medical (ELAM) Reception (guest of Congresswoman Karen Bass) – August
- Keynote Speaker Western University Convocation and White Coat Ceremony – August
- MLK 1st Anniversary Celebration Reception – August
Steve O. Michael, PhD
Executive Vice President of Academic Affairs and Provost

Academic Affairs
I. ACTION ITEMS

Introduction of New Staff Members

I. A: Multiyear Faculty Contract: Working with the Faculty Legislative Council and the Faculty Senate, the Administration has concluded work on a multiyear contract for eligible faculty members. (see attachment 1A)

Action: Provost requests Board approval of the multiyear faculty contract for 2017-2020.

II. OVERSIGHT ITEMS

A. Post Baccalaureate Program Reform
Under the direction of President Carlisle, we began the restructuring of the Post Baccalaureate (Post Bacc) Program last year. The purpose of the restructuring is to ensure greater success of student admission into medical schools. Restructuring steps taken include establishing a Post Bacc Advisory Council, adopting a 36-credit cap, reducing the number of admitted students, moving the Program from COSH to COM, adopting a set of Post Bacc-specific academic activities, guaranteeing CDU-UCLA Medical School interview, and instituting a Post-Bacc Program fee. Starting Fall 2016, newly admitted students will be required to pay a flat program fee of $15,000 in addition to the very low $556 per undergraduate tuition. The set of activities and program cost will bring CDU program closer to other Post Bacc programs in the region.

B. Academic Program Accreditation and Licensing Boards

1. WSCUC Sub-change Reviews. The status and outcomes of the three new degree program proposals undergoing sub-change review by WSCUC this summer include:

   a. Master’s of Science in Bio Medical Science (MSBMS). The WSCUC panel review of the MSBMS degree proposal took place on July 25, 2016. We are pleased to report that the Substantive Change Review Panel has recommended Interim Approval of MSBMS program. The Commission meets on August 16, 2016 for final approval. Matriculation in the new program will begin Fall 2016. (College of Science and Health)

   b. Bachelor of Science in Nursing (BSN). Interim Approval was granted by the WSCUC Sub-change Panel on June 10, 2016, and final formal approval was granted by the Commission on July 12, 2016. Although this is a post-licensure program not subject to
formal BRN approval, student matriculation into the new RN-to-BSN program is being deferred until such time as the BRN regulatory issues for the pre-licensure (ELM) track of the MSH program are resolved. (School of Nursing)

c. Bachelor of Science in Radiologic Science (BSRS). The WSCUC Sub-change Panel did not grant Interim Approval for a new BSRS degree program. The panel is requesting additional information for a proposal revision and resubmission within the next 12 months. Contingent on the timing and approval of the revised proposal, the new program could begin in Summer 2017. (College of Science and Health)

2. Board of Registered Nursing (BRN). As reported to the Board at the May 2016 meeting, The School of Nursing is placed on Provost’s receivership until the Warning Status imposed by the Board of Registered Nursing is lifted. This action allows direct management while working closely with the Term Administrators of the School. The Warning Status prompted the Board to direct the Administration to provide a monthly progress report on Mervyn M. Dymally School of Nursing. (see executive summary-attachment B2)

3. The reports for the month of June and July are presented in Appendix A. The summary of these reports are as follows:

   a. We have had leadership change at the MMDSON. Dr. Margaret Avila has been appointed as a term Dean to serve for a year with a possible renewal of an additional year. Dr. Ebere Ume is appointed as the Associate Dean. Both Dr. Avila and Dr. Ume also serve as the Director and Associate Director of ELM respectively.
   
   b. Three new faculty members have been added to the School. One of them is an experienced Simulation faculty.
   
   c. An NCLEX consultant (Global NCLEX Review Corp-GNRC) was retained to work directly with Cohort 9. The preliminary results from the remediation classes are encouraging. Our goal for Cohort 9 is to surpass the 75% pass rate by a significant margin. The 7 outstanding (legacy) students have been invited to participate in the free of charge remediation classes.
   
   d. We have adopted a new approach to clinical administration to ensure that all clinical sites are reviewed, all students are assigned to clinical sites on time, and the clinical related problems identified in spring 2016 are eliminated.
   
   e. To ensure input from students, faculty and staff, we have introduced a monthly meeting to include student leaders of each cohort. Beyond this, the faculty and administrators have a weekly meeting with the Provost.
   
   f. As requested by BRN, we continue to submit a monthly report to the BRN representative. See Appendix A.

4. Commission on Collegiate Nursing Education (CCNE). CCNE scheduled its site visit for reaccreditation of the MSN program in MMDSON for April 2017, and the self-study report of the School is due in February 2017. The entire SON faculty are engaged in the process of conducting the self-study review, with a separate working group to address each of the four CCNE Standards and attendant Key Elements. Significant support is being provided from the University level to assure all areas of the CCNE reaccreditation process and deliverables are adequately addressed. We have retained Dr. Colette York as the Consultant for the CCNE reaccreditation process. (School of Nursing)
5. **WASC Senior College and University Commission (WSCUC) Comprehensive Review.** WSCUC proposed and CDU confirmed the schedule for the comprehensive reaccreditation review. The major dates include:

   b. November 29, 2017 – WSCUC Offsite Review conducted
   c. January 10, 2018 – CDU Additional Documents due
   d. March 21 - 23, 2018 – WSCUC Accreditation Visit conducted at CDU
   e. June 27 - 28, 2018 – WSCUC Commission review and approval (Academic Affairs)

6. **Accreditation Review Commission on Education for Physician Assistant (ARC-PA).** With the status of “Accreditation-Provisional” granted by ARC-PA this past March 2016, the first cohort of 26 students will matriculate in Fall 2016. (College of Science and Health)

7. **Council on Education for Public Health (CEPH).** The Urban Public Health Program is continuing to draft documents and compile supporting evidence for CEPH re-accreditation. The preliminary self-study is due to CEPH by December 12, 2016; the final self-study is due April 11, 2017, and CEPH site visit is May 11-12, 2017. (College of Science and Health)

C. **Student Support and Services**

1. **Common Application.** With approval to proceed from the General Counsel of the University, the third party Common Application process is being re-activated for prospective CDU students. The Common Application will become fully available for use by prospective students, possibly for spring 2017 admission. This will increase visibility of CDU undergraduate programs that don’t have a specialized accreditor, as the portal is used by more than 850,000 students each year. (Admissions)

2. **Prior-Prior Year Implementation.** On September 14, 2015 the Obama administration announced two major changes to the FAFSA process that are designed to make it easier to apply for financial aid and to know what aid is available. For the 2017–18 financial aid application cycle students will be able to: (a) file a FAFSA as of October 1, 2016; and (b) use 2015 rather than 2016 tax year information for determining financial aid eligibility.— this is referred to as the "prior-prior year." (Financial Aid and Scholarships)

3. **Student Packaging Appointments.** Federal aid packaging appointments are now open to students for the 2016-17 academic year. In support of student success and retention, new and continuing students are required to attend counseling sessions. These sessions address student financial aid issues, including the rights and responsibilities of students as borrowers. The packaging appointments were initiated in October with an anticipated date of completion through the start of the semester. (Financial Aid and Scholarships)

4. **Exit Counseling Process.** In support of student preparedness and Loan Default Management best-practices, a series of informational workshops are being offered regarding student loan rights and responsibilities for financial aid recipients graduating in Summer 2016. The exit sessions counsel student borrowers about responsible repayment practices and provide guidance for resolution of outstanding issues. Once students have participated in a one-hour session, graduation clearance forms are signed and relevant student files are released and archived. (Financial Aid and Scholarships)
5. **Cohort Default Rate.** Colleges' "cohort default rates" (CDRs) measure the share of their federal student loan borrowers who default within a specified period of time after entering repayment. Colleges with high CDRs may lose future eligibility for federal grants and loans. The most recent CDRs, released September 2015, are for borrowers who entered repayment in federal fiscal year 2012 (FY12) and defaulted in FY12, FY13, or FY14.

- FY 2012 -3 year national cohort default rate is 11.8 percent
- CDU 2012- 3 year official cohort default rate is 2.2 percent
- CDU 2013-3 year draft cohort default rate is 1.5 as of 01/23/2016.
- The official 2013-3 year official default rate will be published later this month

6. **Nursing Student Enrollments for Summer 2016.** Details are presented below on the projected (May 2016) versus actual (June 2016) enrollments of new nursing students for Summer 2016. *(Registration and Records)*

<table>
<thead>
<tr>
<th>Projected: 5/6/2016</th>
<th>Actual: 06/03/2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSN-FNP-BSN &amp; MSN- FNP- RN = 27</td>
<td>MSN-FNP-BSN &amp; MSN- FNP- RN= 36</td>
</tr>
<tr>
<td>MSN-PMC= 3</td>
<td>MSN-PMC= 3</td>
</tr>
</tbody>
</table>

**Summer 2016**

<table>
<thead>
<tr>
<th></th>
<th>RAD</th>
<th>LSCI</th>
<th>FNP-PreMed</th>
<th>PBAC PreContd</th>
<th>NPH</th>
<th>Non Matric</th>
<th>COSH Total</th>
<th>MSF EM</th>
<th>MSN FNP (RN)</th>
<th>MSN FNP (BSN)</th>
<th>Post MSN Cert</th>
<th>Non Matric</th>
<th>MSN (Total)</th>
<th>CDM (Total)</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing Students</td>
<td>49</td>
<td>18</td>
<td>19</td>
<td>0</td>
<td>11</td>
<td>0</td>
<td>97</td>
<td>119</td>
<td>11</td>
<td>57</td>
<td>0</td>
<td>20</td>
<td>0</td>
<td>237</td>
<td>129</td>
</tr>
<tr>
<td>New Students</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>10</td>
<td>0</td>
<td>3</td>
<td>33</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>39</td>
<td>0</td>
</tr>
<tr>
<td>Total Enrollment</td>
<td>49</td>
<td>18</td>
<td>19</td>
<td>12</td>
<td>0</td>
<td>10</td>
<td>108</td>
<td>119</td>
<td>14</td>
<td>120</td>
<td>0</td>
<td>23</td>
<td>0</td>
<td>276</td>
<td>129</td>
</tr>
<tr>
<td>Withdrawals/Admin Drops/LOA</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>8</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>10</td>
<td>0</td>
<td>12</td>
<td>12</td>
</tr>
</tbody>
</table>

6. **Projected Enrollments for Fall 2016.** The projected Fall 2016 enrollments for new COSH and SON students are presented below, as well as the comparable figures for Fall 2015.

### College of Science and Health (Intent Received) – July 22, 2016

<table>
<thead>
<tr>
<th>Academic Programs</th>
<th>Fall 2015 (PIT)</th>
<th>Fall 2016 (PIT)</th>
<th>Difference</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>AS Rad Tech</td>
<td>17</td>
<td>22</td>
<td>5</td>
<td>However falls short of the 30 new enrollment goal</td>
</tr>
<tr>
<td>LSCI-BS (Bio Med)</td>
<td>20</td>
<td>10</td>
<td>-10</td>
<td>Significantly below expectation.</td>
</tr>
<tr>
<td>MS—Bio Med</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>About 24 applications (8 fully completed) pending WASC approval</td>
</tr>
<tr>
<td>MPH</td>
<td>10</td>
<td>21</td>
<td>11</td>
<td>However falls short of the 30 new enrollment goal</td>
</tr>
<tr>
<td>CERT-PUB HLTH</td>
<td>1</td>
<td>0</td>
<td>-1</td>
<td></td>
</tr>
<tr>
<td>PA</td>
<td>0</td>
<td>26</td>
<td>26</td>
<td>New Program</td>
</tr>
<tr>
<td>Total</td>
<td>48</td>
<td>79</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### College of Medicine (Intent Received) – July 22, 2016

<table>
<thead>
<tr>
<th>Academic Programs</th>
<th>Fall 2015 (PIT)</th>
<th>Fall 2016 (PIT)</th>
<th>Difference</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>PBAC -- PreMed</td>
<td>59</td>
<td>23</td>
<td>36</td>
<td>Reflects a change in program goal. We anticipate converting over 20</td>
</tr>
</tbody>
</table>

4 | Page
additional applicants into the MS-Bio Med.

| MD | 28 | 29 | 1 | Full class of 29 students has already begun their studies.
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>59</td>
<td>23</td>
<td></td>
</tr>
</tbody>
</table>

Mervyn M. Dymally School of Nursing (Intent Received) – July 22, 2016

<table>
<thead>
<tr>
<th>Academic Programs</th>
<th>Fall 2015 (PIT)</th>
<th>Fall 2016 (PIT)</th>
<th>Difference</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSN-ELM</td>
<td>39</td>
<td>21</td>
<td>18</td>
<td>BRN approved only 20 students for fall 2016 enrollment</td>
</tr>
<tr>
<td>MSN-FNP BSN</td>
<td>26</td>
<td>22</td>
<td>-4</td>
<td>Program faculty anticipates an increase before fall 2016</td>
</tr>
<tr>
<td>MSN-FNP-RN</td>
<td>8</td>
<td>3</td>
<td>0</td>
<td>Program faculty anticipates an increase before fall 2016</td>
</tr>
<tr>
<td>MSN-PMC</td>
<td>10</td>
<td>6</td>
<td>4</td>
<td>Program faculty anticipates an increase before fall 2016</td>
</tr>
<tr>
<td>RN-BSN</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>New Program</td>
</tr>
<tr>
<td>Total</td>
<td>83</td>
<td>52</td>
<td>31</td>
<td></td>
</tr>
</tbody>
</table>

The enrollment projections are lower than comparable figures from this time last year due to a number of factors. First, the BRN cap for the number of new students that can enroll in the ELM track of the MSN program was reduced from 40 to 20 total. Similarly, CDU decided to decrease the number of new students that may enroll in the Post-Baccalaureate Certificate program in Pre-Medicine from 60 to 20 total. Furthermore, and also for the sake of focusing on the quality of student outcomes in existing programs, enrollment has been suspended until further notice for the ELM Bridge and BSN programs in SON. In COSH, the BS in Radiologic Science program is postponed pending WSCUC sub-change approval. In contrast, there is a large increase in the number of applicants for the Urban Public Health program, largely due to participation in the Public Health common application portal (SOPHAS).

D. Sponsored Programs and Research

1. Research Productivity Metrics (Research and Health Affairs)

<table>
<thead>
<tr>
<th>Grants</th>
<th>Number</th>
<th>DC</th>
<th>IDC</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td># New Grants Submitted</td>
<td>9</td>
<td>DC:$4,815,757</td>
<td>IDC:$2,278,504</td>
<td>Total:$7,394,256</td>
</tr>
<tr>
<td>Totals Submitted (YTD)</td>
<td>31</td>
<td>DC:$11,967,048</td>
<td>IDC:$4,594,679</td>
<td>Total:$16,866,723</td>
</tr>
<tr>
<td># New Grants Awarded</td>
<td>2</td>
<td>DC:$96,033</td>
<td>IDC:$34,307</td>
<td>Total:$130,340</td>
</tr>
<tr>
<td>Totals Awarded (YTD)</td>
<td>7</td>
<td>DC:$98,161</td>
<td>IDC:$40,301.80</td>
<td>Total:$213,462</td>
</tr>
<tr>
<td>Peer-Review Research Publications</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28 publications YTD (2016)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Clinical Research Participant Enrollment in Ongoing Studies

| No of Studies: 7 | Total Enrollment: 1,002 | Total Planned Enrollment: 1,973 |

Research Seminars and Presentations (49)

| Presentations: 30 | CME: 1 | Workshops: 7 | Conferences: 1 | Radio Broadcast: 10 |

2. Bioscience/Biomedical Development Initiatives (Research and Health Affairs)

a. **LA County Bioscience Task Force**: LA County Supervisor Mark Ridley-Thomas and the Community Development Commission of the County of Los Angeles (LACDC) have engaged Estolano LeSar Perez Advisors (ELP Advisors) to conduct outreach to local stakeholders for the Bioscience Sector Initiative. The goal is to inform recommendations about public benefits that could result from development of Bioscience Hubs; identified hubs include the MLK Hospital and CDU (MLK-Drew). A roundtable is being held in July 2016 to provide perspective on how to advance the bioscience industry in the region and how it can be leveraged for the benefit of local residents.

b. **Lab Launch**: Lab Launch, Inc. is a 501(c)(3) non-profit organization with a mission to enable local scientists and entrepreneurs to develop their ideas in affordable, high quality lab facilities with access to services and a supportive innovation community. Lab Launch, Inc and CDU are discussing potential partnerships to establish a biotechnology incubator space within CDU’s existing research infrastructure.

c. **SoCalBio**: Southern California Biomedical Council is a non-profit, member-supported trade association supporting and promoting research, development, manufacturing, job creation and overall economic growth in 6 counties including Greater Los Angeles. CDU is invited to attend its next meeting with over 40 biotech, device and digital health companies who have potential funding and partnership formation opportunities.

3. **Office of Sponsored Programs (OSP)**. For the reporting period (May-June 2016), nine grant proposals were submitted for total funding of $7,394,256. Currently, CDU has a total of 46 active awards (more than $24 million in total funding). OSP provided nine grant management training sessions. (Research and Health Affairs)

4. **Office of Research Integrity and Compliance (ORIC)**. ORIC has reviewed two IRB protocol amendments, four continuation reviews, three new studies, and one final report. (Research and Health Affairs)

5. **Office of Comparative Medicine/Vivarium**. The IACUC reviewed and approved three new or amended research animal care and use protocols during this reporting period. A new IACUC Chair and Vice Chair were appointed, and the non-affiliated member was also assigned the duty of non-scientist member in order to fulfill PHS mandates. (Research and Health Affairs)

6. **Laboratory Safety**. Training for students and staff was provided in several environmental safety areas: Blood Borne Pathogen, Regulated Med. Waste, Chem. Hygiene Plan, Global Hazard Communication, and Regulated Chemical Waste (21 sessions). The Division of Research Operations completed and submitted an EPA report on management and
preparation for chemical waste disposition, and the laboratory compliance management program. (Research and Health Affairs)

7. **Institutional Patent Committee.** Maintenance Fees were paid for a CDU faculty patent, and two new patent applications entered the Prosecution Stage of the patent application process. (Research and Health Affairs)

### III. INFORMATION ITEMS

#### A. Office of the Provost

**WSCUC Comprehensive Review Self-study.** The Provost continues to lead the planning and operational process for the self-study CDU must conduct in preparation for the comprehensive reaccreditation review by WSCUC in 2017-18. There are separate Implementation Teams for each of the four WSCUC Standards and attendant Criteria for Review (CFRs), and a Steering Committee composed of Implementation Team leaders and members of the President’s Executive Management Team. The Implementation Teams meet for three weeks in row, and the Steering Committee the following week; Executive Service Corp (ESC) representatives were invited to attend the next Steering Committee Meeting on August 5, 2016. On a quarterly basis all members of all Implementation teams and the Steering Committee will meet to share progress reports and discuss next steps; the first quarterly meeting of all self-study participants is scheduled for September 2, 2016.

#### B. College of Medicine

1. **Medical Student Affairs.** The CDU/UCLA Medical Education Program Class of 2020 includes 29 new students, who were recruited from a field of over almost 2,500 applicants. Their undergraduate schools range from comprehensive state university systems to elite research institutions such as Harvard, Cornell, and Columbia University. The CDU White Coat ceremony for these new MD program students was held on July 22, 2016, and the comparable DGSOM ceremony on August 5, 2016.

2. **Faculty Affairs.** There are currently 208 faculty in the College of Medicine (28% full time, 72% part time); 100 have dual appointments at UCLA per our affiliation agreement for the CDU/UCLA Medical Education Program. A total of 37 actions (new appointments and promotions) were processed over the past 10 months and 50 actions are now in process (dossiers in preparation). College faculty will review the current appointment and promotions guidelines as part of a university-wide faculty status taskforce.

3. **Continuing Medical Education (CME).** Recent CME-certified events include:

   a. In June 2016 the Urban Health Institute at CDU held a series of three conferences on geographic information systems (GIS) to address how issues of place/location can empower residents of South Los Angeles and beyond.

   b. The 11th Drug Abuse Research Symposium was held on Friday, August 5, 2016. The keynote speakers included Dr. David Satcher, a former CDU Dean and the 16th US Surgeon General, and Dr. Wilson Compton, Deputy Director of the National Institute of Drug Abuse (NIDA). The symposium proceedings include presentations by junior researchers in the broad field of substance abuse.
4. **Graduate Medical Education (GME).** Recent GME activities include:

   a. The application for initial accreditation as a Sponsoring Institution was submitted to the ACGME Institutional Review Committee (IRC) on July 1, 2016. The IRC Executive Director confirmed the application will be reviewed at the IRC Meeting of October 19-21.

   b. A meeting and medical center tour with St Francis Board member, Harding Young, MD, revealed a comprehensive clinical teaching campus well positioned for developing GME programs. Meetings are planned to discuss a potential partnership.

   c. At a July 6, 2016 meeting with LA County DHS leaders, verbal agreement was reached to develop a new Family Medicine residency based at the MLK, Jr Outpatient Center as the primary participating site. An MOU and Institutional Affiliation Agreement are under development, while program planning goes forward. Job descriptions for both Family Medicine and Psychiatry Program Directors are in final revisions and were posted on appropriate job sites prior to the NMA meeting in Los Angeles at the end of July 2016.

5. **COM Governance Meetings.** The next COM Faculty Executive Board will take place Wednesday, July 27, 2016 from 6:00PM-8:00PM in the COBB Medical Education Building. The next bi-annual COM Full Faculty Meeting will take place Wednesday, November. 16, 2016 from 6:00PM-8:00PM in the COBB lobby lounge.

C. **College of Science and Health**

1. **College Shared Governance.** The Dean of the college is working closely with the COSH Faculty Association President to review COSH academic affairs policies and procedures, and COSH governance committee structures and processes.

2. **Space Projects.** A project is underway to expand student study and lounge spaces in the Keck Building, supported by funding from the CDU Office of Strategic Advancement.

3. **Conference Sponsorship.** The COSH Dean’s Office, Urban Public Health Program, and t CDU Office of Strategic Advancement, are partnering as a contributing sponsor for the Visión y Compromiso (VyC) 2016 Annual Conference to be held October 27-29 in Ontario, California. The contributing sponsorship includes logo identification for CDU on all printed materials and website, and exhibitor space with conference registration for two CDU representatives. VyC supports a network of more than 4,000 Promotores and Community Health Workers, and it is estimated that 120,000 Californians receive referrals and health information from VyC Promotores each month.

D. **School of Nursing**

1. **Faculty Affairs.** Recent faculty hires include a master teacher for the beginning courses of the MSN program, an experienced RN to coordinate simulation lab proceedings, and experienced instructors in pediatrics and advanced medical-surgical for the pool of adjunct clinical educators. The new CDU Executive Director of Faculty Development and Assessment is collaborating with school leadership to design and deploy various
professional development proceedings focused on assuring/strengthening generic pedagogical skills. Performance reviews of content expert faculty in the ELM program were completed and individualized plans for mentoring as needed are in process.

2. **Student Affairs.** A description of the roles of student cohort leaders was circulated to students and faculty for the annual selection process, and two student representatives were identified for each cohort. These cohort leaders attend the general faculty meeting to provide input regarding school policies/procedures, curriculum, etc. as required by the BRN, and to share any concerns/ideas, etc. from their classmates. Faculty administrators for the school will serve as mentors to the student cohort leaders.

3. **Clinical Sites/Assignments.** The section handling clinical sites will return as a nurse directed unit. Recruitment is ongoing to identify an experienced nursing professional that can coordinate with current and prospective agencies/sites to insure a robust clinical experience. An annual “Affiliation Meeting” will be initiated. The purpose is to stay connected with the current contracted sites to insure an avenue for discussion from an administrative perspective in addition to the weekly contact with assigned instructors on site.

4. **FNP Track.** Certification Exam Pass rates for FNP track graduates of the MSN program remain consistently high, student admissions are stable, and there is a new adjunct faculty pool under review to ensure the appropriate number, location, and compensation terms for clinical educator faculty are assured.

**E. Office of Institutional Research and Effectiveness**

**Diversity and Minority Serving Institution Status.** The Office of Civil Rights designates an institution a “Minority Serving Institution” if it meets one of several criteria, including being an: (1) HBCU (not an HBGI); (2) Hispanic Serving Institution (over 25% Hispanic enrollment); (3) Predominantly Black Institution (over 50% Black/African American enrollment), or; (4) for the MSEIP program, more than 50% of minority group enrollment (Black/African American, Hispanic, Native American, Native Hawaiian). Notably, “Multiple Race” does not count as a minority group. Only SON and COSH students are counted, as COM reports under the UCLA umbrella.

In Spring 2016, the Department of Education used IPEDS enrollment data for the first time, to determine eligibility for a wide range of grant programs that support Minority Serving Institutions. In their eyes, CDU is no longer a Minority Serving Institution, and eligible only for the Title III HBGI grant program (because CDU is specifically listed in the legislation authorizing that program). Implications include CDU programs such as I-STEM no longer being eligible for funding from the Minority Science and Engineering Improvement Program (MSEIP).
F. **Library and Learning Resource Centers**

1. **Library Updates.** The Library has secured all of the required books for the new PA program, and is reviewing and updating the LibGuides for all academic programs as new content becomes available. The Library Director and Emerging Technology Librarian attended the Medical Library Association Annual Meeting in Toronto, CA. The meeting is an opportunity to learn about new technologies and innovations taking place in health sciences libraries throughout North America. The Library Director in collaboration with current and former library staff and former staff have published two articles.

2. **Training and Instructional Space and Support.** Library staff: (a) provided instruction to nursing students in their Research Methods class, and to new College of Medicine first year medical education students; (b) supported students and faculty by providing the installation of SPSS and Endnote on their laptops; and (c) offered additional one-on-one training for students on the use of Endnote. The Library Director met with the CD Facilities Manager to discuss the addition of study pods in the Library; the study pods will be used as group study spaces.

3. **Technology and A/V Support.** The Library audiovisual team provided technical support for: (a) Faculty Awards day, May 31, 2016; (b) WSCUC Committee meetings held on campus and in the Hudson Auditorium at MLK Hospital; (c) five HESI testing events for nursing students, and four MCAT testing events for medical education students; (d) three UHI Geographic Information Systems presentations; (e) SON and COSH faculty to create a program-wide uniform content in the Blackboard learning management system; and (f) over 92 other events sponsored by the University.

G. **Research**

1. **Cancer Center (CDU/UCLA Cancer Center Partnership)/Cancer Cluster.** (a) The Cancer Center received a notice of award on 9/26/2015 for $12.6 million in funding. (b) Currently the Center is hosting twenty students in the Undergraduate Cancer Research Summer Program (twelve are in training at CDU labs, and eight at UCLA). All students undergo health disparities education and training; 95% of them are African-American, Hispanic, or other underrepresented minority group. (c) Dr. Jay Vadgama was invited by NIH/NCI to the 2016 Partnerships to Advance Cancer Health Equity (PACHE) Investigators Workshop to present the model of the CDU/UCLA Cancer Center Partnership as an example of successful cancer research, education, and outreach. The workshop was held in Rockville, Maryland on June 13-
Accelerating Excellence in Translational Science (AXIS). (a) NIMHD appointed Dr. Rina Das as its new Program Officer, effective March 2016. (b) AXIS received its Year 8 Notice of Award with $3,034,761 in total funding. Dr. Vadgama also negotiated an additional funding allotment of $1,182,601 from un obligated funding, for total budget available in Year 8 of $4,217,362. (c) CRECD Renewal - AXIS Leadership and Core Directors held a conference call with the NIMHD Program Director to discuss new funding opportunities, including for Clinical Research Education and Career Development (CRECD). The deadline for the CRECD submission is September 1, 2016. (d) Two new pilot projects were submitted for review by NIMHD to support research by early stage investigators. (e) The AXIS Annual Progress Report shows that 40% of all publications at CDU were supported by the Center, and that there was a 57% increase in AXIS sponsored presentations. The Center is well integrated with various research and training programs such as CTSI, RTRN, CRECD, and CDU/UCLA Cancer Center. (f) AXIS is supporting the launch of the new research educational series titled “Cross-Disciplinary Biotechnology Series”. This monthly seminar series brings practical, hands on biotechnology information, methods, techniques, and novel resources to the CDU research community. The series invites biotechnology discussions which are applicable to multiple disciplines including Cancer, Cardiometabolic, and HIV/AIDS research at CDU. The series is designed to provide CDU researchers with up-to-date research education to enhance their research capabilities. The series has already held two talks, cumulatively attended by over 60 faculty, staff, students, and investigators.

Urban Health Institute (UHI). (a) Faculty recipients of UHI support have three peer reviewed publications for the reporting period, thirteen presentations, one grant submission, and nine manuscripts in press or under review in various journals. (b) UHI is launching several new series, including: (1) ENGAGE, Enriching Networks for Growth and Advancement to Guide Equity, is a data informed series that will allow faculty, health professionals, community leaders, and students to build skill sets on data sources, data management and analysis, presentation, and translation that relates to health disparities research; (2) DEVELOP focuses on hands-on skill-building aimed at introducing the role of data in advancing health equity; and (3) PLACE - this series addresses the importance of place and location and how the relationship between health disparities and geo-visualization tools can empower health care providers and residents of South LA for improvement of health care.

Clinical Translational Science Institute (CTSI). (a) The UCLA CTSI—a research partnership of UCLA, Cedars–Sinai Medical Center, CDU, and LA Biomedical Research Institute—received a $69.6 million grant from the National Institutes of Health on June 28th 2016. (b) CTSI faculty based at CDU have three recent publications, six manuscripts in press, seven submitted, one grant submission, and five abstracts presented. (c) Dr. Jay Vadgama was selected by the UCLA CTSI to lead a Precision Medicine Initiative at CDU; he participated with other campus directors at the 1st Precision Medicine and Health Retreat at UCLA on July 14, 2016

HIV Cluster. (a) Recruitment efforts continue for one junior level and one senior level HIV Cluster faculty members; one offer has been accepted. The cluster sponsored the annual
National HIV Testing Day Celebration hosted in June 2016 by the MLK Jr. Outpatient Center, Oasis Clinic, and MLK Jr. Center for Public Health. This year’s theme to promote the 15th Annual National HIV Testing Day was “Take the Test. Take Control.” (b) The Passport to Wellness project, which is funded by the California HIV/AIDS Research Program, involves testing an innovative, culturally competent, peer-supported, incentivized and client-centered approach designed to address socio-structural barriers to HIV testing and linkage to HIV care and prevention services. The randomized trial of the intervention began October 2015 and is being conducted in partnership with Los Angeles Centers for Alcohol and Drug abuse. The top three service needs identified by the study included housing, transportation, and cash assistance (i.e., help setting up benefits such as welfare or SSI). These results along with challenges and successes of the study thus far were presented by the CDU PIs at the 2nd grantees consortia meeting held June 8, 2016 in Los Angeles, CA. (c) A military HIV testing campaign was conducted in three priority provinces of Angola (Lunda Sul, Lunda Norte, and Moxico). Approximately 3,110 individuals (military and civilians) received HIV Testing and Counseling (HTC) services. The targeted testing campaign will continue during June and July in the Southern & Luanda military region.

6. **Project STRIDE.** (a) The project is presently completing the fifth year of its grant cycle. (b) Ten rising seniors completed CITI Training, Laboratory Training, and University Compliance Training; eight are from King/Drew Medical Magnet High School and two from Narbonne Health Magnet High School. On Wednesday, August 3, 2016, the students will participate in the Annual Summer High School Symposium Day at CDU, where they will give PowerPoint and poster presentations on their research.

7. **Project EXPORT.** (a) Three new community faculty were recently appointed. (b) For the May-July reporting period, Project EXPORT members have attended two conferences and eight workshops, and have given six national and six local presentations, plus one lecture; they have published one paper and submitted one manuscript for review. (c) The EXPORT Community Engagement Core continues to support the LIFE Center and offer culinary health education to patients from the primary care clinics within the 5-mile radius of the Center. May to July: there were a total of 72 participants and a total of 242 participants from year to date. Classes are also held for Diabetic patients in the Centrifugal Medicine Study. The focus of these classes is to give participants an introduction to healthy eating and culinary medicine. Participants learn how diet can improve general wellbeing, basics of meal planning, prepping, and budgeting. Through the months of May to July there were a total of 21 participants and a total of 45 participants year-to-date.
Office of the Executive Vice President for Academic Affairs and Provost

CHARLES R. DREW UNIVERSITY OF MEDICINE AND SCIENCE
FISCAL MULTI-YEAR 2016-2019 FULL-TIME FACULTY EMPLOYMENT CONTRACT

Date:

To:

On behalf of the Board of Trustees and President of Charles R. Drew University of Medicine and Science (CDU or the University) and at the recommendation of ..........................................., Dean of ..........................................., we are pleased to offer you this contract for employment in the College/School of ........................................... The period of employment covered by this contract is July 1, 2016 to June 30, 2019.

Your Institutional Base Salary (IBS) of __________ reflects your rate of pay for twelve (12) months of 100% effort. In the event it becomes necessary for the University to exercise its authority in cases of financial exigency or other conditions resulting in an adverse economic impact, including programmatic needs (as applicable to the faculty), modification of your total (potential) salary will be implemented in accordance with human resources administrative policies. Financial exigency means that the financial condition of the University, or any of its schools or programs brought about by a significant decrease in revenue seriously affects the functions of the University, in whole or in part. Programmatic needs means that financial or other factors have affected the curriculum, programs, or other operations of the University to the extent that curricular and programmatic offerings or other University operations must be eliminated and/or significantly reduced.

This appointment is a renewable multi-year contract subject to the following academic employment terms:

a) Toward the end of the academic year (latest June 25), each faculty member must provide an annual report stating the past year’s academic and professional activities.

b) Before the beginning of the first multi-year contract (latest August 15, 2016), each faculty must provide a three-year academic plan, which includes the program director’s and dean’s approval of the plan. The plan may include teaching commitment, advising, research and creative expressions, service (community service in particular), and professional development as applicable to the individual faculty. Annually, faculty performance will be reviewed by the program director, and an assessment report will be issued to the faculty. The expectation is that the contract will remain in force barring financial exigency or other conditions resulting in an adverse economic impact and/or dissatisfactory job performance. If and when the University finances permit, faculty and staff salaries and compensations will be adjusted in accordance to changes in cost of living.

c) An annual satisfactory performance of faculty roles and duties, which may include teaching, research, and service, is expected during each of the three years, within the contract period. The weights assigned to the essential elements of faculty roles and loads are, of course, dependent on the primary appointment of each faculty and negotiation between the faculty and the immediate supervisor and dean.

d) Continuation of the academic contract and employment during the contract period is contingent upon academic programmatic needs applicable to the faculty and satisfactory performance.
e) For grant-dependent faculty, faculty rate of pay is contingent upon availability of grants to cover 80% of faculty salary, in accordance with the 80:20 compensation ratio. Twenty percent of pay is recognized as non-grant university work.

f) For teaching faculty, the multi-year contract is in accordance with the CDU Faculty Workload Policy, faculty are 100% at forty (40) work load units for undergraduate instruction, of which thirty-two (32) work load units are teaching units (equivalent factors for graduate instruction are thirty (30) work load units total, twenty-four (24) for teaching). Twenty percent of pay is recognized as non-teaching University work. Addition or canceling of classes will be handled on a case by case basis as stated in the Faculty Workload Policy with the expectation that faculty workload will be adjusted to maintain faculty pay when feasible.

g) Specific duties, responsibilities and assignments associated with this contract are detailed in the three-year workload document and/or three-year Faculty Activity Plan, are subject to modification as needed, as determined by agreement between the faculty and program director. The agreed modifications will be reviewed by administrative officers of the University in your reporting line to the Executive Vice President of Academic Affairs. Implementation will be in agreement with the CDU Faculty Workload Policy.

This agreement is made expressly subject to the applicable state and federal laws and to the statutes and regulations of this institution and to the University administrative policies, which can be accessed online.

Please indicate your acceptance by signing, dating, and returning the original letter to your respective dean who will make sure that the signed copy is received in the Office of the Provost. An additional copy is enclosed for your file. This offer will remain open for ten (10) days from the date of this letter. If we have not received your signed acceptance by that date, we will conclude that you have not accepted this offer and it shall be withdrawn. If you require any additional time to consider this offer, please contact your dean in advance of the automatic withdrawal of the offer as provided in this paragraph.

**CONTRACT ACCEPTANCE**

**CONTRACT ACCEPTANCE**

I accept the terms set forth in this contract. I understand that this contract does not guarantee continued contractual employment beyond the terms set forth in this document and can only be superseded by a new and separate offer issued by the University Provost and accepted by me.

[NAME]........................................................................................................

Signed: ___________________________ Date ______________________________

CHARLES R. DREW UNIVERSITY OF MEDICINE AND SCIENCE

Signed: ___________________________ Date ______________________________

Dean: [ ] COM [ ] COSH [ ] SON

Signed: ___________________________ Date ______________________________

Steve O. Michael, PhD
Executive Vice President for Academic Affairs and Provost
MMDSON Executive Summary

In March 2016, the Provost and the President were alerted to student complaints at the Mervyn M. Dymally School of Nursing. Upon immediate investigation, we discovered a problem with clinical arrangement for one group of multiple sections-course that has combined didactic and clinical requirements. We also discovered that a student had complained directly to BRN and a BRN representative had requested an unscheduled visit to the campus. The visit uncovered a number of issues with the Entry Level Master's (ELM) Program.

The issues identified by the BRN representation and those subsequently uncovered by the Provost include: school leadership challenges, faculty related problems, curricular problems, student admission matters, clinical management problems, and unacceptable student NCLEX performance. In May 2016, the Dean of MMDSON resigned and the Provost led a team to appear before the Education and Licensing Committee (ELC) of BRN during which a recommendation was made to put the ELM program under Warning with the intent to close. The warning status is automatic for any program that has two consecutive years of NCLEX results below 75% pass rate for first time test takers.

With the Warning status, the President requested an Intervention Plan from the Provost with the ultimate goal to remove the Warning status possibly within a year. The Plan (Provost Intervention Plan) entails the following: Putting MMDSON under Provost receivership (direct Provost management); changes in leadership (appointed Dr. Avila, an experienced nurse educator and a member of the Board of Trustees, as a Term Dean and Dr. Ume, the most experienced administrator within the School, as the Associate Dean); leadership restructuring (Dr. Avila also became director of ELM and Dr. Ume became assistant director of ELM); faculty changes (recruitment of new faculty to fill existing vacant positions and departure of some faculty); curricular changes (remapping the curriculum to ensure better sequencing, adequate content coverage, and assessment); intervention strategy for students (employed the Global NCLEX Service Corp to provide tutorial intervention for the “Legacy Students (those who have graduated and waiting to take NCLEX examination) and Cohort 9 (as of March 2016 this group of students had been cleared (albeit unwittingly) to sit for the NCLEX examination); and reforming school culture (ensuring good communication with students, good communication between administration and faculty, and faculty ownership and professionalism).

As part of the actions taken by BRN, two monthly reports (June and July 2016) on ELM have been submitted (see Appendices A.2 and A.4 respectively). CDU Board of Trustees also requested monthly reports on the MMDSON (see Appendices A.1 for June and A.3 for July 2016). The current status of MMDSON is summarized below:

Leadership: The Avila-Ume leadership is working effectively in combination with the direct Provost management.

Resources: CDU has infused resources into the School specifically to address the challenges identified with the ELM Program. A new clinical lab specialist has been hired, a new full time faculty was hired, a new experienced adjunct faculty was hired, and a new NCLEX consultant was retained.

Clinical Management: The clinical operation has been reformed to ensure that incoming students have from the beginning all their clinical sites and requirements pre-planned as part of their Academic Plan and a continuing monitoring of clinical sites for good teaching. While Dr. Ume is
helping with this operation at the moment, we intend to bring in an experienced clinical coordinator to take charge of this operation.

**NCLEX Student Clearance:** To prevent future failure rates, we have instituted a policy that requires that ALL ELM students pass the HESI Exit Exam and receive the School clearance before sitting for the NCLEX examination. Those who fail the HESI Exit Exam will be provided NCLEX Intervention Program up to a full semester after graduation.

**NCLEX Examination**

A) Seven “legacy students” were identified in May. Of that seven, one had passed the examination, one failed before receiving the intervention program adopted, and one has just taken the exam. Two of the remaining 4 will be participating in the intervention program. Of the remaining two, one has moved out of California and one cannot be reached.

B) Cohort 9. The HESI Exit Examination, used as a predictive test for the NCLEX Examination, was administered to the Cohort in July. Students who score 850, especially in the medical/surgical section of the examination, have 92% probability to pass the NCLEX examination. The results of Cohort 9 in July are: 9 students scored above 850 in medical/surgical section, thus cleared to sit for the NCLEX exam, 10 students scored below 850 but with 50% probability of passing the NCLEX exam, while 9 students so low with 92% probability of failing the NCLEX exam. A total of 19 students were then required to undertake the required NCLEX Intervention Program; however, the 9 students cleared to sit for NCLEX exam petitioned to be included in the NCLEX Intervention Program.

C) Cohort 10. The HESI Exit Exam was administered to Cohort 10 in August with an impressive outcome. Of the 29 students who took the Exam, 22 scored above 850 in the medical/surgical section with 92% probability of passing the NCLEX exam should they sit for the exam today. The remaining 7 are required to undertake the NCLEX Intervention Program. However, all the students including those who passed have petitioned to undertake the NCLEX Intervention Program.

**Communication:** The Provost presides over the weekly faculty meeting. Student leaders of each cohort are now required to attend a monthly meeting with faculty to address student matters. School is ensuring that the nursing Codes of Conduct become the foundation for faculty and student professional behaviors. President and the Provost met with the FNP faculty to listen and encourage the group.

**Student Enrollment:** BRN limited Fall 2016 ELM enrollment to 20 students with the plan to review progress before determining enrollment for Spring 2017. Changes instituted include the use of HESI Admission Test (an aptitude exam that predicts success in pre-licensure nursing program) for admission decision.

**Faculty Matters:** The Family Nurse Practitioners’ Program continues to produce excellent pass rates (over 90%). We are providing regular faculty professional development seminars.

**CCNE Reaccreditation:** We have retained a CCNE consultant and organized faculty and staff for CCNE reaccreditation process. Self study report is due in February and visitation in March 2017.

**Conclusion:** MMDS0N was put under BRN warning solely because of poor NCLEX results. The Plan we are implementing will guarantee that CDU will NEVER produce NCLEX scores below the BRN required 75% first time test takers’ pass rate. We are on course to ensure that the Warning Status
is removed within a year. Our Plan is to ensure a better managed School, larger in enrolment and more effective in graduating successful nurses.
David Martins, MD, MS
Academic Senate President

Academic Senate
Legislative Council

Since our last report to the Board of Trustees, the Academic Senate General Assembly met twice on June 14th and July 12th, and the Legislative Council of the Academic Senate met three times. Provost Michael attended the second half of the Legislative Council meetings as well as the General Assembly meetings. On July 12th, Dr. David Martins, the newly elected Senate President, presided at his first General Assembly meeting for the 2016-18 term. At this meeting, the Academic Senate observed a moment of silence for the recent passing of their esteemed colleague, Dr. Samuel J. Shacks. Samuel James Shacks, MD, PhD, was Professor Emeritus in the Department of Pediatrics, at Charles R. Drew University of Medicine and Science; Professor Emeritus in Pediatrics, David Geffen School of Medicine, UCLA; and Member Emeritus, American Academy of Allergy, Asthma & Immunology. The Academic Senate welcomed Dr. Jinny Oh, the new Dean of Student Affairs. A motion was also passed to appoint Mr. Robert Garcia, Esq., as parliamentary advisor to the Senate.

At the June 14th General Assembly meeting, Dr. Mohsen Bazargan was acknowledged for his dedicated service for over the past five years as the Academic Senate President. Under his leadership, the Academic Senate working in tandem with Administration, and the Board of Trustees helped navigate the university through the most difficult times of its fifty years of existence. Numerous accomplishments achieved during his tenure were outlined, and included the redefinition and implementation of the “shared governance” role, stabilization of economic conditions at CDU culminating this year by the introduction of multi-year contracts to our faculty for the first time in the history of the university, and establishment of several new programs including the Master of Physician Assistant. Outgoing Senate President Bazargan introduced Dr. David Martins, the new President of the Academic Senate, followed by a special inauguration held for Dr. Martins. The Academic Senate would also like to express their sincere appreciation to Provost Michael for his candid and insightful presentation update on the Entry Level Master of Science in Nursing Track (ELM) program at the Mervyn M. Dymally School of Nursing. The Senate provided its full support of the Provost's oversight of the program, in coordination with leadership from the Board of Trustees, during this process.

On July 26th, the Legislative Council of the Academic Senate passed a motion to approve the University-wide Conflict of Interest/Conflict of Commitment policy, pending implementation of the amendments recommended. The Legislative Council would like to thank Mr. John Patton, University Counsel, for his tireless efforts in drafting, and working with the Council and Provost Michael in incorporating the latest modifications made to
the policy. Also at this meeting, the Council approved an amended draft of the annual Faculty Climate Survey, to be implemented in the fall. The draft was forwarded to the Office of Provost for their feedback. The last climate survey was distributed at CDU in 2014.

Commencement was held on June 6th at the StubHub Center and was well attended by Faculty, Staff, Students, and families and friends. The Ceremony Committee held its debriefing meeting on June 20th and made several recommendations for further improving the university’s signature event. Progress continues to be made with Provost Michael on issues that are of interest to faculty and related to academic programs. Issues that have been discussed with Provost Michael included the following:

- Faculty Status and Classifications
- Multi-year Faculty contracts
- Shared Governance
- Strategic Planning of University
Samuel James Shacks, MD, PhD was Professor Emeritus in the Department of Pediatrics, at Charles R. Drew University of Medicine and Science; Professor Emeritus in Pediatrics, David Geffen School of Medicine, UCLA; and Member Emeritus, American Academy of Allergy, Asthma & Immunology. Dr. Shacks earned his B.S. degree in biology, from the University of Arkansas Pine Bluff, Pine Bluff, Arkansas. Later, he served two years in the United States Army Medical Corps.

In the fall of 1968, he was accepted for graduate study in the Department of Molecular Biology & Biochemistry, University of California, Irvine. His graduate research concentrated on immuno-biology, focusing on the then new area of cytokines, cell-mediated biological agents. His dissertation was entitled, “In Vitro Models of Cellular Immunity.” In June, 1972, he became UCI’s first African American to earn a Doctorate, was selected for Lauds and Laurels, and served as the ’72 PhD commencement speaker.

From 1972 - 1973, he pursued postdoctoral training in immunology at the Robert B. Brigham Hospital, Harvard Medical School, and was later a Fellow of the new Immunobiology Group, Department of Microbiology & Immunology, Center for Health Sciences, David Geffen School of Medicine, UCLA. In 1974, the following year he re-entered UCI, in the California College of Medicine, and earned his M.D. degree, in 1977.

Dr. Shacks pursued residency training in pediatrics at Martin Luther King Jr./Drew Medical Center (KDMC) from 1977 - 1980. Thereafter, becoming a Clinical Scholar in Allergy & Immunology, Harbor-UCLA, 1980 - 1983, before accepting a faculty position and returning to KDMC, in 1980, where he served until 2006.

Dr. Shacks was Principal Investigator of meritorious grants from Department of Defense (DOD), National Institutes of Health (NIH) and the State of California totaling millions; Associate Dean for Research, Charles R. Drew University of Medicine and Science and Vice Chair of Pediatrics, KDMC; was honored by his selection as a Distinguished Alumni (of HBCUs) National Association for Equal Opportunity in Higher Education; and inaugurated and directed Charles R. Drew University’s Research Training Institute, 1986.
Angela L. Minniefield, MPA
Vice President of Advancement,
Strategic Development,
and External Affairs

Advancement
FY2016 Fundraising Results

Fundraising Target for FY2016 $3,000,000 vs Gifts Received/Pledged $2,305,064 (via 06/30/16)

<table>
<thead>
<tr>
<th>Category</th>
<th>Giving Target</th>
<th>Gifts Received</th>
<th>Gifts Pledged</th>
<th>Totals</th>
</tr>
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<tbody>
<tr>
<td>Alumni</td>
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<td>$40,875</td>
<td>$1,250</td>
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<td>Board of Trustees</td>
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<td>Individuals (Including Employee &amp; Faculty Totals)</td>
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<td>Foundations</td>
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<td>Other</td>
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<td><strong>Total</strong></td>
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<td><strong>$366,650</strong></td>
<td><strong>$2,305,064</strong></td>
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Fundraising Efforts in Progress

Fundraising Target for FY2017 $3,000,000 vs Gifts Received/Pledged $136,000 (via 07/28/16)

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<th>Gifts Pledged</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
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<td>Alumni</td>
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<tr>
<td>Individuals (Including Employee &amp; Faculty Totals)</td>
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<tr>
<td>Other</td>
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<td><strong>Total</strong></td>
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<td><strong>$130,100</strong></td>
<td><strong>$5,900</strong></td>
<td><strong>$136,000</strong></td>
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Fundraising Events

- The next major fundraising event is Jazz at Drew which will be held on Saturday, October 1, 2016. As of August 5th, $186,900 in sponsorships have been secured. The event is expected to cost over $300,000 to produce.

Recent Awards

- A $10,000 proposal was submitted to Aetna on May 9, 2016 to support Jazz at Drew. Aetna honored a $2,500 sponsorship towards Jazz at Drew Scholar sponsorship.
- The Rose Hills Foundation awarded a $50,000 grant to the University (versus $300,000 requested) to support the Saturday Science Academy II and iSTEM pipeline program

Proposals/LOIs Pending--$1,703,500

- A $149,578 proposal was submitted to the Roy and Patricia Disney Family Foundation on June 28, 2016 to support undergraduate expansion; increasing university access among minority and disadvantaged youth. The foundation followed up with a site visit by their Executive Director, Ms. Sylia Obagi.
- A $1,000,000 proposal was submitted to Kaiser Permanente to provide scholarships to CDU students.
- On March 24, 2016, the University submitted a $300,000 proposal to The Rose Hills Foundation to support renovation to Building N, as well as the Saturday Science Academy II, and iSTEM Program (K-undergraduate pipeline programs of the University).
- LOI Submissions were made the week of April 25th to the following: The Ahmanson Foundation in the amount of $228,500 for security surveillance upgrades on campus, and The Thomas and Dorothy Leavey Foundation in the amount of $75,000 to support an Archives Project.
- Eleven $2,500 Jazz at Drew Scholar requests were made between July 26- August 5, 2016 to the following CDU vendors: RFP Insurance Agency, Inc., Office Depot, Edison International, Otis Elevator Company, Stedman Computers, Southend Janitorial, AppleOne, VACO, Arthur J. Gallegher & CO, Robert Half/Acountemps, Randstad USA.
- A $10,000 proposal was submitted to Southern California Edison on May 3, 2016 to support Jazz at Drew.
- A $10,000 proposal was submitted to Guitar Center on May 3, 2016 to support Jazz at Drew.
- A $25,000 proposal was submitted to American Honda Corporation on May 5, 2016 to support Jazz at Drew.
- A $10,000 proposal was submitted to Sony Pictures on May 10, 2016 to support Jazz at Drew.

Proposals Unfunded

- A $100,000 proposal for capital funding was submitted to the Ford Motor Company on March 10, 2016 to create a centralized “hub” of student support services in Building N on the CDU campus. This request has been denied.
- A $10,000 proposal was submitted to Ford Motor Company on May 5, 2016 to support Jazz at Drew. This request has been declined.
- A $10,000 proposal was submitted to Northrop Grumman on May 3, 2016 to support Jazz at Drew. This request has been declined.
- A $10,000 proposal was submitted to Coca Cola on May 5, 2016 to support Jazz at Drew. This request has been declined.
- A $25,000 proposal was submitted to Anthem Blue Cross to support Jazz at Drew. This request has been declined.
- A $10,000 proposal was submitted to Home Depot on July 26, 2016 to support Jazz at Drew. This request has been declined.

Past Meetings

Rose Hills Foundation Site Visit – June 15, 2016
Roy and Patricia Disney Foundation Site Visit – July 22, 2016
Upcoming Meetings
Sonya Young, Executive Director, California Black Women’s Health Project – August 23, 2016 2pm
Lysette Morales, Business Development Specialist, United Way of Greater Los Angeles – August 26, 2016 2pm

Alumni Affairs
National Medical Association – over 200 attended the reception; The University’s reception was co-sponsored with the Charles R. Drew Medical Society and the Golden State Medical Society. The Los Angeles County Medical Association also provided $2,000 in support for the reception. In addition Shier Pharmaceutical donated $1,500 to the University in exchange for CDU alumni and guests to attend their workshop on eating disorders.

Title III Program
The Title III Program currently funds 7 areas at CDU that include the Academic Resource Center, the Library, IPE Simulation, Scholarships and Endowments, PA Program, Advancement and Institutional Effectiveness.
- The budget for the current grant year is $2,314,073.
- We are in the second year of our 5 year grant cycle.
- The grant period for this year will close on September 30, 2016.
- We currently have $412,330 unexpended for this grant period, which includes $113,646 unallocated amongst the 7 activities.

Event Coordination
- CDU had an exhibitor booth at the 114th Annual National Medical Association (NMA) Convention and Scientific Assembly Saturday, July 30 – August 2, 2016.
- The University participated in a joint HBCU Welcome Reception during the NMA Convention.
- Plans are underway for the Donor Recognition Luncheon which is scheduled for Thursday, September 15, 2016.
- Jazz at Drew returns to the CDU Campus Saturday, October 1, 2016. Slated to perform is Poncho Sanchez and His Latin Jazz Band, Dwight Trible, Anthony Faulkner, and The Dazz Band. More artists to be announced.
- The University will host a “50 Years of Mission” 50th Anniversary luncheon on Monday, August 22, 2016 from 11:30 to 1:00 p.m. in the Life Science Research and Nursing Education Building Courtyard.

Earned Media
- Imperial Valley News: CDU Professor Reappointed to the California Medical Board by Governor Brown, 6/8/2016
- San Bernardino News: Gun Violence is a National Public Health Crisis,” CDU Dean Explains, 6/18/2016
- The Sullivan Alliance: Congratulations to the Class of 2016!, 6/19/2016

Development Committee Meetings
- The next Development Committee Meeting will be held Tuesday, November 1, 2016 from 1:00 p.m. to 2:00 p.m.
Gary Verón, JD, MPA
Compliance and Diversity Officer
& Title IX Coordinator

Compliance and Internal Audit
Gary Verón, JD, MPA, Compliance and Diversity Officer & Title IX Coordinator
Charles R. Drew University of Medicine and Science

OFFICES OF COMPLIANCE AND INTERNAL AUDIT

COMPLIANCE

Smoke & Tobacco Free Campus Initiative

The Compliance Officer has been tasked with heading the University’s smoke & tobacco free campus initiative. In fall 2015, the Executive Management Team drafted a policy that would transition CDU into a smoke and tobacco free campus. However, the policy was never formally approved, thus never becoming a bona fide policy. Following the University of California’s model, the Compliance Officer has put together a task force to assist in transitioning and supporting the University move to a completely smoke and tobacco free campus.

University Policy Indexing and Uniformity

On July 20, the CDU’s Development of Policy was approved by the Executive Management Team, and on July 29, the University President approved the policy. This policy lays the foundation by which all future University policies will be developed and approved. Furthermore, this policy clarifies the manner in which a University policy ought to be formatted, thus ensuring that all policies are uniform in appearance and structure. The Compliance Officer will be responsible for taking the current University policies and updating these policies per the instructions in the Development of Policy policy, including ensuring that all policies are alike in appearance and format. Furthermore, the Compliance Officer will provide training on how to comply with the new model for adopting university-wide policies.

Compliance with Legal Mandates Regarding Transgender Rights

On May 13, 2016, the U.S. Department of Education and U.S. Department of Justice jointly published a Dear Colleague Letter (DCL) addressing the requirement that all institutions receiving federal funding implement non-discriminatory policies and practices for transgender individuals. Such policies and practices will allow transgender individuals, while on CDU’s campus, to live an open, authentic life without fear of being harassed or targeted by others. Allowances discussed in the DCL include the requirement to permit transgender individuals to use restroom and locker/changing rooms consistent with the individual’s gender identity.
The Compliance Officer will ensure compliance with this mandate by working and educating units across the University to better understand the purpose of these changes and what is at stake for non-compliance.

Audit and Compliance Committee Membership Update

Effective July 18th, Trustees Kathlyn Mead and Dr. Vidya Kaushik were appointed to the Audit and Compliance Committee. A report on the Audit and Compliance Committee will be provided by Audit and Compliance Committee Chair, Trustee Howard Kahn.

California Building Standards Code Compliance

Title 24 of the California Building Standards Code requires that buildings that contain restrooms which are open to the public have specific signage that clearly identifies these restroom. In order to achieve full compliance, CDU is required to update its restroom signage in many parts of its campus. Compliance with Title 24 is currently being carried out with the assistance of CDU’s facilities team.

INTERNAL AUDIT

Prior to Nathaniel Clark departing the University, he created a document titled “Repeat Internal & External Audit Findings” which lists a number of outstanding findings origination from previous audits that have not yet been closed. Gary Veron has been charged with ensuring that these findings’ “Action Owners” move to close out these findings as expeditiously as possible.
Carl A. McLaney, MPA
Vice President of Finance and
Chief Business Officer

Finance and Administration
Report to the Board of Trustees  
Thursday, August 18, 2016

Carl McLaney, MPA  
VP Finance and Chief Business Officer  
Charles R. Drew University of Medicine and Science

John Geraghty, CPA  
Chief Financial Officer  
Charles R. Drew University of Medicine and Science

Agenda

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Page 2

2. Department of Education – Letter of Credit  
Motion: Management to renew the letter of credit issued to Department of Education for a period of one year ending 6/30/2017 in the amount of $7,700.  
Page 3

3. Fiscal Year 2017 Forecast  
Page 4

4. Year-End Major Non-Cash Items  
Pages 5 – 9

5. Information Technology Update  
Page 10

6. Future Topics and Dates  
Page 11

APPENDIX

   a) Cash Balance Chart and Net Unrestricted Cash Available
University Dashboard

- Budget Performance: Tuition shortfall in Spring 2016 will decrease revenue to below original budget for total year. Total year forecast is a small surplus
- Endowments have decreased due to stock market conditions

### as of May 31, 2016

<table>
<thead>
<tr>
<th></th>
<th>FY 2016 - 11 Month</th>
<th>FY 2016 - Annual</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Target</td>
<td>Forecast</td>
</tr>
<tr>
<td>Revenue</td>
<td>$26.4</td>
<td>$27.3</td>
<td>$29.2</td>
</tr>
<tr>
<td>Expenses</td>
<td>$26.4</td>
<td>$26.8</td>
<td>$29.0</td>
</tr>
<tr>
<td>Net Change (Operations)</td>
<td>$0.0</td>
<td>$0.5</td>
<td>$0.2</td>
</tr>
</tbody>
</table>

#### Budget Performance (2)

- Revenue: $26.4 (Actual), $27.3 (Target), $29.2 (Forecast), $29.5 (Target)
- Expenses: $26.4 (Actual), $26.8 (Target), $29.0 (Forecast), $29.2 (Target)
- Net Change (Operations): $0.0 (Actual), $0.5 (Target), $0.2 (Forecast), $0.3 (Target)

#### Cash & Investments

- Cash & Investments: Unrestricted: $21.5 (Actual), $24.1 (Target), $21.5 (Forecast), $24.1 (Target)
- Endowments (YTD 03/2016): $81.4 (Actual), $83.6 (Target), $82.4 (Forecast), $88.6 (Target)

#### Other Measurements

- Grants - IDC Revenue: $2.4 (Actual), $2.4 (Target), $2.4 (Forecast), $2.4 (Target)
- Donations: $0.5 (Actual), $0.5 (Target), $0.5 (Forecast), $0.5 (Target)

#### Student Measurements

<table>
<thead>
<tr>
<th></th>
<th>Enrollment Spring 2016</th>
<th>Enrollment Fall 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment - COSH(1)</td>
<td>104</td>
<td>154</td>
</tr>
<tr>
<td>Enrollment - SON(1)</td>
<td>277</td>
<td>292</td>
</tr>
</tbody>
</table>

#### Note:
2. Eleven months ending (May 2016)
Department of Education – Letter of Credit

- CDU needs to have a letter of credit issued to Department of Education due to prior year issues with return of Title IV funds (Letter of Credit $7,700.00)

• Background – August 2014
  – The University received a request from the Department of Education dated June 9, 2014. This correspondence indicated that the University needs to have a letter of credit for $7,246 based on 25% of the FY13 refunds of $28,985. The Letter of Credit is required due to prior year delay in returning Title IV funds.
  – The University had Bank of the West issue a Letter of Credit to the Department of Education for $7,500.00. The Letter of Credit was for 1 year and expires on 7/31/2016.

• Update – July 2016 Renewal of Letter of Credit
  – The DOE is requesting a Letter of Credit for Fiscal Year 2017 for $7,653 based on 25% of the FY14 refunds of $30,610.
  – The University will have Bank of the West issue a letter of credit to the Department of Education for $7,700 with an expiration of 7/31/2017.

• How to Removal of Letter of Credit
  – If the University has two years without any issues, then the Letter of Credit can be removed.
  – The University had no finding in the FY2015 audit report for return of Title IV funds.
  – The University is projecting to have no audit findings for FY2016 for return of Title IV funds.
  – After the FY2016 audit is filed in December of 2016, the University will request that the Letter of Credit to be closed.

• MOTION
  – The Finance committee of the Board of Trustees recommends to the Board of Trustees the following items:
    • Management to renew the Letter of Credit issued to Department of Education for a period of one year ending 6/30/2017 and to increase the letter of credit from $7,500 to $7,700.
Fiscal Year 2017 Forecast

• BRN restricts ELM program to 20 students for Fall 2016

• Revenue Shortfall
  – California Board of Registered Nursing (BRN) has implemented a restriction of 20 new students for the entry level master (ELM) program.
  – This decrease will cause a $1.3 million reduction in revenue.
Financial Statement: Year-End Major Non-Cash Events

• CDU has two major non-cash event impacting the financial statements. First the Mark-to-Market (MTM) swap value change changed by $4 million due to lower long-term interest rates, and UCLA investment performance was -5% for the 9 months ending 3/31/2016, and 4th quarter is not available.

• Major impacts to financial statements
  – Mark-to-Market swap value† $4 mil (non-cash)
  – Unrealized investment loss $4 mil (non-cash)

† Valuation is calculated based on the Net Present Value (NPV) of the future payments. Future payments are impacted by the future expected interest rate. The future interest rate decreased in June 2016 and this caused the NPV to increase.
Mark-to-Market Valuation of Swap Contract

- 6/30/2016 valuation increased significantly due to lower long-term future interest rates, change from 6/30/2015 with be included in the financial statements as a swap loss

Note: 1) Mark-to-Market (MTM) is the present value of the future interest rate swap payments.  
2) The change in the MTM valuation is recorded as a gain or loss on the statement of activities.  
3) The solid/blue bars are year-end values and the striped/red bars are non year-end values.
Investment Returns – UCLA Foundation

• The University invests its long-term endowments with UCLA Foundation
• The returns for the quarter ending 3/31/2016 was -2.3% and YTD FY16 is a decease of 5.1%
• The full year performance is not available.
• The Benchmarks for FY2016 is Russell 3000 at 0% return, and MSCI ACWI ex US at -11.8% return

<table>
<thead>
<tr>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Performance</td>
<td>15.5%</td>
<td>13.3%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Net Performance</td>
<td>14.7%</td>
<td>12.6%</td>
<td>5.6%</td>
</tr>
<tr>
<td>UCLA Policy Benchmark</td>
<td>11.6%</td>
<td>15.6%</td>
<td>3.2%</td>
</tr>
<tr>
<td>Russell 3000</td>
<td>18.9%</td>
<td>22.8%</td>
<td>5.3%</td>
</tr>
<tr>
<td>MSCI ACWI ex US</td>
<td>9.5%</td>
<td>18.0%</td>
<td>-8.0%</td>
</tr>
</tbody>
</table>

<< ADDED - Morgan Stanley Capital International All Country World Index Ex-U.S.

<table>
<thead>
<tr>
<th>Fiscal Year 2016</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/30/15</td>
<td>-6.0%</td>
<td>3.2%</td>
<td>-2.3%</td>
<td>pending</td>
<td>-5.1%</td>
</tr>
<tr>
<td>12/31/15</td>
<td>-7.7%</td>
<td>5.7%</td>
<td>0.4%</td>
<td>2.1%</td>
<td></td>
</tr>
<tr>
<td>3/31/16</td>
<td>-11.6%</td>
<td>1.4%</td>
<td>-0.3%</td>
<td>-1.3%</td>
<td></td>
</tr>
<tr>
<td>6/30/16</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<< ADDED - Morgan Stanley Capital International All Country World Index Ex-U.S.

<table>
<thead>
<tr>
<th>Fiscal Year 2015</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>12 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/30/14</td>
<td>0.6%</td>
<td>1.7%</td>
<td>2.8%</td>
<td>1.2%</td>
<td>6.3%</td>
</tr>
<tr>
<td>12/31/14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3/31/15</td>
<td></td>
<td></td>
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<tr>
<td>6/30/15</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fiscal Year 2014</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>12 months</th>
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<tr>
<td>9/30/13</td>
<td>3.0%</td>
<td>4.7%</td>
<td>1.8%</td>
<td>3.7%</td>
<td>13.3%</td>
</tr>
<tr>
<td>12/31/13</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3/31/14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6/30/14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes: Charles R. Drew University invests long-term endowments with UCLA Foundation. The UCLA Investment Company manages investing decisions for the UCLA endowment funds. As of 3/31/2016 the total UCLA investment pool is approximately $1.8 billion.
### Investment Allocation – UCLA Foundation

- The allocation is over weighted in equity at 57% versus 50% for benchmark
- The allocation is under weighted in Real Assets, Multi-Strategy, and Cash

#### UCLA Endowment Asset Allocation
as of 03/31/2016

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Prior Qtr Ending 9/30/15</th>
<th>Prior Qtr Allocation 12/31/15</th>
<th>Current Allocation 3/31/16</th>
<th>Asset Class Ranges</th>
<th>Policy Benchmark</th>
<th>Variance vs Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>US Equity</td>
<td>16.7%</td>
<td>17.7%</td>
<td>16.4%</td>
<td>15.0 - 45.0 %</td>
<td>R3000: 30.0%</td>
<td>6.6%</td>
</tr>
<tr>
<td>Global Equity</td>
<td>16.2%</td>
<td>16.3%</td>
<td>16.3%</td>
<td>5.0 - 20.0 %</td>
<td>ACWI exUS: 20.0%</td>
<td></td>
</tr>
<tr>
<td>International Equity</td>
<td>23.2%</td>
<td>24.6%</td>
<td>23.9%</td>
<td>10.0 - 30.0 %</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Equities</td>
<td>56.1%</td>
<td>58.6%</td>
<td>56.6%</td>
<td>TOTAL: 50.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PE / Venture</td>
<td>11.0%</td>
<td>10.6%</td>
<td>11.0%</td>
<td>0.0 - 25.0 %</td>
<td>10.0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Real Assets</td>
<td>6.4%</td>
<td>6.4%</td>
<td>7.0%</td>
<td>0.0 - 10.0 %</td>
<td>10.0%</td>
<td>-3.0%</td>
</tr>
<tr>
<td>Real Estates</td>
<td>4.0%</td>
<td>3.5%</td>
<td>3.9%</td>
<td>0.0 - 10.0 %</td>
<td>5.0%</td>
<td>-1.1%</td>
</tr>
<tr>
<td>Multi-Strategy</td>
<td>12.8%</td>
<td>12.2%</td>
<td>12.5%</td>
<td>5.0 - 20.0 %</td>
<td>15.0%</td>
<td>-2.5%</td>
</tr>
<tr>
<td>Credit</td>
<td>7.1%</td>
<td>6.7%</td>
<td>7.0%</td>
<td>0.0 - 15.0 %</td>
<td>5.0%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Cash</td>
<td>2.6%</td>
<td>2.0%</td>
<td>2.0%</td>
<td>0.0 - 10.0 %</td>
<td>5.0%</td>
<td>-3.0%</td>
</tr>
</tbody>
</table>

Note: The above asset class ranges and policy benchmark represent the revised UCLA EIP Asset Allocation. Proposed modifications were approved by The UCLA Foundation Board of Directors on June 2, 2014, and were effective the quarter ended September 30, 2014.

---

Notes: Charles R. Drew University invests long-term endowments with UCLA Foundation. The UCLA Investment Company manages investing decisions for the UCLA endowment funds. As of 3/31/2016 the total UCLA investment pool is approximately $1.8 billion.
CDU - UCLA Endowment Investment (NIH only)
as of 3/31/2016 balance is $75.4 million, investment pool is 2.8% above corpus
Fiscal Year 2016 Q1 had a $5 million corpus deposit (final NIH contribution), offset by a 9% decrease due to market losses
IT Capital Project - $1.1 million Network Upgrade

- CDU is upgrading the CDU network infrastructure with new Firewall, Network switches and routers

Executive Summary

- Finance  $1.1 million, on budget
- Approval  Approved by Board of Trustees, 4/12/16
- Objective
  - Replace 8 year old network infrastructure
    - Firewall, network switches and routers
- Status
  - Firewall installed in July with Immediate improvement to University security position.
  - Equipment (switches and routers) will be delivered on August 4.
  - Installation (switches and routers) will be completed before the beginning of the Fall semester on August 29.
Future Topics
BOT Finance Committee

• Meetings for Calendar Year 2016
  – BOT October 12, 2016, Finance Committee – 9/26/16
    • Fall 2016 enrollment
    • Insurance Portfolio review
    • Financial Institutional review
    • Investment results (quarter ending 6/30/2016)
  – BOT December 13, 2016, Finance Committee 11/28/16
    • Restricted review
    • Grant performance review
    • Department of Education (DOE) Composite score
  – BOT February 6, 2017 (tentative), Finance Committee 1/23/17
    • Fiscal Year 2016-17 Mid-Year Forecast
    • Spring 2017 enrollment
  – BOT April 3, 2017 (tentative), Finance Committee 3/20/17
    • **Budget 2017-18 (Motion to Board of Trustees for approval)**
  – BOT June 5, 2017 (tentative), Finance Committee 5/22/17
    • Summer 2017 enrollment
    • Investment results (quarter ending 3/31/2017)
APPENDIX

1. Cash Balance Chart & Net Unrestricted Cash Available
CDU - Cash and Unrestricted Investments

- At $21.5 million, CDU has approximately 10 months of unrestricted cash on hand
- Cash has remained flat in FY 2016. Excess cash is invested in a money market fund.
APPENDIX
This report presents the current challenges at the Mervyn M. Dymally School of Nursing and the progress report regarding intervention actions. The report is organized into five sections: Leadership issues, CCNE Reaccreditation, ELM Program, School Culture, and FNP Program.

Established in 2009, the MMDSON has encountered a number of challenges, not unusual with nescient academic units, especially in a difficult environment. CDU itself has experienced considerable difficulties since its establishment 50 years ago. A brief summary of Challenges and Actions are presented below:

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Actions Required/Taken</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Leadership Instability</td>
<td>May 9, Dean Fields stepped down.</td>
<td>SON is not in a good position to bring in a permanent dean at this time. We intend to restore the School, move ELM from Warning status before launching a national search in about a year or two from now.</td>
</tr>
<tr>
<td></td>
<td>May 9, Assistant Dean Harris-Smith named temporary, interim dean.</td>
<td>Provost met with the faculty to appoint Dr. Avila as a one-year term Dean and Dr. Ume as her Associate Dean.</td>
</tr>
<tr>
<td></td>
<td>June 12, Dr. Harris-Smith stepped down.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>July 15, Dr. Harris-Smith resigns from the University.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>June 20, Dr. Avila named a term dean for one year—possibly renewable for one additional year.</td>
<td></td>
</tr>
<tr>
<td>2. CCNE Accreditation</td>
<td>On the recommendation of President Carlisle, contacted Dr. McFarland of ANCL for recommendations for CCNE consulting.</td>
<td>This School’s highest priority is reaccreditation. A consultant is needed to guide. The consultant should start by July. We are in search for a CCNE trained evaluator to serve as a consultant.</td>
</tr>
<tr>
<td></td>
<td>June 20, Dr. Ume named Associate Dean</td>
<td></td>
</tr>
</tbody>
</table>
3. ELM on Warning Status
- BRN Board placed ELM on warning effective June 16, 2016
- BRN limits Fall 2016 ELM enrollment to 20 students.
- BRN calls for a monthly report on ELM.
- BRN calls for a quarterly NCLEX report.
- Spring 2017 enrollment will be determined perhaps by October.

4. Changing the School Culture
-- Faculty Involvement
-- Student Complaints

5. FNP Program
-- Increasing enrollment
-- Ensuring continuing success with pass rates.

We have included the Warning status on the ELM website.
- Provost developed Intervention Plan. See Appendix A.
- Enrollment cap has been placed to 20 students.
- June Monthly Report was sent to BRN. See Appendix B.
- We have retained an NCLEX consultant to work with Cohort 9 and the "legacy students."
- We are reviewing the ELM curriculum.
- We have hired additional faculty.
- Revamped the management of clinical experiences.
- Weekly faculty meeting instituted. Faculty to determine the agenda.
- Regular faculty professional development workshops planned.
- Cohort’s leaders attend faculty meetings to present student issues.
- Students assigned to faculty advisors.
- Working the phone to convert admits to enrolled.
- Approved out of state enrollment.
- Meet with FNP faculty

The Provost and faculty met with Cohort 9. New arrangement made to ensure that students are encouraged to seek approval before sitting for NCLEX examination. School’s approval before sitting for NCLEX will be mandatory with cohort 10 and subsequent cohorts.

The Provost attends faculty meetings to demonstrate how faculty meetings should be run and faculty invited as partners in deliberations and decision-making.
The presence of student leaders and their presentations of cohort’s report is a significant cultural shift for the SON. Students now have multiple opportunities to present their concerns rather than going to BRN.

Although the last FNP score dipped a little, the current score is coming in at 100% pass rate. The Provost meets with the program faculty and leaders.

Summary
As we conclude the month of June, we are confident that the University is doing all that is necessary to restructure MMDSON, take ELM off Warning by this time next year, lead the School toward reaccreditation, and have a more successful and satisfied students.
May 2016

Mervyn M. Dymally School of Nursing

Provost Intervention Plan

The events of the last few months (with roots in the past few years) at the Mervyn M. Dymally School of Nursing which has culminated into the Board of Registered Nurses’ (BRN) ACTION require a corrective Provost Plan for the School. While some actions have already been taken, further actions with timeline are necessary and outlined below. The five primary areas of focus are management, curricular, students, faculty, and oversight. The Provost will be discussing this Plan with MMDSON faculty and staff in the coming days.

### Management Changes

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Actions</th>
<th>Timeline</th>
<th>Comments</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interim Dean</td>
<td>Dr. Rebecca Harris-Smith will serve as the Interim Dean with specific role outlined by the Provost.</td>
<td>Effective May 9, 2016</td>
<td>The role of the Interim Dean is limited to day-to-day trouble shooting and management issues. The Interim Dean will report directly to the Provost, assist the Directors of ELM program as needed, call meetings of faculty, work with the Consultant until a new Dean is named.</td>
<td></td>
</tr>
<tr>
<td>Associate Dean</td>
<td>Dr. Avila is appointed on one-year contract as the Associate Dean with reporting line to the Provost</td>
<td>Effective May 9, 2016</td>
<td>This position will change with the appointment of the permanent dean. Until then, the Provost will work directly with the Associate Dean.</td>
<td></td>
</tr>
<tr>
<td>Director of ELM</td>
<td>Dr. Avila is appointed Director of ELM for one-year.</td>
<td>Effective May 9, 2016</td>
<td>Dr. Avila would have all authorities to make necessary changes to comply with BRN requirements.</td>
<td></td>
</tr>
<tr>
<td><strong>Director of RN-BSN</strong></td>
<td>Dr. Ebere Ume has been appointed as the Director of the RN-BSN Program</td>
<td>Effective May 9, 2016</td>
<td>The Director’s role, which began several months ago, include developing the program, ensuring approvals, recruiting faculty, recruiting students, ensuring a successful Fall launching. This position will report directly to the Provost until further notice.</td>
<td></td>
</tr>
<tr>
<td>------------------------</td>
<td>-------------------------------------------------------------------</td>
<td>---------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td><strong>Assistant Director of ELM</strong></td>
<td>Dr. Ebere Ume will serve as the Assistant Director</td>
<td>Effective May 16, 2016</td>
<td>Dr. Ume will work closely with Dr. Avila to ensure full compliance with BRN requirements.</td>
<td></td>
</tr>
<tr>
<td><strong>Dean’s Position</strong></td>
<td>Set up the Search Committee to recruit the next Dean</td>
<td>Concluded by May 25, 2016</td>
<td>The Provost will appoint the chair and members of the committee and announce it before May 25th.</td>
<td></td>
</tr>
<tr>
<td><strong>Leadership Training</strong></td>
<td>A once a month leadership seminar/training will be provided for all the leaders of MMDSON</td>
<td>The seminar will begin at the end of this month, May 2016</td>
<td>We will bring in speakers on topics such as: managing effective SON, developing leadership skills, managing academic enterprise, etc.</td>
<td></td>
</tr>
<tr>
<td><strong>Monthly and Quarterly Reports</strong></td>
<td>Monthly and quarterly reports will be submitted to the Provost and BRN</td>
<td>Starting June 2016 until further notice</td>
<td>Dr. Avila, Dr. Ume and Dr. Harris-Smith will ensure that this report is developed and submitted promptly.</td>
<td></td>
</tr>
<tr>
<td><strong>Consultant</strong></td>
<td>Provost will hire a consultant for MMDSON</td>
<td>Effective June 15, 2015</td>
<td>The Consultant will be charged with tutoring Cohort 9 and 7 legacy students.</td>
<td></td>
</tr>
<tr>
<td><strong>Consultant</strong></td>
<td>Provost will hire a consultant for MMDSON</td>
<td>Effective July 29, 2016</td>
<td>The Consultant will be charged with helping the School toward CCNE reaccreditation and building an effective relationship with BRN.</td>
<td></td>
</tr>
<tr>
<td><strong>Dean’s Position</strong></td>
<td>Recruit a new Dean</td>
<td>Concluded by September 2016</td>
<td>We should have a new dean recruited over the summer in time for Fall 2016.</td>
<td></td>
</tr>
</tbody>
</table>
### Director of FNP

Dr. Jhocson will continue to serve as the Director of FNP

On-going

The Director’s role will include the management of the FNP program to ensure that we maintain the highest pass rate possible. Expand the cohort intake. This position will report directly to the Provost until further notice.

### ELM Curricular Changes

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Actions</th>
<th>Timeline</th>
<th>Comments</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Curricular Mapping</td>
<td>Faculty will Review the ELM curriculum to ensure ADEQUACY of content that covers ALL the NCLEX domains.</td>
<td>Concluded by June 2016</td>
<td>A curricular expert will be solicited if necessary. Dr. Avila and Dr. Ume will facilitate these meetings.</td>
<td></td>
</tr>
<tr>
<td>Curricular Sequencing</td>
<td>Faculty will review the ELM curriculum to ensure that content is aligned sequentially for one purpose only: knowledge retention for NCLEX exam</td>
<td>Concluded by June 2016</td>
<td>A curricular expert will be solicited if necessary. Dr. Avila and Dr. Ume will facilitate these meetings.</td>
<td></td>
</tr>
<tr>
<td>Course Syllabi</td>
<td>Ensure all course syllabi cover the curricular content and identify NCLEX examination sections appertained.</td>
<td>Concluded by June 2016</td>
<td>Dr. Avila and Dr. Ume will facilitate these meetings. Dr. Tina Kandakai will assist.</td>
<td></td>
</tr>
<tr>
<td>Examinations</td>
<td>Each curricular section MUST be concluded with NCLEX type of questions, graded and submitted to Program Directors.</td>
<td>Plan for this should be concluded by June 2016</td>
<td>ELM students must have NCLEX type examinations weekly. The questions must be peer-reviewed by all core faculty co-facilitating each NCLEX-related course. The results must be presented to the Directors.</td>
<td></td>
</tr>
</tbody>
</table>
Provost will request for the summary of these exams along with corrective actions for remediation. This should be included in the monthly reports.

<table>
<thead>
<tr>
<th>ELM Student Changes</th>
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</thead>
<tbody>
<tr>
<td><strong>Challenges</strong></td>
<td><strong>Actions</strong></td>
<td><strong>Timeline</strong></td>
<td><strong>Comments</strong></td>
</tr>
<tr>
<td><strong>Admissions – ELM</strong></td>
<td>Applicants to the ELM programs will be selected solely on entrance examination and interview. Admission will be limited to the top 20 students.</td>
<td>Summer 2016</td>
<td>Directors will arrange for examination, review applicants’ credential and select the topmost students for admission.</td>
</tr>
<tr>
<td><strong>Admissions – ELM Bridge Program</strong></td>
<td>Additional 10 to 15 students will be admitted to the ELM program below the cut off for the upper 20 students.</td>
<td>Summer 2016</td>
<td>These ELM hopefuls will take preparatory courses including test taking skills, ESL (if necessary), and other courses in preparation for the HESI entrance examination. No guaranteed admission without superior entrance examination results.</td>
</tr>
<tr>
<td><strong>Student Representative</strong></td>
<td>Each cohort must elect their own student leaders who will interface with the School administration.</td>
<td>Summer 2016</td>
<td>Student leaders will be required to attend faculty meetings. School leaders must have monthly meetings with student leaders. The Provost will attend as available.</td>
</tr>
<tr>
<td><strong>Disciplinary Actions</strong></td>
<td>Infractions must be met with appropriate disciplinary actions. They must be fair, firm, decisive and prompt.</td>
<td>Summer 2016</td>
<td>Orientation workshops should be provided to educate students about infractions and their consequences.</td>
</tr>
</tbody>
</table>
### Student Academic Plan

Each student will be provided with an academic plan that must be signed by each student. A workshop must be provided before they sign it so they all know the content.

**Developed by Summer 2016**

The Plan must include courses to be taken, expectations for students, codes of conduct, professionalism required of nurses and communication channels with the University.

### Student Advising

Each Student Academic Plan must include Faculty Advisor.

**Developed by Summer 2016**

Expectations of and for advisors and students must be spelled out and signed at the beginning of the academic year by both.

### Celebration

Students who pass their NCLEX will be announced and celebrated.

**Fall 2016**

Perhaps at the Oath and Honors Ceremony or any other appropriate venue, students who pass will be invited back for a THANK YOU FOR MAKING US PROUD recognition.

### ELM Faculty Changes

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Actions</th>
<th>Timeline</th>
<th>Comments</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recruit New Faculty</strong></td>
<td>ELM Directors will recruit new faculty to cover all sections of the curriculum.</td>
<td>Summer 2016</td>
<td>The curricular mapping should include faculty coverage so as to see where gaps are and who are best to be recruited.</td>
<td></td>
</tr>
<tr>
<td><strong>Orientation Program</strong></td>
<td>Dr. Tina Kandakai and Directors must ensure proper orientation for all new faculty hires.</td>
<td>Summer 2016</td>
<td>The Provost will have one a semester lunch meeting with new faculty hired in the past 12 months. Dr. Kandakai will arrange this.</td>
<td></td>
</tr>
<tr>
<td><strong>Faculty Development</strong></td>
<td>Dr. Kandakai and Directors must ensure bi-weekly faculty</td>
<td>Summer 2016</td>
<td>These workshops should include faculty-led workshop. Each faculty will present to</td>
<td></td>
</tr>
<tr>
<td>Faculty Expectations</td>
<td>Directors will ensure that faculty members observe their office hours, teaching duties, attendance at meetings, committee assignments, etc.</td>
<td>Summer 2016</td>
<td>Dr. Kandakai will attend faculty classes at random, will provide helpful reports to the faculty and summary to the directors.</td>
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<tr>
<td>Morale</td>
<td>Dr. Avila to meet with each faculty to discuss issues of importance to the faculty.</td>
<td>Summer 2016</td>
<td>All the directors and the interim dean are responsible for uplifting the morale of the School, affirming good performance, celebrating achievements, and discouraging poor performance. Faculty must hold each other accountable.</td>
<td></td>
</tr>
<tr>
<td>Faculty Pays and Compensation</td>
<td>Dr. Avila will study faculty pay and compensation as compared to selected School of Nursing in the area and present report to the Provost.</td>
<td>To be concluded in Fall 2016</td>
<td>The Provost will ensure pay parity for faculty members.</td>
<td></td>
</tr>
<tr>
<td>Faculty Loads</td>
<td>Dr. Avila will study faculty loads comparable to other School of Nursing in the region.</td>
<td>To be concluded in Fall 2016</td>
<td>The Provost will ensure load parity for faculty members.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>ELM Oversight Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Challenges</strong></td>
</tr>
<tr>
<td>Reports</td>
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<tr>
<td><strong>Meetings</strong></td>
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</tr>
<tr>
<td>Weekly ELM faculty meeting</td>
</tr>
<tr>
<td>Monthly Faculty/Student Leaders’ meeting</td>
</tr>
<tr>
<td>Summer 2016</td>
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<tr>
<td>Table Section</td>
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<tr>
<td>Provost Oversight</td>
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<tr>
<td>External Affiliations</td>
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</tbody>
</table>
participation in these organizations.

| Reports | Quarterly NCLEX | Fall 2016 | Directors and interim dean should ensure that these reports are developed and disseminated appropriately. |

## Plan for Students Qualified for NCLEX

We currently have 11 “legacy students” and Cohort 9 with 26 students submitted to BRN. We need additional actions for this group of students as outlined below:

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Actions</th>
<th>Timeline</th>
<th>Comments</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cohort 9</strong></td>
<td>Directors and Interim Dean will administer Exit HESI exam.</td>
<td>May 2016</td>
<td>Directors will meet with these students in groups and individually.</td>
<td></td>
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<tr>
<td></td>
<td>Students will be presented with individual results and discuss action plans.</td>
<td>May 2016</td>
<td>Results of examinations will be presented to the Provost.</td>
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<tr>
<td></td>
<td>MMDSON will work with each student to ascertain when he/she will sit for the exam.</td>
<td>May 2016</td>
<td></td>
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<tr>
<td><strong>Communication with all ELM Students</strong></td>
<td>Directors and Interim Deans will arrange a meeting for all ELM students. If it is impossible to bring them all together, then a meeting for each cohort should be arranged.</td>
<td>May 2016</td>
<td>This meeting is important to brief all students and answer questions. Both the President and the Provost will attend this meeting.</td>
<td></td>
</tr>
<tr>
<td><strong>Legacy Students</strong></td>
<td>Directors will write/phone call students and invite them for refreshers.</td>
<td>Summer 2016</td>
<td>ELM directors and interim dean should identify who these students are and invite them for NCLEX refreshers and tutorial.</td>
<td></td>
</tr>
<tr>
<td>Exam Fee Reimbursement</td>
<td>Students who work with the University Plan will have their $200 reimbursed.</td>
<td>July-August 2016</td>
<td>Students who wait to be tutored and approved by the consultant to take NCLEX and pass will have their registration fee refunded.</td>
<td></td>
</tr>
</tbody>
</table>

As the Associate Dean and Director of the ELM Program, Dr. Avila will ensure that the following requirements of BRN are accomplished and reported to BRN:

a) The ELM Program will be placed on WARNING with the intent to revoke. This information will be taken to the full Board for approval. This information will be placed on the CA BRN website.

b) Enrollment for Fall 2016 will be limited to 20 students

c) Enrollment for Spring 2017 will be contingent upon successful progress reports

d) CDU will provide monthly report to the board

e) Quarterly NCLEX report will be reviewed for improvement

f) CDU will return to the ELC meeting in October 2016 for an update

g) CDU will provide a documentation of resources for a successful ELM Program

h) CDU will provide a revised curriculum with a copy of all syllabi

**Budget Scenario**

**Steve O. Michael, PhD**
Executive Vice President for Academic Affairs and Provost
June 3, 2016

Laura Shainian, MSN, RN
Nurse Education Consultant
California Board of Registered Nursing


Dear Ms. Shainian:

The purpose of this letter is to share the MMDSON June Update Report related to the findings discussed at the May 12, 2016 BRN Education/Licensing Committee meeting and at the site visit conducted on May 19, 2016. Since then the ELM program administration and faculty continued to address the six recommendations involving eight section related to the identified CCRs as listed below:

- CCR 1424 (a) Philosophy and related section CCR 1426 (b) Unifying theme
- CCR 1424(b) (1) Total Program Evaluation
- CCR 1424 (c) Organizational Chart
- CCR 1424 (f) Assistant Director duties
- CCR 1425 (b) Faculty Orientation
- CCR 1425 (f) Content Expert
- CCR 1426 (f) Clinical Evaluation Tool

Please find attached to this letter a grid. It outlines the above CCRs along with the ELM Program’s progress in the corrective action taken or planned to date. Also included is a list of the attachments referenced (Attachments A-D) in the progress description.

At the last site visit there was mention of the NCLEX pass rates by year/cohort shared in the April 7, 2016 report seemed to lack clarity. The student numbers and individual test attempts and passing rates are being re-analyzed. The final confirmation of the NCLEX pass-rates for the last 4-5 cohorts will be shared with you at the next site visit currently scheduled for Tuesday, June 7, 2016.

There is a sense of optimism within the ELM program faculty and students. Progress in corrective action is evident, and the ultimate return to a status of “approval” is viewed as very feasible and easily doable. Your assistance and guidance have provided direction and clarity of what is expected. It is greatly appreciated.

I look forward to our continued site visits for feedback, suggestions and guidance. If there are any questions or concerns, please feel free to contact me via email: margaretavila@cdrewu.edu.
Sincerely,

Margaret Avila, PhD, PHN, APRN
ELM Program Director
Mervyn M Dymally School of Nursing
Charles R. Drew University

MMDSON BRN Program Response – June, 2016

<table>
<thead>
<tr>
<th>BRN Regulation Compliance / Recommendation</th>
<th>MMDSON Program Response</th>
<th>Timeline</th>
</tr>
</thead>
</table>
| 1. CCR 1431 NCLEX Pass Rate                | **1a. Institute a mandatory 1 unit NCLEX review course:**
|                                           | **UPDATE:** The MMD/SON is currently investigating an augmented NCLEX review for the recently graduated Cohort 9. It will consist of experienced NCLEX reviewer who is particularly skilled with students with ESL, repeaters, and “at-risk” characteristics. Dr. Butler (see previous update from April, 2016) will work alongside the expert reviewer to become familiar with any particular review techniques, which will be included with the NUR 542 NCLEX Review Course. This augmented review will be repeated with Cohort 10 in December 2016. | In progress with anticipated start date of the mid-June, 2016 |
| 1. Curriculum CCR 1424(a) Philosophy and related section-CCR 1426(b) Unifying theme | **3a. Revise curriculum philosophy and program unifying theme:** The curriculum philosophy and unifying theme are currently being revised as a part of a planned major curriculum revision of the ELM program. The Roy Adaptation Model is being considered. To be included in this revision will be the clarification of the programs definition of Nursing education, Man, Environment, Health, and Nursing. Revised terminal objectives and the philosophy and unifying theme will be reflected in all course syllabi. **UPDATE:** the SON Faculty and Leadership will be addressing this CCR starting in July via the ELM Curriculum Committee as the lead venue. | Deferred until July, 2016 |

**4. CCR 1424(b)(1) Total Program Evaluation**

**4a. UPDATE for the Total Program Evaluation plan:** Please note that an online survey system has been initiated to gather evaluation data from student regarding courses, faculty, clinical sites, and resources. The inaugural implementation produced 76% increase overall.

**4a.** By July the faculty committee meetings will reflect an preliminary analysis of
from the less than 40% using the prior system. (See Attachments A – CDU Evaluation survey system description; Attachment B – Evaluation summary samples)

A revised total program plan is being constructed that will include a focus on program-wide system of evaluation. The plan will include consistent faculty input and analysis with subsequent action plans via the faculty sub-committees with the program leadership coordinating the process. The source data pool will include the online survey analysis, cohort performance, HESI results by courses and cohort, etc. the spring evaluation data collected on the new online survey system.

By Fall 2016, the committee minutes will reflect the evolution of a policy and procedure.

### 5. CCR 1424 (c ) Organizational Chart & related section CCR 1424 (f) Assistant Director Duties

<table>
<thead>
<tr>
<th>5 a. Revised Organizational Chart: with recent and ongoing hiring the current chart is in transition. Attached is the current draft of the SON infrastructure (Attachment C) outlining chain of command. Job descriptions will delineate the responsibilities, accountability and authority for each level of positions. The final design is being negotiated within the CDU system to assure compliance with university policies, etc. Consequently, there are no names indicated.</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 a. The next stage of implementation is targeted for the Fall semester (September) with designated names for each level.</td>
</tr>
<tr>
<td>5 b. Assistant Director Duties: Dr. Ebere Ume, who is familiar with the duties of the role, has been appointed. She reports to Dr. Margaret Avila, who is the current director of the ELM program.</td>
</tr>
<tr>
<td>5 b. The EDP-P-03 for the Asst. Director of ELM was submitted this month of June 2016 for approval.</td>
</tr>
</tbody>
</table>

### 6. CCR 1425 (f) Content Expert

<table>
<thead>
<tr>
<th>6 a. Content Experts: The program director is currently meeting with all full time faculties responsible for core program courses. The purpose of this meeting is to confirm the training, education and clinical expertise of those faculties designated as “content experts.” The review includes, but is not limited to, interview, detailed review of CV, securing documentation of all related CEUs since the last renewal of license and certification reflective of clinical area of expertise.</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 a. This assessment process to verify content experts in the ELM Program should be completed by end of July, 2016.</td>
</tr>
<tr>
<td>7 a. Faculty Orientation Manual: The Orientation for new faculty continues to evolve. With the recent new hires, feedback continues to be critical to assure all levels of information/education are included as it related to university level systems, SON as well as the program level. The following are additional components being explored:</td>
</tr>
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<tr>
<td>7 a. Ongoing with completion of written program no later than October.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>7 a. CCR 1425. 1 (b) Faculty Orientation</th>
</tr>
</thead>
</table>
8. CCR 1426 (f) Required tools to evaluate student academic performance, progress, and clinical learning

- Checklist that assures confirmation of certain responsibilities are reviewed and supported in accordance with SON standards.

8a. **Revised Clinical Evaluation Tool**: the current tools historically used are being reviewed/revised with faculty input. The goal of a standardized clinical evaluation tool will reflect the SON and ELM standards and objectives as outlined in the syllabi in order confirm the students’ clinical learning.

8 a. In progress.

9. CCR 1428 Student Participation:

9. **Student Participation**: To insure student participation with the faculty in the activities outlined in the regulation, program directors met with each cohort to briefly describe the purpose of the role of cohort representative. A tentative draft was distributed to the all cohorts (10, 11, & 12) as well as faculty. Cohort elections for two (2) representatives, i.e., to assure representation minimally by one at each designated faculty meetings. Selected representatives will meet with the program leadership for an orientation to the role, setting, and activities. (See Attachment D – a “draft” of student representative description)

9. July 6, 2016 all cohort student representatives will attend first monthly faculty meeting.

---

### ATTACHMENTS

<table>
<thead>
<tr>
<th>Report Reference &amp; Location</th>
<th>CCR #</th>
<th>REGULATION</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attachment A</td>
<td>CCR 1424 (b)</td>
<td>Total Program Evaluation</td>
<td>Summary description of the online survey to elicit evaluation data from students related to the courses, instructors, resources, clinical sites</td>
</tr>
<tr>
<td>Page 4</td>
<td></td>
<td></td>
<td>Sample of data collected by new online surveys.</td>
</tr>
<tr>
<td>Attachment B</td>
<td>CCR 1424 (b)</td>
<td>Total Program Evaluation</td>
<td>A draft of a proposed organizational chart in negotiation with CDU administration and SON faculty and staff</td>
</tr>
<tr>
<td>Page 4</td>
<td></td>
<td></td>
<td>A draft of the description of the student representative role, duties pending input from cohort representatives and faculty</td>
</tr>
<tr>
<td>Attachment C</td>
<td>CCR 1424 (c)</td>
<td>Organizational Chart</td>
<td></td>
</tr>
<tr>
<td>Page 4</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Attachment D</td>
<td>CCR 1428</td>
<td>Student Participation</td>
<td></td>
</tr>
</tbody>
</table>
The July report provides a summary overview of progress being made with the management of the Mervyn M. Dymally School of Nursing. This report is in addition to the July BRN report submitted by MMDSON. See Appendix.

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Progress</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>7. Leadership Instability</strong></td>
<td>Dr. Avila continues in her role as the Term Dean as well as the Director of the ELM Program.</td>
<td>This current team is expected to continue with the leadership of MMDSON until 2017.</td>
</tr>
<tr>
<td></td>
<td>Dr. Ebere Ume continues in her role as the Associate Dean as well as the Assistant Director of the ELM Program and Director of the RN-BSN Program.</td>
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<tr>
<td></td>
<td>Dr. Jhocson continues in her role as the Director of the FNP Director.</td>
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<tr>
<td></td>
<td>The Provost continues to provide direct management of the School along with the Term Dean and Associate Dean.</td>
<td></td>
</tr>
<tr>
<td><strong>8. Personnel Changes</strong></td>
<td>Dr. Juana Ferrerosa, Assistant Professor; Ms. Connie Guerrero, Clinical Lab Specialist; Alexious Cooper, Adjunct</td>
<td>These new hires fill critical needs of the School and add to the diversity of our ELM faculty.</td>
</tr>
<tr>
<td>Recruitment of Faculty and Faculty Diversity.</td>
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</tr>
<tr>
<td>9. CCNE Accreditation</td>
<td>Dr. Colette York has been retained to guide the CCNE Reaccreditation Process.</td>
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</tr>
<tr>
<td>SON is due for CCNE reaccreditation visit by April 2017.</td>
<td>This process involves all faculty and staff as a way of educating everyone about CCNE accreditation process.</td>
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</tbody>
</table>

10. ELM on Warning Status
- BRN Board placed ELM on warning effective June 16, 2016
- BRN limits Fall 2016 ELM enrollment to 20 students.
- BRN calls for a monthly report on ELM.
- BRN calls for a quarterly NCLEX report.
- Spring 2017 enrollment will be determined perhaps by October.

11. Admissions
- SON has instituted a preadmission HESI test. Students who score 75% are recommended for admission.

12. Clinical Management
- We have adopted a new clinical management system. First, Dr. Ume took over clinical management for now until we have a new nurse educator hired for the position. Second, Dr. Ume and her team have mapped out all the clinical sites and their requirements for all the incoming students from the beginning to the end of their degree. Third, all
- We anticipate higher quality of students going forward and immediate remediation will be provided for a small group of “borderline” students.
- We no longer expect to have the problems experienced with clinical requirements for our students.
- Issues that can still arise include students who may not want their assigned clinical sites and emergency situations that cannot be anticipated ahead of time. However, we are poised to respond if and when such emergency occurs.
Summary
As we conclude the month of July, we are confident that the University is doing all that is necessary to restructure MMDSON, take ELM off Warning by or before October 2017, lead the School toward CCNE reaccreditation, and have a more successful and satisfied students.

13. Changing the School Culture
   --Faculty Involvement
   --Student Complaints

   students will be required to fulfill the requirements for all the clinical sites.
   The Provost continues to preside over faculty weekly meetings, leadership meetings where we promote democratic values and collegiality.

14. FNP Program
   --Increasing enrollment
   --Ensuring continuing success with pass rates.

   The Provost is working with the Program Director to improve FNP enrollment.
   The Provost and Associate Dean Ume met with Cohort 10 to address their issues. The feedback was positive.
   The President and the Provost met with the FNP faculty to convey appreciation for their work, and listen to issues of interest to them.
   Cohort leaders continue to attend the once a month faculty meetings.
   The feedback from this meeting has been positive.
### Appendix A.4

**MMDSN BRN Program Response –July, 2016**

<table>
<thead>
<tr>
<th>BRN Regulation Compliance / Recommendation</th>
<th>MMDSN Program Response</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. CCR 1431 NCLEX Pass Rate</td>
<td>1a. <strong>Institute a mandatory 1 unit NCLEX review course:</strong> After NCLEX review (see previous June report) a second HESI predictor test was conducted. The outcome demonstrated that 9 of the 28 students in Cohort 9 scored above 950; these will be encouraged to take the NCLEX once they receive their ATT. There are 10 students who scored between 850-940; these students will be counseled to participate in the review sessions by outside consultant. The remaining 9 students did not reach the required minimum of 850; consequently, these students will be strongly encouraged to participate in all review sessions. OVERALL: the majority demonstrated a significant increase in score. There remains an individual analysis of content mastery to assure that medical-surgical nursing content is adequately reflected. <strong>Outside NCLEX REVIEW Consultant:</strong> GLOBAL NCLEX Review Corp has been contracted to provide 8-hour/8-week review scheduled for Wednesdays 10 am – 6 pm on campus. The outstanding 11 “Legacy” students are being contacted to inform them of this option which CDU will fund for each of them. However, the delay in taking NCLEX warrants these students to arrange their review at the agency site due to the uniqueness of learning needs having been out of school longer. Focus groups will be held with each designated group noted above to secure insight</td>
<td>Starts July 5, 2016</td>
</tr>
<tr>
<td>2. Curriculum CCR 1424(a) Philosophy and related section- CCR 1426(b) Unifying theme</td>
<td>3a. <strong>Revise curriculum philosophy and program unifying theme:</strong> as noted in the June report the MMDSN Faculty and Leadership will be addressing this CCR starting in July via the ELM Curriculum Committee as the lead venue. 3b. <strong>Strategic Planning:</strong> in consultation with CDU leadership/Provost Office, the MMDSN continues to design changes that directly address the regulatory requirements of all state and national agencies. The focus is to assure that all critical resources are in place, i.e., faculty and staff vacancies are filled such as core ELM faculty, simulation coordinator, clinical coordinator, and expansion of adjunct faculty pool to assure all courses, theory and clinical, are properly covered. <strong>Revised MMDSN Vision:</strong> “Excellent Nursing Care for all in a World without Health Disparities” will be clearly reflected in the upcoming revised syllabi which are in process.</td>
<td>July, 2016 start by Curriculum Committee</td>
</tr>
<tr>
<td>4. CCR 1424(b)(1)</td>
<td>4a. <strong>UPDATE for the Total Program Evaluation plan:</strong></td>
<td>4a. July the faculty</td>
</tr>
</tbody>
</table>
## Total Program Evaluation

A revised total program plan is being constructed that will include a focus on program-wide system of evaluation. The plan will include consistent faculty input and analysis with subsequent action plans via the faculty sub-committees with the program leadership coordinating the process. The source data pool will include the online survey analysis, cohort performance, HESI results by courses and cohort, etc.

---

### 5. CCR 1424 (c) Organizational Chart & related section CCR 1424 (f) Assistant Director Duties

5 a. **Revised Organizational Chart**: The final design is being negotiated within the CDU system to assure compliance with university policies, etc. Consequently, there are no names indicated. A final chart will be sent next week after final review by CDU administration and MMDSON administration. The faculty have been kept abreast of recent appointments and resignations in leadership as well as the recruitment of vacancies that must be filled to insure full complement of key positions.

5 b. **Assistant Director** Duties: Dr. Ebere Ume, who is familiar with the duties of the role, has been appointed. She reports to Dr. Margaret Avila, who is the current director of the ELM program.

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### 6. CCR 1425 (f) Content Expert

6 a. **Content Experts**: The program director is currently meeting with all full time faculties responsible for core program courses. The purpose of this meeting is to confirm the training, education and clinical expertise of those faculties designated as “content experts.” The review includes, but is not limited to, interview, detailed review of CV, securing documentation of all related CEUs since the last renewal of license and certification reflective of clinical area of expertise.

6 a. In progress: This assessment process to verify content experts in the ELM Program should be completed by end of July, 2016.

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### 7 a. CCR 1425. 1 (b) Faculty Orientation

7 a. **Faculty Orientation Manual**: The Orientation for new faculty continues to evolve. With the recent new hires, feedback continues to be critical to assure all levels of information/education are included as it relates to university level systems, MMDSON as well as the program level. The following are additional components being explored:

- A section directed to adjunct clinical instructors. Completion of five specific modules provides direction particularly for the entry-level instructor.*

7 a. Ongoing with completion of written program no later than October.
- A structured mentorship with an experienced instructor, preferable the theory/content expert faculty.
- Checklist that assures confirmation of certain responsibilities are reviewed and supported in accordance with MMDSON standards.**

*Current faculty have been asked to review the six modules to insure familiarity with the content and therefore, reinforce key principles in their role as mentors.
** will be assigned to faculty committees to insure thoroughness of content

<table>
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<tr>
<th>8. CCR 1426 (f) Required tools to evaluate student academic performance, progress, and clinical learning</th>
<th>8a. Revised Clinical Evaluation Tool: the current tools historically used are being reviewed/revised with faculty input in committee. The goal of a standardized clinical evaluation tool will reflect the MMDSON and ELM standards and objectives as outlined in the syllabi in order confirm the students’ clinical learning.</th>
<th>8 a. In progress.</th>
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<th>9. CCR 1428 Student Participation:</th>
<th>9. Student Participation: Cohort elections for two (2) representatives took place. Selected representatives will meet with the program leadership for an orientation to the role, setting, and activities which review the position description previously shared and approved by representatives and faculty.</th>
<th>9. July 6, 2016 all cohort student representatives will attend first faculty meeting.</th>
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ATTACHMENTS— pending submission **by July 8, 2016**
FINAL MMDSON Organizational Chart
UPDATED CONTENT EXPERT FACULTY List
PRESIDENT’S Letter to BRN
CLINICAL EVALUATION TOOLS currently in use.

Margaret Avila, PhD, PHN, APRN
ELM Program Director
Mervyn M Dymally School of Nursing
Charles R. Drew University
6th Annual Unity Day
Saturday, September 17, 2016
11:00am - 5:00pm
"Come one, come all, come together & have a great time"
President and CEO David M. Carlisle, M.D., Ph.D.

Music  Students  Staff & Faculty  Food  Family

New Location
EL DORADO PARK WEST
2800 Studebaker Rd, Long Beach CA 90815
Reserved Area - Site C

CDU Pride
Bring Blankets/Chairs  Homemade Dessert Contest

A day long celebration filled with fun, food and games for all CDU Staff, Faculty, Students, Alumni and Immediate Family.
General Information

Bylaws
Amended and Restated
Charles R. Drew University of Medicine and Science
(As Amended February 08, 2016)

Contact Information
for
Trustees and
Board of Councilors

Board Committees
AMENDED AND RESTATE BYLAWS OF
CHARLES R. DREW UNIVERSITY OF MEDICINE AND SCIENCE
(As Amended February 8, 2016)

ARTICLE I
Offices

1.1 Principal Office.

The principal office for the transaction of business of the Charles R. Drew University of Medicine and Science (hereafter sometimes referred to as the “University”) is 1731 E. 120th Street, Los Angeles, California 90059. The Board of Trustees of the University (the Board of Directors of the University shall be referred to as the “Board of Trustees” or the “Board”) may, at its discretion, change the principal office from one location to another, and this section shall be amended accordingly.

1.2 Other Offices.

Branch or subordinate offices may at any time be established by the Board of Trustees at any place or places where the University is qualified to do business.

ARTICLE II
Purposes

The University is a nonprofit public benefit corporation pursuant to Section 501(c)(3) of the Internal Revenue Code. The University and all of its business and other activities shall be operated and conducted in the promotion of its charitable objects and purposes as specified in its Articles of Incorporation and, in the conduct of its affairs, the management of the University shall at all times be mindful of these charitable objects and purposes and of the unique history and dedication of the University in supporting non-discrimination and equal opportunity and in eliminating health disparities and improving the health status of underserved communities.

ARTICLE III
Membership

The University shall not have any voting or nonvoting members. Any action which would otherwise require approval by a majority of all members or approval by the members shall require only approval of the Board of Trustees. All rights which would otherwise vest to the members under the provisions of the California Nonprofit Corporation Law relating to nonprofit public benefit corporations shall vest in the Trustees.
ARTICLE IV  
Board of Trustees

4.1 Powers.

Subject to the limitations imposed by law or contained in the Articles of Incorporation or these Bylaws, the business and affairs of the University shall be conducted and all corporate powers shall be exercised by or under the direction of the Board. Without limiting the generality of the foregoing, the Board of Trustees shall have the following specific powers:

(a) To determine the University’s goals and objectives and assure that plans and programs are designed to meet them;

(b) To formulate general policies for the attainment of the purposes of the University;

(c) To adopt and control operating budgets and financial plans of the University and assure the conduct of its financial affairs on a responsible basis in accordance with established policies;

(d) To preserve, develop and enhance the financial resources and property of the University;

(e) To appoint and support the President of the University and regularly review his or her performance;

(f) Upon recommendation of the President, to appoint officers of the University and to prescribe powers and duties for them;

(g) To review for approval the establishment of degree and certificate programs brought to the Board’s attention by the President following consultation with Faculty and University governance bodies;

(h) Upon recommendation of the President, to set tuition, fees, and institutionally funded financial aid policies, and to determine the awarding of all earned and honorary degrees recommended by the President and the Faculty;

(i) To authorize and empower officers or agents of the University to enter into contracts and other commitments on behalf of the University;

(j) To appoint and delegate responsibilities and authority to committees, officers, and agents; and

(k) To review and evaluate on a regular basis the various aspects and programs of the University.
4.2 **Number of Trustees.**

The authorized number of Trustees shall be neither less than eleven (11) nor more than twenty-one (21) unless and until changed by amendment of these Bylaws. The exact number of Trustees shall be fixed from time to time within the limits specified herein by resolution duly adopted by the Board. Among the Trustees, there shall be three (3) ex-officio full voting members of the Board of Trustees as follows: (1) the President of the University, (2) one faculty member who shall be elected by the Board for a two year term from among three names submitted by the Academic Senate of current faculty members (“Faculty Representative”), and (3) one currently enrolled member in good standing of the student body who shall be elected by the Board for a one year term from among three student names submitted by Charles R. Drew Student Government (“Student Representative”).

4.3 **Trustees Emeriti.**

In addition to the Trustees described in Section 4.2 above of this Article IV, the Board may designate individuals as “Trustees Emeriti” at any regular or special meeting of the Board. Any such Trustee Emeritus shall be a non-voting member of the Board. Such designation is made by resolution duly adopted by the Board. The recommended person shall have served at least two (2) full terms on the Board as a Trustee, have provided distinguished service to the Board, including, by the former Trustee’s active participation and engagement when serving as a full member of the Board, consistent philanthropic support, and have demonstrated a sustained and substantial interest in the mission of the University. Trustees Emeriti shall provide advice and counsel to the Board and shall meet with the Board at such times and places as may be specified by the Chair of the Board, however, they shall not have the privilege, as a matter of right, to attend meetings of the Board, to vote at any such meetings, or to be counted for a quorum or for any other purpose under these Bylaws.

4.4 **Nomination, Selection and Term of Office.**

Except with respect to the President, the Board of Trustees shall elect the Trustees as set forth herein and in Sections 4.2 and 4.3 above. Each Trustee, with the exception of the ex-officio members, shall be elected for a scheduled term of three (3) years. Any non-ex-officio Trustee may serve up to three full consecutive terms in office. For a period of three years after the expiration of his/her third consecutive term, unless designated as a Trustee Emeritus pursuant to Section 4.3 above, the non-ex-officio Trustees shall be ineligible for election to the Board. For purposes of this Section 4.4, any Trustee elected to serve an unexpired term created by a vacancy on the Board who serves in excess of twenty-four (24) months of such unexpired term shall be deemed to have served the entire three (3) year term. One-third of the total number of non-ex-officio Trustees shall be elected in each year, so as to provide staggered terms.

4.5 **Vacancies.**

(a) Subject to the provisions of Section 5226 of the California Nonprofit Public Benefit Corporation Law, any Trustee may resign effective upon giving written notice to the Chair of the Board or the Secretary, unless the notice specifies a later time for the effectiveness of such
resignation. If the resignation is effective at a future time, a successor may be elected pursuant to Section 4.4 of these Bylaws when the resignation becomes effective.

(b) Vacancies on the Board shall be filled through election by a vote of a majority of the Board of Trustees, pursuant to Section 4.4 of these Bylaws.

(c) A vacancy on the Board shall be deemed to exist in case of the death, resignation or removal of any Trustee or an increase in the authorized number of Trustees.

4.6 Removal of Trustee Without Cause.

Any or all Trustees may be removed without cause by a vote of a majority of the Board of Trustees.

4.7 Place of Meeting.

Annual or other required meetings of the Board may be held at a place within or without the State of California that has been designated by resolution of the Board. In the absence of such designation, regular meetings shall be held at the principal office of the University.

4.8 Annual Meetings.

The Board shall hold an annual meeting for the purposes of organization, selection of officers and the transaction of other business. Annual meetings of the Board shall be held on such dates and at such times as may be fixed by the Board.

4.9 Other Regular Meetings.

Other regular meetings of the Board shall be held as may be specified and noticed by the Board of Trustees or the Chair of the Board.

4.10 Special Meetings.

Special meetings of the Board for any purpose or purposes may be called at any time by the Chair of the Board or by any three Trustees. The party calling such special meeting shall determine the place, date and time thereof.

4.11 Notice.

A notice need not specify the purpose of any regular or special meeting of the Board.

Meetings of the Board shall be held upon four (4) days’ notice by first class mail or forty-eight (48) hours’ notice delivered personally or by telephone, including a voice messaging system or other system or technology designed to record and communicate messages, telegraph, facsimile, electronic mail, or other electronic means.
Any such notice shall be addressed or delivered to each Trustee at such Trustee’s address as it is shown upon the records of the University or as may have been given to the University by the Trustee for purposes of notice or, if such address is not shown on such records or is not readily ascertainable, at the place where the meetings of the Trustees are regularly held.

Notice by mail shall be deemed to have been given at the time a written notice is deposited in the United States mails, postage prepaid. Any other written notice shall be deemed to have been given at the time it is personally delivered to the recipient or is delivered to a common carrier for transmission, or actually transmitted by the person giving the notice by electronic means, to the recipient. Oral notice shall be deemed to have been given at the time it is communicated, in person or by telephone or wireless, to the recipient, or the recipient’s voice messaging system or other system or technology designed to record and communicate messages, or to a person at the office of the recipient who the person giving the notice has reason to believe will promptly communicate it to the receiver.

4.12 Quorum.

A majority of the number of Trustees then in office constitutes a quorum of the Board for the transaction of business, except to adjourn as provided in Section 4.15. An act or decision done or made by a majority of the Trustees present at a meeting duly held at which a quorum is present is the act of the Board, unless a greater number be required by law, the Articles, or these Bylaws. A meeting at which a quorum is initially present may continue to transact business notwithstanding the withdrawal of Trustees, if any action taken is approved by at least a majority of the required quorum for that meeting, or a greater number required by law, the Articles, or these Bylaws.

4.13 Participation in Meetings by Conference Telephone, Electronic Video Screen Communication, or Other Communications Equipment.

Members of the Board may participate in a meeting, or a committee meeting, through use of conference telephone, electronic video screen communication, or other communications equipment. Participation in a meeting through use of conference telephone pursuant to this subdivision constitutes presence in person at that meeting as long as all members participating in the meeting are able to hear one another. Participation in a meeting through use of electronic video screen communication or other communications equipment (other than conference telephone) pursuant to this subdivision constitutes presence in person at that meeting if all of the following apply:

(a) Each member participating in the meeting can communicate with all of the other members concurrently.

(b) Each member is provided the means of participating in all matters before the Board, including, without limitation, the capacity to propose, or to interpose an objection to, a specific action to be taken by the University.

5
(c) The University adopts and implements some means of verifying both of the following:

(i) A person participating in the meeting is a Trustee or other person entitled to participate in the Board meeting.

(ii) All actions of, or votes by, the Board are taken or cast only by the Trustees and not by persons who are not Trustees.

4.14 Waiver of Notice.

Notice of a meeting need not be given to a Trustee who signed a waiver of notice or a written consent to holding the meeting or an approval of the minutes thereof, whether before or after the meeting, or who attends the meeting without protesting, prior thereto or at its commencement, the lack of notice to that Trustee. These waivers, consents and approvals shall be filed with the corporate records or made a part of the minutes of the meetings. A waiver of notice need not specify the purpose of any regular or special meeting of the Board.

4.15 Adjournment.

A majority of the Trustees present, whether or not a quorum is present, may adjourn any meeting to another time and place. Notice of the time and place of holding an adjourned meeting need not be given to absent Trustees if the time and place be fixed at the meeting adjourned, except as provided in the next sentence. If the meeting is adjourned for more than twenty-four (24) hours, notice of an adjournment to another time or place shall be given prior to the time of the adjourned meeting to the Trustees who were not present at the time of the adjournment.

4.16 Action Without Meeting.

An action required or permitted to be taken by the Board may be taken without a meeting, if all members of the Board shall individually or collectively consent in writing to that action. The written consent or consents shall be filed with the minutes of the proceedings of the Board. The action by written consent shall have the same force and effect as the unanimous vote of the Trustees. For the purposes of this Section 4.16 only, “all members of the Board” shall not include any “interested Trustee” as defined in Section 5233 of the Nonprofit Public Benefit Corporation Law.

4.17 Rights of Inspection.

Every Trustee shall have the absolute right at any reasonable time to inspect and copy all books, records and documents of every kind and to inspect the physical properties of the University.
4.18 Fees and Compensation.

Trustees shall not be compensated for serving on the Board of Trustees. Trustees shall be entitled to reimbursement of expenses incurred on behalf of the University. Nothing herein shall be considered to preclude any Trustee from serving the University in any other capacity, including as an officer, agent, employee, consultant or otherwise and receiving reasonable compensation therefor. However, except with respect to the President and Faculty Representative, it shall be the policy of the University that generally, and subject to limited exceptions approved by the Board, Trustees shall not serve in compensated positions with the University. In addition, any material financial relationship between a Trustee and the University shall be required to be approved by the Board and be consistent with the University's Conflict of Interest Policy.

4.19 Non-Liability of Trustees.

No Trustee shall be personally liable for the debts, liabilities, or other obligations of this Corporation.

ARTICLE V
Officers

5.1 Officers.

The officers of the University shall be the Chair and Vice Chair of the Board of Trustees and the President, Provost/Executive Vice President for Academic Affairs, Chief Financial Officer, Secretary and one or more Vice Presidents, and such other officers with such titles and duties as shall be stated in these Bylaws or determined by the Board and as may be necessary to enable it to sign instruments and as may be elected or appointed in accordance with the provisions of Sections 5.2 and 5.3. Any number of offices may be held by the same person except that neither the Secretary nor the Chief Financial Officer may serve concurrently as the President or Chair of the Board.

5.2 Election.

The officers of the University, except such officers as may be elected or appointed in accordance with the provisions of Section 5.3, 5.10, and 5.11, shall be chosen annually by the Board. All officers shall serve at the pleasure of the Board, subject to the rights, if any, of an officer under any contract of employment. Such officers shall hold their respective offices until their resignation, removal, or other disqualification from service, or until their respective successors shall be elected or appointed.

5.3 Subordinate Officers.

The Board may elect, and may empower the President to appoint, such other officers as the business of the University may require, each of whom shall hold office for such period, have such authority, and perform such duties as are provided in these Bylaws or as the
Board may from time to time determine.

5.4 **Removal and Resignation.**

Any officer may be removed, either with or without cause, by the Board at any time or, except in the case of an officer chosen by the Board, by any officer upon whom such power of removal may be conferred by the Board. Any such removal shall be subject to the rights, if any, of an officer under any contract of employment.

Any officer may resign at any time upon written notice to the University without prejudice to the rights, if any, of the University under any contract to which the officer is a party. Any such resignation shall take effect at the date of the receipt of such notice or at any later time specified therein and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

5.5 **Vacancies.**

A vacancy in any office because of death, resignation, removal, disqualification or any other cause shall be filled in the manner prescribed in these Bylaws for regular election or appointment to such office, provided that such vacancies shall be filled as they occur and not on an annual basis.

5.6 **Chair of the Board.**

The Chair of the Board shall, if present, preside at all meetings of the Board and exercise and perform such other powers and duties as may be from time to time assigned by the Board. The Chair shall serve as Chair of the Executive Committee, if there shall be one, and be an ex-officio member of all other committees of the Board.

5.7 **Vice Chair of the Board.**

In the absence or disability of the Chair of the Board, the Vice Chair of the Board shall perform all of the duties of the Chair of the Board, and when so acting shall have all of the powers of, and be subject to all of the restrictions upon, the Chair of the Board. The Vice Chair of the Board shall be a member of the Executive Committee and shall have such other powers and perform such other duties as from time to time may be prescribed for the Vice Chair of the Board by the Board of Trustees or by the Bylaws.

5.8 **Secretary.**

The Secretary shall keep or cause to be kept, at the principal office or such other place as the Board may order, a book of minutes of all meetings of the Board and its committees, with the time and place of holding, whether regular or special, and if special, how authorized, the notice thereof given, the names of those present at Board and committee meetings, and the proceedings thereof. The Secretary shall keep, or cause to be kept, at the principal office in the State of California the original or a copy of the University’s Articles and these Bylaws, as
amended to date.

The Secretary shall give, or cause to be given, notice of all meetings of the Board and any committees thereof required by law or by these Bylaws to be given, shall keep the seal of the corporation in safe custody, and shall have such other powers and perform such other duties as may be prescribed by the Board.

5.9 President.

Subject to such powers, if any, as may be given by the Board to the Chair of the Board, the President is the general manager and Chief Executive Officer of the University and has, subject to the control of the Board, general supervision, direction and control of the business and executives of the University. The President has the general powers and duties of management usually vested in the office of president and general manager of a corporation and such other powers and duties as may be prescribed by the Board. The President shall be an ex-officio member of all committees of the Board, except the Executive and Audit Committees.

5.10 Provost/Executive Vice President for Academic Affairs.

The Provost/Executive Vice President for Academic Affairs is responsible for the overall administration and quality of academic programs and matters involving accreditation of the University, serves as a creative facilitator of the University’s academic mission, and promotes academic excellence campus-wide. He or she promotes the University's mission and its overall goals of providing exceptional undergraduate, graduate, and professional educational experiences; is responsible for insuring that the University obtains and maintains all necessary accreditations; develops and recruits outstanding faculty; engages in strategic planning for long-term institutional success; enhances the academic and cultural experience at the University; and promotes faculty-driven scholarly and creative endeavors.

The Provost/Executive Vice President for Academic Affairs engages extensively with the Academic Senate, its leadership, and its various sub-committees to ensure inclusion of the University’s faculty constituencies and groups in the shared governance process. He or she works collaboratively and effectively with faculty, staff, students and administrators in a consultative, decision-making process focused upon shared governance, including accreditation matters. The Provost/Executive Vice President for Academic Affairs shall be appointed by, and may be removed by, the President, who shall provide notice to the Board as soon as reasonably possible after any such appointment or removal is effected.

5.11 Chief Financial Officer.

The Chief Financial Officer shall maintain or cause to be maintained adequate and correct accounts of the properties and business transactions of the University, including accounts of its assets, liabilities, receipts, disbursements, gains and losses. All monies and other valuables shall be deposited in the name and to the credit of the University with such depositories as may from time to time be designated by the Board. The funds of the University shall be disbursed upon the check or drafts of the University signed in accordance with the order of the Board.
When requested by the Chair, the Chair of the Finance Committee, or the Board, the Chief Financial Officer shall render an account of the financial condition of the University and shall perform all other duties required of him or her by the Chair, Board, and committees pertaining to his or her office or incident to the position of Chief Financial Officer. He or she shall have such other powers and perform such other duties as may be prescribed by the Board from time to time. The Chief Financial Officer shall be appointed by, and may be removed by, the President, who shall provide notice to the Board as soon as reasonably possible after any such appointment or removal is effected.

5.12 **Vice Presidents.**

The Vice Presidents shall serve for such terms and have such authority and responsibilities as the President shall determine in consultation with the Board of Trustees. In the event of the absence of the President, the Provost/Executive Vice President for Academic Affairs or other designee(s) of the President shall be responsible for the administrative and academic matters.

The Vice Presidents shall have such other powers and perform such other duties as from time to time may be prescribed for them respectively by the Board. The Vice Presidents shall be appointed by, and may be removed by, the President, who shall provide notice to the Board as soon as reasonably possible after any such appointment or removal is effected.

**ARTICLE VI**

**Committees; Board of Counsellors; and Distinguished Advisors**

6.1 **Appointment of Committees.**

The Board of Trustees, in its sole discretion, may establish an Executive Committee and such other committees as the Board from time to time deems necessary or appropriate to conduct the business and further the objectives of the University. The Chair of the Board shall appoint the Chairs and members of all such committees, except the Executive Committee, which shall be organized as set forth in Section 6.4 herein. The Executive Committee and any other committee having the authority of the Board of Trustees shall consist of two (2) or more Trustees and only of Trustees.

6.2 **Conduct of Committee.**

The Board of Trustees shall have the power to prescribe the manner in which proceedings of any committee shall be conducted. In the absence of any such prescription, such committee shall have the power to prescribe the manner in which its proceedings shall be conducted. Unless the Board, such committee, or these Bylaws shall otherwise provide, the regular and special meetings and other actions of any such committee shall be governed by the provisions of these Bylaws applicable to meetings and actions of the Board of Trustees. Minutes shall be kept of each meeting of each committee.
6.3 Powers and Authority of Committees.

The Board of Trustees may delegate to the Executive Committee or any other committee having the authority of the Board of Trustees, any of the powers and authority of the Board of Trustees in the management of the business and affairs of the University, except as to those matters proscribed by applicable provisions of the California Corporations Code, including the following:

(a) The taking or approval of any action for which approval by a majority of the Trustees is required;

(b) The filling of vacancies on the Board of Trustees or on any committee which has the authority of the Board of Trustees;

(c) The fixing of compensation of the Trustees for serving on the Board or on any committee. It is not contemplated that any Trustee will receive compensation for carrying out such duties, although Trustees may receive reimbursement for reasonable expenses incurred on behalf of the University.

(d) The amendment or repeal of these Bylaws or the adoption of new Bylaws;

(e) The amendment or repeal of any resolution of the Board which by its express terms is not so amendable or repealable;

(f) The appointment of committees of the Board of Trustees or the members thereof;

(g) The expenditure of University funds to support a nominee for Trustee after there are more people nominated for Trustee than can be elected; and

(h) The approval of any self-dealing transaction except as permitted by law.

6.4 Standing/Ad Hoc Committees.

There shall be the following standing committees of the Board: An Executive Committee, a Governance and Nominating Committee, an Audit Committee, a Finance Committee, an Advancement and Development Committee, an Academic Affairs Committee, and such other standing committees as the Board shall authorize from time to time. The Board may also establish in its sole discretion such ad hoc committees as it deems necessary or appropriate. For each standing or ad hoc committee, the Board shall, by resolution, adopt a committee charter setting forth the purposes, responsibilities and authority of the committee.

The Executive Committee, unless limited by these Bylaws or by resolution of the Board, shall have and may exercise all of the authority of the Board in the management of the business and affairs of the University between meetings of the Board; provided, however, that the Executive Committee shall not have the authority of the Board in reference to those matters
enumerated in Section 6.3 (a) – (h) herein. The Chair of the Board shall serve as Chair of the Executive Committee and the Executive Committee shall be comprised of at least three (3) members of the Board, including the Board Chair, the Board Vice Chair, and the Chair of the Academic Affairs Committee. The Board may, by resolution, establish a greater number of members of the Executive Committee and elect those additional members to the Executive Committee. A majority of the number of Trustees comprising the Executive Committee shall constitute a quorum of the Executive Committee for the transaction of business. The Executive Committee shall be responsible for the periodic evaluation of the President and for recommending, for the review and approval of the Board, the compensation, including benefits, of the President, the Executive Vice President for Academic Affairs, and the Chief Financial Officer of the University. The Executive Committee shall advise the Board of any actions taken by it at the next Board meeting.

The Academic Affairs Committee, unless limited by these Bylaws or by resolution of the Board, shall have the following powers and duties: (1) to review recommendations pertaining to major changes in academic programs and appointment and promotion of faculty brought to the Board by the President upon recommendations by the Faculty; (2) to consider matter related to student and campus community life; (3) to consider recommendations for the bestowal of honorary degrees and advise on individuals of distinction and extraordinary accomplishment who merit this recognition; (4) to periodically examine the resources of scholarly recruitment; (5) to monitor, in conjunction with the University’s EVPAA/Provost, yearly outcomes of students, such as enrollees, graduates, those who failed to complete, in the academic programs offered by CDU; and (6) to perform such other and further acts as may be authorized by these Bylaws or by resolution of the Board or of the Executive Committee. A majority of the number of Trustees comprising the Academic Affairs Committee shall constitute a quorum of the Academic Affairs Committee for the transaction of business.

The Development Committee, unless limited by these Bylaws or by resolution of the Board, shall have the following powers and duties: (1) to review and recommend for Board approval all major fund raising activities to be undertaken on behalf of the University; (2) to review and recommend for Board approval requirements for Trustees in the area of philanthropy, both of the “give” (personal philanthropy) and “get” (personal fund raising from other donors) variety; and (3) to perform such other and further acts as may be authorized by these Bylaws or by resolution of the Board or of the Executive Committee. A majority of the number of Trustees comprising the Development Committee shall constitute a quorum of the Development Committee for the transaction of business.

The Finance Committee, unless limited by these Bylaws or by resolution of the Board, shall have the following powers and duties:

(A) Budgets - (1) to assist in the development of an annual operating budget; (2) to assist in the development of an annual capital expenditures budget; (3) to assist in the development of multi-year operating and capital expenditure budgets; (4) to review and recommend to the Board for approval CDU budgets; (5) to review and recommend to the Board for approval, annually, authorized signers and dollar thresholds; (6) to monitor and report to the
Board actual results and variances; and (7) to assist management with corrective actions, as appropriate.

(B) Financial Reporting – (1) to review management performance and financial reports; (2) to review and recommend to the Board for approval CDU financial goals; and (3) to present financial reports to the Board.

(C) Debt and Financing – (1) to review CDU’s short-term and long-term indebtedness; (2) to review CDU’s cash flows, use and application of funds; (3) to review and make recommendations on proposed debt financings; (4) to review and approve all collateral and other debt obligations; and (5) to review CDU credit rating.

(D) Risk Management and Insurance – (1) to review and recommend to the Board for approval risk policies and procedures; (2) to review and recommend to the Board for approval risk policies and procedures; (2) to review and recommend to the Board for approval CDU’s insurance portfolio; and (3) to review and report to the Board all CDU significant risks and exposures.

(E) Investments and Banking – (1) to review and recommend to the Board for approval all financial institutions receiving and managing CDU assets; (2) to review and recommend to the Board for approval CDU cash management and investment policies; (3) to review and recommend to the Board for approval investment policies relating to employee benefit and retirement plans; and (4) to review and recommend to the Board for approval, endowment spending rates and policies.

(F) Other – (1) to perform such other and further acts as may be authorized by these Bylaws or by resolution of the Board or of the Executive Committee; (2) to perform any other duties and responsibilities as the committee deems appropriate to fulfill its role; (3) to review major agreements. Provide feedback and directions to management as appropriate; and (4) to review and approve financial policies and procedures, as appropriate.

A majority of the number of Trustees comprising the Finance Committee shall constitute a quorum of the Finance Committee for the transaction of business.

The Governance and Nominating Committee, unless limited by these Bylaws or by resolution of the Board, shall have the following powers and duties: (1) to recommend and maintain standards of Board conduct and attendance; (2) to develop and facilitate Board member recruitment; (3) evaluate and recommend for election all nominees to the Board, with the exception of the Faculty Representative and Student Representative, who shall be nominated as set forth in Section 4.2 above; (4) to recommend a slate of officers for Board approval; (5) to ensure that Board members have adequate orientation and ongoing education; (6) to assess the performance of the Board and Board members; (7) to review the Bylaws and recommend for approval any changes to the Bylaws; and (8) to perform such other and further acts as may be
authorized by these Bylaws or by resolution of the Board or of the Executive Committee. The Governance and Nominating Committee shall seek to include for representation on the Board of Trustees a diverse and broad range of persons who have the breadth of experience, appropriateness of skills, knowledge of the local community, philanthropic capability and willingness and ability to participate effectively in leading the University. A majority of the number of Trustees comprising the Governance and Nominating Committee shall constitute a quorum of the Governance and Nominating Committee for the transaction of business.

6.5 Board of Councilors.

The Board or the Executive Committee may from time to time appoint a Board of Councilors, which may consist of Trustees or persons who are not Trustees and which shall be intended to represent leading healthcare organizations and/or entities in the Los Angeles area. The Board of Councilors is intended to provide advice and assistance to the Board of Trustees, but such Board of Councilors shall not be deemed a committee of the Board and shall not exercise any powers of the Board. Notice of, and procedures for, meetings of the Board of Councilors shall be as prescribed by the Chair of the Board of Councilors, and meetings of the Board of Councilors may be called by the Chair of the Board, the Board or the Chair of the Board of Councilors. Members of the Board of Councilors shall serve without compensation, except that such members may receive reimbursement for their reasonable expenses as may be fixed or determined by resolution of the Board of Trustees. All members of the Board of Councilors shall serve at the pleasure of the Board of Trustees.

6.6 Distinguished Advisors.

The Board or the Executive Committee may from time to time designate former Board members who have distinguished themselves by their work on the Board as Distinguished Advisors. Distinguished Advisors may be invited to assist the University through special assignments that are helpful to the University, but such Distinguished Advisors shall not be deemed a committee of the Board; shall not be members of the Board of Trustees; and shall not exercise any powers of the Board or have any of the rights or powers of Trustees. All Distinguished Advisors serve at the pleasure of the Board of Trustees and their designation as Distinguished Advisors may be removed without cause by the Board of Trustees or the Executive Committee.

ARTICLE VII
Miscellaneous

7.1 Fiscal Year.

The fiscal year of the University shall be from July 1 – June 30.

7.2 Representation of Shares of Other Corporations.

If the University, at any time, owns voting shares in any other corporation, then the Board of Trustees shall appoint an officer, agent, or proxy to vote such shares. In the absence
of any such appointment, the President shall vote such shares or appoint a proxy to vote such shares.

7.3 Checks, Drafts, Etc.

All checks, drafts or other orders for payment of money, notes, or other evidences of indebtedness issued in the name of, or payable to, the University and any and all securities owned by or held by the University requiring signature for transfer shall be signed or endorsed by such person or persons and in such manner as from time to time shall be designated by the Board of Trustees or the Executive Committee, if any, or by the President and the Chair of the Board; but in the absence of any such designation, the Chair of the Board and the President, and either of them acting alone, shall have full authority to sign or endorse the foregoing instruments.

7.4 Endorsement or Execution of Documents and Contracts.

Subject to the provisions of applicable law, any note, mortgage, evidence of indebtedness, contract, conveyance or other instrument in writing and any assignment or endorsement thereof executed or entered into between the University and any other person, when signed by any two officers of the University, shall be valid and binding on the University in the absence of actual knowledge on the part of the other person that the signing officer(s) had no authority to execute the same. Any such instruments may be signed by any other person or persons and in such manner as from time to time shall be designated by the Board of Trustees. Unless so authorized by the Board of Trustees, no officer, agent or employee shall have any power or authority to bind the University to any contract or engagement outside the ordinary course of business of the University, or to pledge its credit.

7.5 Annual Report.

Pursuant to Section 6321 of the California Nonprofit Public Benefit Corporation Law, the Chief Financial Officer shall cause an annual report to be prepared and sent to each of the Trustees no later than 120 days after the close of the fiscal or calendar year. Such annual report shall be prepared in conformity with the requirements of the California Nonprofit Public Benefit Corporation Law now in effect and as it may hereafter be amended.

7.6 Corporate Loans, Guarantees, and Advances.

The University shall not make any loan of money or property to or guarantee the obligation of any Trustee or officer, except as is expressly allowed under Section 5236 of the Nonprofit Public Benefit Corporation Law.

7.7 Gender.

References herein to persons by gender are for convenience purposes only.

7.8 California Law.
These Bylaws shall be interpreted, construed and administered in accordance with the laws of the State of California.

ARTICLE VIII
Indemnification

8.1 Right to Indemnification of Officers and Trustees.

Each person who was or is made a party or is threatened to be made a party to or is otherwise involved in any threatened, pending or completed action or proceeding (each a “proceeding”), by reason of the fact that he or she is or was a Trustee or officer of the University or is or was serving at the request of the University as a member, director, trustee, or officer of another corporation or of a partnership, joint venture, trust or other enterprise (hereinafter an “indemnitee”), shall be indemnified and held harmless by the University to the fullest extent permissible under California law. The amount of such indemnity shall be as much as the Board determines and finds to be reasonable, or, if required by California law, the amount of such indemnity as the court, if application is made to it, determines and finds to be reasonable.

8.2 Right to Advancement of Expenses.

In addition to the right to indemnification conferred in Section 8.1, and to the fullest extent permitted by law, an indemnitee shall also have the right to be paid by the University the expenses (including attorney’s fees and expenses) incurred in defending any claim, action, suit or proceeding (with respect to which a right to indemnification is conferred by this Article VIII) in advance of its final disposition (hereinafter an “advancement of expenses”); provided, however, that, if the California Nonprofit Public Benefit Corporation Law or a determination by the Board of Trustees (in its sole discretion) requires, the payment of such expenses incurred by any such indemnitee in advance of the final disposition of a proceeding shall be made only upon delivery to the University of an undertaking, by or on behalf of such indemnitee, to repay all amounts so advanced unless it shall be determined ultimately that the indemnitee is entitled to indemnification as authorized herein.

8.3 Non-Exclusivity of Rights.

The rights to indemnification and to the advancement of expenses conferred in this Article VIII shall not be exclusive of any other right which any person or entity may have or hereafter acquire under any statute, the University’s Articles of Incorporation, these Bylaws, agreement, vote of disinterested Trustees or otherwise.

8.4 Insurance.

The University shall be required to and shall purchase and maintain insurance in the amount of no less than five million dollars ($5,000,000), at its expense, to protect itself and any Trustee, officer, employee or agent of the University or another corporation, partnership, joint venture, trust, enterprise or entity against any expense, liability, damage, claim or loss, whether or not the University would have the power to indemnify such person against such expense, liability,
damage, claim or loss under the California Nonprofit Public Benefit Corporation Law; provided, however, that the University shall have no power to purchase and maintain such insurance to indemnify any such person for a violation of Section 5233 of the California Nonprofit Public Benefit Corporation Law.

8.5  Indemnification of Employees and Agents of the University.

Nothing herein contained shall limit the right of the University, in the specific case and as provided under California law, to indemnify and/or advance expenses to any employees or agents of the University who are made parties, or threatened to made parties to any proceeding by reason of the fact that such person is or was an employee or agent of the University.

8.6  Nature of Rights.

The rights conferred upon indemnitees in this Article VIII shall be contract rights and such rights shall continue as to an indemnitee who has ceased to be a Trustee, officer, or agent and shall inure to the benefit of the indemnitee’s heirs, executors, successors in interest and administrators. Any amendment, alteration or repeal of this Article VIII that adversely affects any right of an indemnitee or its successors shall be prospective only and shall not limit or eliminate any such right with respect to any proceeding involving any occurrence or alleged occurrence of any action or omission to act that took place prior to such amendment, alteration or repeal.

8.7  Certain Limitations on Indemnification.

In no case may the University indemnify or reimburse any person for any taxes on such individual under Section 4958 of the Internal Revenue Code, or under the comparable or corresponding provisions of any future U.S. internal revenue laws.

8.8  Indemnification from Other Sources.

The University’s obligation, if any, to indemnify any indemnitee must be reduced by any amount such indemnitee collects as indemnification from any other source.

8.9  Fiduciaries of University Employee Benefit Plan.

This Article VIII does not apply to any proceeding against any trustee, member, investment manager or other fiduciary of an employee benefit plan in that person’s capacity as such, even though that person may also be an agent of the University. Nothing contained in this Article VIII shall limit any right to indemnification to which such a trustee, investment manager or other fiduciary may be entitled by contract or otherwise, which shall be enforceable to the extent permitted by applicable law.

8.10  Savings Clause.

If this Article VIII or any portion of it is invalidated on any ground by a court of
competent jurisdiction, the University shall nevertheless indemnify each indemnitee of the University to the fullest extent permitted by all portions of this Article VIII that have not been invalidated and to the fullest extent permitted by law.

**ARTICLE IX**

**Effective Date and Amendments**

9.1 **Effective Date.**

These Bylaws shall become effective immediately upon their adoption. Amendments to, or restatements of, these Bylaws or of the Articles of Incorporation shall become effective immediately upon their adoption or on the effective date specified therein. A copy of any proposed amendment to, or restatement of, the Articles of Incorporation or the Bylaws shall be delivered to each Trustee at least ten (10) days prior to the date of the meeting at which the vote to adopt them is taken. Any amendment to, or restatement of, the Articles of Incorporation or the Bylaws requires a favorable vote of two-thirds (2/3) of those Board members present at a meeting at which a quorum is present.

**CERTIFICATE OF SECRETARY**

*Marvin O'Quinn, MPH,* hereby certifies that:

1. I am the Chair of Charles R. Drew University of Medicine and Science Board of Trustees.

2. The foregoing Bylaws constitute the Bylaws of Charles R. Drew University of Medicine and Science.

Dated: **February 24, 2016**

Signed: **Marvin O'Quinn, MPH**
<table>
<thead>
<tr>
<th>Board of Trustees (Alpha Order)</th>
<th>Executive Assistant</th>
<th>Additional Information</th>
</tr>
</thead>
</table>
| **Marvin O’Quinn, MPH - Chair**  
Senior EVP/Chief Operating Officer  
Dignity Health  
185 Berry Street, Suite 300  
San Francisco, CA 94107  
415-438-5556 ofc  
marvin.oquinn@dignityhealth.org  
Member since 9/10/2010 | Jackie Parham  
415-438-5546 ofc  
jackie.parham@dignityhealth.org | **Jackie Brown**  
Chief of Staff/Secretary to the Board  
323-563-5963 ofc  
jackiebrown@cdrewu.edu  
**President’s Office**  
Charles R. Drew University  
323-563-4987 ofc |
| **Arthur J. Ochoa, JD – Vice Chair**  
Senior Vice President for Community Relations  
Chief Development Officer  
Cedars-Sinai Medical Center  
8700 Beverly Boulevard  
Los Angeles, CA 90048  
310-423-7460 ofc  
ochoaa@cschs.org  
Member since 11/13/2012 | Ann McBride  
310-423-2012 ofc  
mcbride@cschs.org  
Lilly Oberlander  
310-423-2821 ofc  
oberlandl@cschs.org | **Denise Acelar**  
310-825-8234 ofc  
dacelar@mednet.ucla.edu |
| **Patrick T. Dowling, MD, MPH**  
Executive Committee Member and Chair  
Associate Director Professor  
UCLA, Department of Family Medicine  
UCLA, David Geffen School of Medicine  
Kaiser Endowed Chair of Community Medicine  
10833 Le Conte Ave, 50-078 CHS  
Los Angeles, CA 90095  
310-825-8234 ofc  
pdowling@mednet.ucla.edu  
Member since July 2003 | | |
| **David Carlisle, MD, PhD (Ex-Officio)**  
President and CEO  
Charles R. Drew University of Medicine and Science  
1731 East 120th Street  
Los Angeles, CA 90059  
(323) 563-4987 ofc  
davidcarlisle@cdrewu.edu | | |
| **Howard A. Kahn, MA**  
Chief Executive Officer (Retired)  
LA Care Health Plan  
2061 Edgewood Drive  
South Pasadena, CA 91030  
(213) 247-6614 cell  
howardakahn@outlook.com  
Member since 12/5/2011 | | |
| **Vidya Kaushik, MD – Faculty Trustee**  
Chairman  
Academic Senate Budget and Finance Committee  
Charles R. Drew University of Medicine and Science  
29105 Covelcrest Drive  
Rancho Palos Verdes, CA 90275  
310-977-6624 cell  
vidyakaushik@cdrewu.edu  
Member since 01/10/2011 | | |
| **Andrew Leeka, MBA, MPH**  
President and CEO  
Good Samaritan Hospital  
1225 Wilshire Blvd  
Los Angeles, CA 90017  
213-482-2779 ofc  
aleeka@goodsam.org  
Member since October 2007  
Resigned 9/10/2010 | Laura York  
213-482-2779 ofc  
lyork@goodsam.org | **Laura York**  
213-482-2779 ofc  
lyork@goodsam.org |
### Board of Trustees (Alpha Order)

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>B. Kathryn Mead, MBA</td>
<td>President and CEO</td>
<td>San Diego Foundation 826 W Via Rancho Pkwy Escondido, CA 92029 213-265-5626 ofc 619-814-1322 ofc <a href="mailto:kathynmead@gmail.com">kathynmead@gmail.com</a></td>
</tr>
<tr>
<td>Carmen A. Puliafito, MD, MBA</td>
<td>Member since 4/9/2014</td>
<td>Dean, Keck School of Medicine of the University of Southern California 1975 Zonal Avenue KAM 500 Los Angeles, CA 90089 323-442-1900 ofc 323-442-2724 fax <a href="mailto:cpuliafito@usc.edu">cpuliafito@usc.edu</a></td>
</tr>
<tr>
<td>Amy Richards</td>
<td>Member since 8/2/2016</td>
<td>Student Trustee of the Charles R. Drew University of Medicine and Science 13080 Pacific Promenade #316 Playa Vista, CA 90094-2114 512-669-6330 cell AMR <a href="mailto:Richards@mednet.ucla.edu">Richards@mednet.ucla.edu</a></td>
</tr>
<tr>
<td>James Rosser, PhD</td>
<td>Member since 1/10/2015</td>
<td>President Emeritus of California State University, Los Angeles 1409 Montezuma Way West Covina, CA 91791 323-394-3128 ofc <a href="mailto:rosserjames04@gmail.com">rosserjames04@gmail.com</a></td>
</tr>
<tr>
<td>Clarence L. Shields, Jr., MD</td>
<td>Member since 4/9/2014</td>
<td>Partner Kerian-Jobe 6801 Park Terrace, Suite 500 Los Angeles, CA 90045 310-665-7208 ofc <a href="mailto:clarence.shields@kerianjobe.com">clarence.shields@kerianjobe.com</a></td>
</tr>
<tr>
<td>John M. Yamamoto, Esq.</td>
<td>Member since 8/6/2012</td>
<td>Vice President of Southern California Regional Counsel Kaiser Foundation Health Plan, Inc. and Kaiser Foundation Hospitals Walnut Center 393 E. Walnut Street, Pasadena CA 91188 626-405-5541 ofc <a href="mailto:john.m.yamamoto@kp.org">john.m.yamamoto@kp.org</a></td>
</tr>
<tr>
<td>Cornelia Hopper, MD</td>
<td>Member since 9/10/2010</td>
<td>Vice President for Health Affairs, Emeritus University of California System 14201 Skyline Boulevard Oakland, CA 94619 510-635-9008 ofc 510-301-7670 cell <a href="mailto:clhopp@aol.com">clhopp@aol.com</a></td>
</tr>
<tr>
<td>Robert Tranquada, MD</td>
<td></td>
<td><a href="mailto:tranquad@usc.edu">tranquad@usc.edu</a></td>
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### Executive Assistant

<table>
<thead>
<tr>
<th>Name</th>
<th>Contact Information</th>
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<tbody>
<tr>
<td>Carmen Sahagun</td>
<td>323-442-1519 ofc 323-442-2724 fax <a href="mailto:sahagun@usc.edu">sahagun@usc.edu</a></td>
</tr>
<tr>
<td>Marilyn Weick</td>
<td>310-665-7208 ofc <a href="mailto:marilyn.weick@kerianjobe.com">marilyn.weick@kerianjobe.com</a></td>
</tr>
<tr>
<td>Malissa T. Henkels</td>
<td>Legal Administrative Assistant of Kaiser Foundation Hospitals &amp; Health Plan</td>
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<tr>
<td></td>
<td>Legal Department</td>
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<td>Kaiser Foundation Hospitals</td>
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<tr>
<td></td>
<td>393 E. Walnut St., 2nd Fl. Pasadena, CA 91188</td>
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<tr>
<td></td>
<td>Work: (626) 405-5482</td>
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<tr>
<td></td>
<td><a href="mailto:Malissa.T.Henkels@kp.org">Malissa.T.Henkels@kp.org</a></td>
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### Trustees Emeriti

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<th>Name</th>
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Revised 8/12/16
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<tr>
<th>Board of Councilors</th>
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<tr>
<td><strong>Mark Ridley-Thomas, PhD</strong></td>
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<tr>
<td>Board Chair</td>
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<tr>
<td>Supervisor, Los Angeles County</td>
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<tr>
<td>Second District</td>
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<tr>
<td><a href="mailto:SecondDistrict@bos.lacounty.gov">SecondDistrict@bos.lacounty.gov</a></td>
<td>Cindy Wan</td>
<td><a href="mailto:cindywan@bos.lacounty.gov">cindywan@bos.lacounty.gov</a></td>
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<tr>
<td><strong>Gene Block, PhD</strong></td>
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<tr>
<td>Chancellor</td>
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<tr>
<td>UCLA, Office of the Chancellor</td>
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<tr>
<td><a href="mailto:chancellor@conet.ucla.edu">chancellor@conet.ucla.edu</a></td>
<td>Dawn Scherer</td>
<td><a href="mailto:dscherer@conet.ucla.edu">dscherer@conet.ucla.edu</a></td>
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<td></td>
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<td><a href="mailto:rtorres@conet.ucla.edu">Rena Torres</a></td>
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<tr>
<td><strong>Benjamin K. Chu, MD, MPH, MACP</strong></td>
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<tr>
<td>President</td>
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<td>Kaiser Permanente Southern California</td>
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<tr>
<td><a href="mailto:benjamin.k.chu@kp.org">benjamin.k.chu@kp.org</a></td>
<td>Susan Pingarron</td>
<td><a href="mailto:Susan.J.Pingarron@kp.org">Susan.J.Pingarron@kp.org</a></td>
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<tr>
<td><strong>Lloyd Dean, EdD, President and CEO</strong></td>
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<tr>
<td>President and CEO</td>
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<td>Dignity Health</td>
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<tr>
<td><a href="mailto:Lloyd.dean@chw.edu">Lloyd.dean@chw.edu</a></td>
<td>Shelley Feniquito</td>
<td><a href="mailto:shelley.feniquito@chw.edu">shelley.feniquito@chw.edu</a></td>
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<tr>
<td><strong>C.L. Max Nikias, PhD</strong></td>
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<tr>
<td>President</td>
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<td>University of Southern California</td>
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<tr>
<td><a href="mailto:president@usc.edu">president@usc.edu</a></td>
<td>Joanne Ramirez</td>
<td><a href="mailto:uscpresident@usc.edu">uscpresident@usc.edu</a></td>
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<tr>
<td><strong>Thomas Priselac, MPH</strong></td>
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<td>Cedars-Sinai Medical Center</td>
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<tr>
<td><a href="mailto:priselac@cshs.org">priselac@cshs.org</a></td>
<td>Bernadette Samuel</td>
<td><a href="mailto:samuel@cshs.org">samuel@cshs.org</a></td>
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</table>

8/12/16
## Charles R. Drew University of Medicine and Science
### Senior Leadership Group Contact List

<table>
<thead>
<tr>
<th>CDU Senior Leadership</th>
<th>Executive Assistant/Assistant</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. David M. Carlisle</td>
<td>Joanne Lu</td>
<td>President’s Office</td>
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<tr>
<td>President and CEO</td>
<td></td>
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</tr>
<tr>
<td>323-563-4987</td>
<td>323-563-4903</td>
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<tr>
<td><a href="mailto:davidcarlisle@cdrewu.edu">davidcarlisle@cdrewu.edu</a></td>
<td><a href="mailto:joannelu@cdrewu.edu">joannelu@cdrewu.edu</a></td>
<td></td>
</tr>
<tr>
<td>Dr. Hector Balcazar</td>
<td>Barbara Cross</td>
<td>College of Science and Health</td>
</tr>
<tr>
<td>Dean of College of Science and Health</td>
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<tr>
<td>323-563-5851</td>
<td>323-563-5976</td>
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<tr>
<td><a href="mailto:ronaldedelstein@cdrewu.edu">ronaldedelstein@cdrewu.edu</a></td>
<td><a href="mailto:barbaracross@cdrewu.edu">barbaracross@cdrewu.edu</a></td>
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<tr>
<td>Dr. David Martins</td>
<td>Mike Scott</td>
<td>Academic Senate</td>
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<tr>
<td>President, Academic Senate</td>
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</tr>
<tr>
<td>323-357-3655</td>
<td>323-563-5978</td>
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<tr>
<td><a href="mailto:mohsenbazargan@cdrewu.edu">mohsenbazargan@cdrewu.edu</a></td>
<td>academic <a href="mailto:senate@cdrewu.edu">senate@cdrewu.edu</a></td>
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<tr>
<td>Ms. Jackie Brown</td>
<td>Joanne Lu</td>
<td>President’s Office</td>
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<tr>
<td>Chief of Staff</td>
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<tr>
<td>323-563-5963</td>
<td>323-563-4903</td>
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<tr>
<td><a href="mailto:jackiebrown@cdrewu.edu">jackiebrown@cdrewu.edu</a></td>
<td><a href="mailto:joannelu@cdrewu.edu">joannelu@cdrewu.edu</a></td>
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<tr>
<td>Ms. Sylvia Drew Ivie</td>
<td>Joanne Lu</td>
<td>President’s Office</td>
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<tr>
<td>Special Assistant to the President</td>
<td></td>
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<tr>
<td>323-563-4832</td>
<td>323-563-4903</td>
<td></td>
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<tr>
<td><a href="mailto:sylviadrewivie@cdrewu.edu">sylviadrewivie@cdrewu.edu</a></td>
<td><a href="mailto:joannelu@cdrewu.edu">joannelu@cdrewu.edu</a></td>
<td></td>
</tr>
<tr>
<td>Mr. John Geraghty, CPA</td>
<td>Jan Chalfant</td>
<td>Finance</td>
</tr>
<tr>
<td>Chief Financial Officer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>323-563-5929</td>
<td>323-563-4874</td>
<td></td>
</tr>
<tr>
<td><a href="mailto:johngeraghty@cdrewu.edu">johngeraghty@cdrewu.edu</a></td>
<td><a href="mailto:janchalfant@cdrewu.edu">janchalfant@cdrewu.edu</a></td>
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<tr>
<td>Dr. Vidya Kaushik</td>
<td>Jan Chalfant</td>
<td>Academic Senate</td>
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<tr>
<td>Chair, Academic Senate Finance Committee</td>
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<tr>
<td>310-541-5980</td>
<td>323-563-4874</td>
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<td><a href="mailto:vidyakaushik@cdrewu.edu">vidyakaushik@cdrewu.edu</a></td>
<td><a href="mailto:janchalfant@cdrewu.edu">janchalfant@cdrewu.edu</a></td>
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<td>Mr. Carl A. McLaney, MPA</td>
<td>Jan Chalfant</td>
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<td>Vice President of Finance and Chief Business Officer</td>
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<td>323-563-4854</td>
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<td>Dr. Steve O. Michael</td>
<td>Julie Harbour</td>
<td>Provost’s Office</td>
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<td>Executive Vice President for Academic Affairs and Provost</td>
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<td><a href="mailto:stevenmichael@cdrewu.edu">stevenmichael@cdrewu.edu</a></td>
<td><a href="mailto:julieharbour@cdrewu.edu">julieharbour@cdrewu.edu</a></td>
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<td><a href="mailto:williampazleiva@cdrewu.edu">williampazleiva@cdrewu.edu</a></td>
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<td>Mr. Elias Munoz</td>
<td>April Miller</td>
<td>Human Resources</td>
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<td>323-563-9318</td>
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<td><a href="mailto:eliasmunoz@cdrewu.edu">eliasmunoz@cdrewu.edu</a></td>
<td><a href="mailto:aprilmiller@cdrewu.edu">aprilmiller@cdrewu.edu</a></td>
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<tr>
<td>Dr. Jinny Oh, Ed.D.</td>
<td>Dakota Mcmahand</td>
<td>Student Affairs</td>
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<td>Dean of Student Affairs</td>
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<td><a href="mailto:jinnyoh@cdrewu.edu">jinnyoh@cdrewu.edu</a></td>
<td>Mr. John W. Patton, Jr., Esq.</td>
<td>General Counsel</td>
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Charles R. Drew University of Medicine and Science
2016 Board of Trustees Meeting Schedule

Meetings are held 8:00am – 11:30 am unless otherwise stated

Monday, February 8
Tuesday, April 12
Tuesday, June 7*
Wednesday, August 18**
Wednesday, October 12
Tuesday, December 13

*Note: this is the day after Commencement Ceremony
**Subject to change

Board Committees & Meeting Schedule

<table>
<thead>
<tr>
<th>Academic Affairs Committee</th>
<th>Thursday, January 28</th>
<th>2:00pm – 3:00pm</th>
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<tbody>
<tr>
<td>Chair: Patrick Dowling, MD, MPH</td>
<td>Wednesday, March 30</td>
<td>2:00pm – 3:00pm</td>
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<tr>
<td>David Carlisle, MD, PhD</td>
<td>Thursday, May 26</td>
<td>2:00pm – 3:00pm</td>
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<tr>
<td>Vidya S. Kaushik, MD (Faculty Trustee)</td>
<td>Thursday, July 28</td>
<td>2:00pm – 3:00pm</td>
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<tr>
<td>Marvin O’Quinn, MPH, Chair (Ex-Officio)</td>
<td>Thursday, September 29</td>
<td>2:00pm – 3:00pm</td>
</tr>
<tr>
<td>James Rosser, MD</td>
<td>Tuesday, November 29</td>
<td>2:00pm – 3:00pm</td>
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CDU Staff

Steve O. Michael, PhD
Mohsen Bazargan, PhD
Jackie Brown
Daphne Calmes, MD
Ronald Edelstein, EdD
William Shay, PhD

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<thead>
<tr>
<th>Audit and Compliance Committee</th>
<th>Meetings Scheduled as Needed</th>
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<tbody>
<tr>
<td>Chair: Howard A. Kahn, MA</td>
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<tr>
<td>David M. Carlisle, MD, PhD</td>
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<td>Gary I. Verón, JD, MPA</td>
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</table>
| Development Committee | Chair: Arthur J. Ochoa, Esq. | Friday, February 5 | 2:00pm – 3:00pm  
Thursday, April 21 | 1:00pm – 2:00pm  
Thursday, July 21 | 1:00pm – 2:00pm  
Wednesday, November 2 | 1:00pm – 2:00pm |
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<td>William Paz-Levia</td>
<td>Edna Yohannes, MA</td>
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<td>Development Committee Cont.</td>
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| Executive Committee | Chair: Marvin O’Quinn, MPH | Friday, January 29 | 8:30am – 9:30am  
Friday, March 11 | 8:00am – 9:00am  
Friday, May 6 | 8:00am – 9:00am  
Friday, July 8 | 8:00am – 9:00am  
Friday, September 9 | 8:00am – 9:00am  
Friday, November 11 | 8:00am – 9:00am |
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<td></td>
<td>Arthur Ochoa, Esq.</td>
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| Finance Committee | Chair: Andrew Leeka, MBA, MPH | Monday, January 25 | 8:30am – 9:30am  
Monday, March 28 | 8:30am – 9:30am  
Monday, May 23 | 2:00pm – 3:00pm  
Monday, July 25 | 8:30am – 9:30am  
Monday, September 26 | 8:30am – 9:30am  
Monday, November 28 | 8:30am – 9:30am |
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| Governance and Nominating Committee | Chair: John M. Yamamoto, Esq. | Tuesday, January 19 | 1:00pm – 2:30pm  
Tuesday, March 15 | 1:00pm – 2:30pm  
Tuesday, May 17 | 1:00pm – 2:30pm  
Tuesday, July 19 | 1:00pm – 2:30pm  
Tuesday, September 20 | 1:00pm – 2:30pm  
Tuesday, November 15 | 1:00pm – 2:30pm |
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Trustee Term and Expiration Dates 2016-2018

Marvin O’Quinn, MPH - Chair
Member since 9/10/2010
Reappointed: 2013
Second Term Ends: 9/10/16

Patrick T. Dowling, MD, MPH, Executive Committee Member
Member since July 2003 / Re-elected 9/10/2010
Second Term Ends: 9/10/16

Howard A. Kahn, MA
Member since 12/5/2011
Second Term Ends: 12/5/2017

Vidya Kaushik, MD
Faculty Trustee
Member since 1/10/2011
Term Ends: 12/31/2016

Andrew Leeka, MBA, MPH
Member since 10/2007
Resigned 9/10/2010 / Re-elected 9/10/2010
Second Term Ends: 9/10/2016

John Mazziotta, MD
Member since 06/02/2015
First Term Ends: 06/02/2018

B. Kathlyn Mead, MBA
Member since 4/9/2014
First Term Ends: 4/9/2017

Arthur J. Ochoa, Esq. – Vice Chair
Member since 11/13/2012
First Term Ended 11/13/2015
Reappointed: 10/7/2015
Second Term Ends: 11/13/2018

Carmen A. Puliafito, MD, MBA
Member since 9/10/2010
Second Term Ends: 9/10/16
Amy Richards
Student Trustee
Member since 10/18/2016
Term Ends: June 6/5/2017

James Rosser, PhD
Member since 1/10/2015
First Term Ends: 1/10/2018

Clarence L. Shields, Jr., MD
Member since 4/9/2014
First Term Ends: 4/9/2017

John M. Yamamoto, Esq.
Member since 8/6/2012
First Term Ended: 8/6/2015
Reappointed: 8/12/2015
Second Term Ends: 8/12/2018

Ex-Officio
David M. Carlisle, MD, PhD
Member since 7/1/2010

Trustees Emeriti

Cornelius Hopper, MD
Member since 9/10/2010
Resigned: 08/12/15
Appointed Trustee Emeritus: 08/12/15

Robert Tranquada, MD
Appointed Trustee Emeritus: 08/12/15