

Charles R. Drew University of Medicine and Science



Faculty Handbook

2024

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FACULTY HANDBOOK

A SELECTION OF STATEMENTS, POLICIES, AND PROCEDURES OF CHARLES R. DREW UNIVERSITY OF MEDICINE AND SCIENCE Revised 2024

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1. INTRODUCTION

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

This Faculty Handbook is a reference guide to the University. The Handbook focuses on affairs of the faculty, including faculty rights and responsibilities, governance, faculty appointments and promotions, contracts, workload, and employment conditions and grievances. Resource links to University Affairs, Student Affairs, and Research Affairs are included to assist faculty members.

The information contained in this Faculty Handbook is current as of March 2024, but changes on the campus are constant and should be expected. Updates will be issued to the faculty periodically as needed. An electronic copy of the [Faculty Handbook](#) is available on the CDU website.

B. DR. CHARLES RICHARD DREW: A LIFE COMMITTED TO EXCELLENCE

CDU is named in honor of an outstanding Black surgeon whose life was characterized by a strong commitment to excellence.

At Amherst College, he was a distinguished athlete and the winner of the Howard Hill Mossman Trophy. At McGill University School of Medicine, he became an Alpha Omega scholar and won the Williams Prize, which was awarded based on a competitive examination given annually to the top five students in the graduating class. At Columbia University, his doctoral thesis, "Banked Blood: A Study in Blood Preservation," was described as "one of the most distinguished essays ever submitted, in both form and content."

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

During his examination for the American Board of Surgery, the examiner asked a question about shock and colloid utilization, which Dr. Drew discussed with such command of knowledge that the examiner went door-to-door down the corridor calling other examiners to gather to hear his discourse. Later Dr. Drew became the first African American Board Examiner in Surgery.

As Professor and Chairman of Surgery at Howard University, he announced to his classes, "From now on, we're going to turn out surgeons here who will not have to apologize to anybody, anywhere." By the time of his death in 1950, he had trained over half of the African American surgeons in the United States. His life was an inspiration to thousands.

Charles R. Drew University seeks to embody the same commitment to excellence in teaching, research, and quality of patient care.

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

VISION STATEMENT

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

MISSION STATEMENT

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

VALUES

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

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

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

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

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

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

D. CDU ADVANTAGE

The CDU Advantage is a promise of educational experience that cultivates health profession leaders who engage in a never-ending quest for social justice and health equity and who, in partnership with the community, serve as agents, activists, and advocates for policy reform and catalysts for societal transformation, especially for underserved populations.

The CDU Advantage distinguishes the University from its peers and competing institutions through its focus on leadership, advocacy, and activism. At CDU, students become the best health professionals there are, but on top of that, their education prepares them to become leaders who are dedicated to transforming the world of healthcare. CDU education prepares students to become advocates for underserved populations, becoming the voice of the voiceless, and activists against social injustice and health

disparities.

Given this educational mission, CDU seeks faculty members who hold terminal or advanced degrees, have years of experience in their field, and are committed to social justice and health equity. The quintessential faculty members of CDU see themselves not only as conveyors of knowledge but as nurturers of human minds, prodding and cultivating students to dream the impossible; they see themselves not only as connectors between the current and future generations but also as instigators and shapers of the future of human wellness; they see themselves as consummate teachers, making the complex simple and the difficult attainable; they embrace the beauty and power of the diversity that shapes human learning experience; they demonstrate excellence with their relentless critiquing of the status quo; they embrace their students not just as novices but as partners in their struggles against health disparities; and they are mentors who exemplify relational pedagogy, knowing that we all learn better in positive, healthy, affirming, empowering relationships.

2. FACULTY DEFINITIONS AND CLASSIFICATIONS

For the purposes of this document, the terms "faculty" and "faculty member" include any person affiliated with the university as a Professor, Associate Professor, Assistant Professor, or Instructor, including a person holding an auxiliary appointment with a Research, Clinical, Community, Adjunct, Emeritus(a) or Visiting title, regardless of whether that person is employed by the university in a compensated capacity (see section 6. Faculty Appointments and Promotions for further clarification).

3. FACULTY RIGHTS AND RESPONSIBILITIES

A. Academic Freedom and Responsibilities

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

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

Because of the University's unique origin and mission emanating from the Watts rebellion, the faculty and students maintain a commitment to respond to the needs of underserved communities in the pursuit of equity and justice.

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

Faculty members have the freedom to discuss controversial matters in the classroom, so long as they are relevant to the subject matter of the class. Faculty members are entitled to full freedom in research and in the publication of their results; however, investigators must refrain from investigational procedures that might harm or endanger others, that involve human subjects without their informed consent, or that cause unnecessary harm to research animals. The University maintains the expected complement of review bodies governing human subjects, animal subjects, and biosafety, with which all investigators must comply. Classified research, by its very nature, is inconsistent with academic freedom.

B. Rights of Faculty

The rights of university faculty members are not fundamentally different from those of other members of society. The university, however, has a special mission, in which reasoned dissent plays a vital role. There are faculty rights that owe their origin to the nature of the educational and research processes.

1. Basic rights of university faculty members include freedoms of teaching, learning, conducting research, and publishing findings in the spirit of free inquiry. Basic rights include an atmosphere free from institutional orthodoxy and internal or external coercion, one where the expression of the widest range of viewpoints is encouraged. Free inquiry implies the right to make one's research findings public.
2. Faculty members have the right to hear, hold, and study unpopular and controversial views on intellectual and public issues; to speak or act on behalf of the institution when authorized to do so; and to hold public meetings, post notices, and to engage in lawful demonstrations within the limits of University policies on time, place, and manner.
3. Faculty members have the right to a regular, objective evaluation of their performance without regard to their political, social, or other views unless directly related to academic professional merit, ethics, or responsibilities.
4. Faculty members have the right to participate in the shared governance of the university, including but not limited to the formulation of institutional educational goals and the formation of intra- and inter-campus educational, faculty, and fiscal policies. Faculty members have the right to be heard, to be considered, and to regular participation at all appropriate levels of the decision-making process about basic policy matters of direct concern to professional performance and status and to press action on matters of concern by appropriate means.
5. Faculty members have the right to be treated fairly, courteously, and professionally by students, colleagues, department chairs, or program directors, and by all members of the University administration, and to be protected from arbitrary or capricious action on the part of any such persons.
6. Individual faculty members have the right to determine the specific content and instructional methods in the courses they are assigned provided they are linked with the course learning

objectives. The collective faculty has the right to develop curricula and, within the appropriate discipline, the right to establish general course content by such means as course titles, definitions, outlines, and catalog descriptions; to set the requirements for degree completion; and to authorize the granting of degrees within the discipline.

7. Faculty members have the right to privacy in offices and laboratories and in the keeping of professional materials such as personal papers, emails, confidential records, and effects, subject only to the law and to conditions voluntarily entered into.
8. Faculty members have the right, subject to a contractual agreement, to enjoy the benefits of their creative work. Faculty members have the right to a clear written statement in advance of the extent to which the conditions of their employment restrict the enjoyment of those private benefits of their creative work. These rights are governed by the University policy on intellectual property, copyright, patent rights, and licensing.
9. Faculty members have the right to be evaluated by faculty peers concerning their appointment, retention, and promotion based on criteria and standards developed and promulgated by the appropriate faculty units or faculty representative bodies.
10. Faculty members have the right to know the policy of the university on the indemnification of faculty members when they are acting in good faith within the scope of their employment and in the performance of their authorized or assigned duties.
11. Faculty members have the right to a clear statement of academic freedom, faculty rights and responsibilities, and the mission and goals of the university.
12. Faculty members have the right of access to all information and policies that are used for administrative decisions and are not specifically restricted by law.
13. Faculty members have the right to form and participate in organizations that, in their judgment, are most appropriate for faculty.
14. Compensated faculty members have the right to fair, equitable, and timely remuneration and attendant benefits, if any, and as commensurate with their rank, duties, performance, and professional stature.
15. Faculty members have the right, subject to contractual agreement and available resources, to institutional support in the pursuit of opportunities for faculty development.
16. Faculty members have the right to a clear, careful, and complete outline, in writing, of the conditions and stipulations of their appointment at the time of that appointment, i.e., contract, job description, and clearly defined workload.
17. Faculty members have the right to know the causes, circumstances, and procedures that could result in their separation from employment.
18. Faculty members have the right to recourse if another faculty member is negligent, irresponsible, or represents the work of others as his or her own.

19. Faculty members have the right to pursue complaints and grievances against another faculty member and any other officially recognized member of the university according to established university policy and procedure.
20. Faculty members have the right to peer-driven academic due process, which shall determine the validity of allegations against their professional behavior, the validity of claims of the abridgment of faculty rights, or the resolution of disputes not resolved by less formal means. The procedures shall be structured to facilitate a reliable determination of the truth or falsity of charges, to provide fundamental fairness to the parties, and to be an effective instrument for the maintenance of professional standards.
21. Faculty members have the right to know in advance the range of penalties for violations of professional standards of behavior and of those regulations that govern the conditions of employment.
22. Faculty members have the right to justification before any reduction of benefits or salaries. A reduction that applies to all or a large proportion of the faculty requires the declaration of a state of exigency.

C. Responsibilities of Faculty and Standards of Performance

The faculty plays a critical role in the pursuit of academic excellence at CDU. The University's [Strategic Plan](#) describes the goals and outcomes of the University's mission. In general, it assumes the ability of the institution to recruit and retain competent faculty, as well as terminate those who fail to achieve or maintain acceptable standards of performance.

D. Statement of Responsibility

Every person admitted to the faculty of CDU enters a social contract that involves a set of responsibilities to CDU, its colleges, and its departments. Recently, these responsibilities have been defined in writing at the institutional level, broadly enough to include the responsibilities to the schools and colleges of the University. Some departments have translated the institutional responsibilities for teaching, research, and service into more specific responsibilities within their disciplines. This process is ongoing.

The list of institutional responsibilities covers all three areas of teaching, research, and service, though few individuals are likely to be outstanding in all areas. The teaching responsibilities are intended to include all forms of teaching -- formal and informal, clinical, and didactic. The research responsibilities are intended to include any of the acceptable research forms, including laboratory, clinical, theoretical, social, or behavioral research.

The service responsibilities include the ultimate responsibility for patient care and institutional responsibilities such as serving on the Senate Committees and attending Faculty Assemblies. Service to professional organizations is recognized as fulfilling faculty responsibilities, as is professional service to the lay community at a local, state, national, or international level.

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

TEACHING

To attract students who are committed to the goals of the institution and actively support them;
To remain current in their fields;
To demonstrate respect for patients, students, and co-workers;
To assist students in acquiring appropriate knowledge, skills, attitudes, competence, and compassion;
To advise students in both their academic and career goals;
To participate in curriculum development for the department and college;
To upgrade teaching techniques and skills, including the use of instructional materials;
To provide continuing education to faculty, physicians, and other health professionals;
To provide education to the community in health matters;

SERVICE

To serve on University and college committees;
To assume administrative responsibilities when requested ;
To assume responsibilities of public service at a local, state, national, or international level;
To assume responsibilities in professional organizations.

RESEARCH

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

E. Academic Dishonesty and Faculty Responsibilities to Address

Academic dishonesty is defined as any act that intentionally violates the trust upon which the pursuit of knowledge is based. The sections that follow illustrate key areas in which academic dishonesty may be encountered. It is the responsibility of faculty to monitor and report any instance of academic dishonesty. Types of academic dishonesty include but are not limited to:

Examination Behavior

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

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

Fabrication

Any intentional falsification or invention of data or failure to acknowledge a scholarly citation in an

academic exercise violates academic integrity.

Plagiarism

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

Student Disciplinary Procedures

Procedures for handling alleged student violations of the academic integrity policy should begin at the level of the University's colleges. The [University Catalog](#) should be referred to for a full outline of this policy and its procedures. Accusations of academic dishonesty are adjudicated in each college's Student Grievance Committee.

F. General Responsibilities

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

G. General Duties

1. Faculty members must conduct themselves in their interactions with other faculty members, administrators, staff members, students, and other university participants in accordance with reasonable standards of professionalism. Examples of inappropriate behavior include but are not limited to requiring the performance of inappropriate personal services, assigning tasks for punishment rather than for educational or job-related reasons, intentional disruption of teaching, research, or administrative activities, and intentional neglect of necessary communications.
2. Faculty members must not discriminate against, harass, or impose prejudicial treatment upon other faculty members, staff members, students, or other university participants because of race, color, religion, national origin, gender, sexual orientation, gender identity/expression, country of citizenship, age, political beliefs, or disability status, or because of any other criterion or characteristic that is impermissible under applicable constitutional or statutory provisions. This injunction includes decisions or recommendations concerning admissions, employment, promotion, retention, grading, and other professional matters.
3. Faculty members must not intentionally violate and must otherwise comply with all current university policies and procedures, rules, and regulations, including any annual or as-needed filing requirements such as Conflict of Commitment and Conflict of Interest disclosures.
4. Faculty members must not intentionally violate and must otherwise comply with the current university and all applicable state and federal regulations on the release of proprietary or confidential data, including but not limited to the Equal Employment Opportunity Commission, Freedom of Information Act, and Health Insurance Portability and Accountability Act restrictions

and requirements.

5. Faculty members must not intentionally violate and must otherwise comply with current policies and procedures for faculty leave requests, limits, and other terms as established by the Family and Medical Leave Act, the university, and its colleges.
6. Faculty members must comply with reasonable and appropriate instructions of their chair, division chief, program director, dean, vice president, president, or other appropriate authorized university officer respecting the timely performance of their essential duties.
7. Faculty members must competently perform their responsibilities as teachers, scholars, and members of the university community. Decisions related to faculty member competence in the areas of teaching, scholarship, responsibility, service excellence, and academic citizenship will be based on regulations and guidelines outlined in, and consistent with, relevant college or departmental criteria.

H. Duties to Students

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

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

their performance will be evaluated. Evaluations must be performed promptly, conscientiously, without prejudice or favoritism, and consistently with the criteria stated at the beginning of the course. The criteria for evaluating student performance must relate to the legitimate academic purposes of the course.

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

I. Professional Obligations

1. Faculty members are responsible for ensuring that approval has been obtained from the appropriate review committees before initiating or becoming involved in research that involves human subjects, vertebrate animals, radiation or radioactive compounds, use of recombinant DNA, biohazards, toxic substances, or any other material or activity covered by the university, state, or federal regulation.
2. Faculty members are responsible for monitoring ongoing research and teaching activities under their supervision to ensure that they continue to be conducted in accordance with approved protocols. In addition, faculty members must ensure that all personnel involved in such activities under their supervision are fully trained in accordance with relevant regulations.
3. Faculty members must avoid any form of misconduct in sponsored research, non-sponsored research, or other forms of professional activity as stated in the Research Misconduct Policy. When reporting the results of their research or professional activities, faculty members must be honest in the presentation of the data and the description of the work. Misconduct is defined as fabrication or falsification of data and/or results, plagiarism, or other practices that seriously deviate from those practices that are commonly accepted within the research community for proposing, conducting, or reporting research. It does not include honest errors or honest differences in interpretations or judgments of data and/or results.
4. Faculty members must not plagiarize or permit the appearance that they are the author of work done by others.
5. When faculty members are engaged in joint research or other professional efforts with colleagues, they must exercise reasonable care to discharge their agreed obligations.
6. Faculty members whose commitments to the university include research, publication, or other professional endeavors must exercise reasonable care to discharge their agreed commitments.
7. When faculty members serve as supervisors of the professional work of other persons, they must not exploit their position for personal or pecuniary gain.

J. Other Obligations to the University

1. Faculty members must not purposely mislead the University by misrepresenting their qualifications as a faculty member or eligibility for university benefits.
2. Faculty members must not utilize their relationships with students or other university professional relationships, their status as a faculty member, or their access to university facilities and services, in a manner that involves or is part of a course of conduct constituting knowing participation in a criminally punishable violation of law and which is likely to interfere substantially with effective fulfillment of university functions or obligations.
3. Faculty members must avoid exploiting the university name or their own relation with the university for personal reasons that are unrelated to their legitimate academic or professional activities. They must not intentionally create the impression, in public appearances or statements, that they are representing the university, unless in fact, they are explicitly authorized to do so.
4. Faculty members must not misappropriate university property. They must not knowingly use

university property in violation of state or federal law. They must not use university property or facilities for pecuniary gain, or for personal advantage, if the use of such property or facilities has no legitimate relationship to their academic service. Professional activities which serve to maintain or improve a faculty member's academic skills, and which do not violate university restrictions on outside activities, have a legitimate relationship to their academic service.

5. Faculty members must not maliciously destroy university property, purposefully disrupt university programs, purposefully inflict physical injury on other persons on campus, purposefully interfere with the legitimate activities of other persons on the university campus, or maliciously incite others to do so.
6. Faculty members must comply with current university regulations outlining the amount of time that they may spend on non-university commitments, outside consulting, or other non-university employment.
7. Faculty members may be subject to discipline for violation of the Drug-Free Workplace Policy.
8. Faculty members are expected to relate and interact with staff, faculty, and students with the utmost level of professionalism, exhibiting the [CLEDIC](#) values of the university.

K. Other Outside Professional Obligations

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

outside the university, the university shall be compensated for the actual burden, including direct costs, borne by the university for such use, and such compensation shall be at a rate determined by the chair of the department or program director and the dean of the college in question, or by other officials of the university who are authorized to oversee such matters (this does not include use through collaborations or partnerships).

4. CONFLICT OF COMMITMENT AND INTEREST

A. Conflict of Commitment

Charles R. Drew University of Medicine and Science (CDU) full-time¹ faculty members have specific responsibilities and professional activities that constitute an appropriate commitment to CDU and the advancement of the education, research, and scholarship programs of and on behalf of CDU. The specific responsibilities and professional activities that constitute an appropriate commitment will differ across schools and departments, but they should be based on a general understanding between the faculty member and his or her department chair, the college dean, and the university provost.

Even with such understandings in place, however, attempts of faculty to balance CDU responsibilities with external (non-CDU) activities - such as private consulting, public service, or pro bono work – can result in conflicts regarding the allocation of time and energy. Conflicts of commitment usually involve issues of time allocation. Whenever an individual's outside professional activities exceed the generally acceptable limits for staff (eight hours out of a forty-hour workweek, calculated as eight hours per day, Monday through Friday) or for faculty (as defined by individual faculty workload policies and contracts), or whenever a full-time faculty member's primary professional commitment is not to CDU, a conflict of commitment exists. If a situation that raises questions regarding a possible conflict of commitment arises, faculty members should discuss the situation with their college dean, the provost, and the Chief Compliance Officer.

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

1. CDU regular faculty are expected to provide 100% of their CDU commitment to fulfill their teaching, research, service, and administrative duties to the university. The allocation of faculty time among teaching, research, and service (faculty profile) shall be as determined for individual faculty members by their respective department chair/dean. The allocation of staff time to perform their respective administrative duties shall be determined by their supervisors.
2. Faculty members whose professional licensures or certifications require the maintenance of practical or clinical service outside the university shall specify in their annual faculty plans the number of hours necessary to fulfill the requirement and seek the approval of the department chair/dean (provost or president in the case of executive officers) before engaging in this service.
3. CDU faculty and staff members are encouraged to volunteer for community/public service beyond their roles and responsibilities at CDU. However, such volunteer service shall not be performed in conflict with faculty and staff's primary roles and responsibilities, and the expectation of a reasonable level of productivity.

¹ For purposes of this policy, "full-time" refers to anyone with a full-time (75%-100% effort) contract.

4. Notwithstanding the foregoing, any outside activity, even if it occurs outside of the regular work week, will be viewed as a productivity conflict and conflict of commitment if the individual in question is failing to meet performance expectations consistent with his or her roles and responsibilities as specified in the work plan. Therefore, irrespective of the compensation agreement, faculty non-CDU activities must not adversely impact teaching, publication, research, academic advising, service, and administrative duties to the university.
5. Failure to disclose an actual conflict of commitment or falsification of this statement may be grounds for disciplinary action.

B. Conflict of Interest

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

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

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

1. Faculty members are required to complete a Conflict-of-Interest Questionnaire at hire and annually thereafter and disclose any potential conflicts of interest from other employment or other sources, including holding a financial interest in companies doing business with CDU. Failure to disclose an actual or potential conflict of interest or falsification of this statement may be grounds for disciplinary action.
2. CDU requires the highest standards of conduct and honesty of its directors, officers, faculty, and staff. It is the obligation of the Trustees, employees, and all persons and organizations contracting to provide services to CDU to avoid involvement in activities that might conflict or appear to conflict with his or her own personal, professional, or business interests and the interest of CDU.
3. Faculty members having an interest in suppliers of goods, services, and leases directly or through family, personal, or business connections must not undertake to act for CDU in any transaction involving that interest.
4. Faculty members must not participate in the selection, award, or administration of a contract if they are considering employment with a potential CDU contractor or supplier of goods or services.
5. Faculty members shall avoid outside employment involving obligations that may in any way conflict or appear to conflict with CDU's interests.

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

5. FACULTY GOVERNANCE

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

All members of the faculty participate in the governance through their elected representatives and on some occasions, the Senate will refer matters to the entire faculty through the Faculty General Assembly.

The Faculty General Assembly takes place on the second Tuesday of each month. During this meeting reports are given by the Academic Senate, the President's Office, and other academic and administrative offices requesting time on the agenda.

For a current roster of the Academic Senate members visit the Academic Senate webpage: [Academic Senate Officers](#).

A. Shared Governance Statement

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

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

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

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

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

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

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

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

shared governance and for the effective management and smooth running of the operations of the college.

11. That the University shall ensure the protection of faculty academic freedom in the fulfillment of faculty roles and responsibilities, which include teaching, research, and public service.
12. To ensure ongoing progress on shared governance at Charles R. Drew University, the Board of Trustees hereby stipulates:
 - a. That the Faculty Senate shall provide an annual report to the Academic Affairs Committee of the Board regarding the state of shared governance at Charles R. Drew University.
 - b. That the Academic Affairs Committee of the Board, upon review of the Faculty Senate Annual Report on Shared Governance, may make further recommendations to the Administration and/or the Board of Trustees to further enhance and improve on the spirit and principles of shared governance for the effective management and smooth running of the university operations.

The Statement on Shared Governance was reviewed and adopted by the Charles R. Drew University Board of Trustees in January 2018.

B. Constitution and Bylaws of the Academic Senate

Approved by the University Faculty

November 16, 2009

Ratified by the Board of Trustees

December 10, 2009

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

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

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

Amended by the Academic Senate: September 20, 2017

Amended by the Academic Senate: January 17, 2023

Ratified by the Board of Trustees: February 14, 2023

B1. Academic Senate Constitution

Preamble

This constitution expresses the principles of policy and procedures through which the Charles R. Drew University of Medicine and Science Faculty functions in the affairs of the university. The Academic Senate functions as the primary channel of communication between the faculty, and the administration and Board of Trustees of the University. The purpose of the Academic Senate is to a) represent the voice of CDU faculty, b) assure decision-making authority for CDU faculty in the domains that fall under their responsibility and c) take part in shared governance regarding appropriate aspects of university-wide planning and operation.

The guiding philosophic principle of this Constitution is that CDU is a community in which faculty, administration, and students all have legitimate and meaningful roles to play in the achievement of the CDU mission.

The guiding operational principle of this Constitution is that, under the authority of the Board of Trustees, the Academic Senate constitutes the principal faculty decision-making body within the University.

Article 1. Name

The name of the faculty organization is the Faculty of the Charles R. Drew University of Medicine and Science, hereinafter referred to as the CDU Faculty. The name of the representative body within the CDU Faculty is the Academic Senate of Charles R. Drew University of Medicine and Science, hereinafter referred to as the Academic Senate or Senate.

Article 2. Purpose

The purpose of this organization is to serve and function as the representative, deliberative, and policymaking body of the CDU Faculty.

Article 3. The Faculty

Section 1. Faculty Membership: Membership consists of faculty members who have been appointed by their respective colleges or school. Voting privileges in the various faculty bodies of the University are delineated in summary in Section 3 below. (Fuller descriptions are found in the Faculty Manual).

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

Section 3. Academic Titles, Ranks, and voting rights in faculty governance.

Regular faculty: Faculty members that are employed by CDU at 75-100% and have titles of Instructor, Assistant Professor, Associate Professor, and Professor. These faculty members contribute to instruction, research, clinical practice, and service. These faculty members hold voting rights in the General Assembly and their respective department, school, or college assemblies; they are eligible for election to the Academic Senate.

Faculty members whose appointment at CDU shifts temporarily (maximum of 2 years) to between 50% and 74% retain regular faculty voting rights. In exceptional circumstances, faculty members who do not meet the 75% threshold for "Regular" faculty members may be appointed as such when they meet the academic qualifications for appointment and their contribution to the university is deemed extraordinary.

Clinical faculty: Faculty members employed by a CDU healthcare affiliate or as independent practitioners up to 100% and employed by CDU at less than 75% and have titles of Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor, Clinical Professor. These faculty members hold voting rights in their respective department, school, or college assemblies at the discretion of the department, school, or college, but not the General Assembly; they are not eligible for election to the Academic Senate.

This category also includes individuals who are employed by a CDU healthcare affiliate, are assigned to duties related to CDU through a contractual agreement between CDU and the affiliate, and therefore are not compensated directly by CDU.

Community faculty: Faculty members that do not carry conventional academic credentials but are active in the local or regional community in positions of significance to healthcare and the CDU mission and have titles of Community Instructor, Community Assistant Professor, Community Associate Professor, and Community Professor.

These faculty members hold voting rights in their respective department, school, or college assemblies at the discretion of the department, school, or college. If appointed at 75% or more, they are also eligible to vote in the General Assembly and eligible for election to the Academic Senate.

Adjunct faculty: Faculty members engaged by CDU for teaching or education at less than 75% time and not employed by a CDU healthcare affiliate with titles of Adjunct Instructor, Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor, with or without the “Clinical” modifier. These faculty members hold voting rights in their respective department, school, or college assemblies at the discretion of the department, school, or college, but not the General Assembly; they are not eligible for election to the Academic Senate.

Visiting faculty: Faculty members employed by an institution of higher education or research enterprise and engaged by CDU for a semester or year have titles of Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor, with or without the “Clinical” or “Research” modifiers. These faculty members hold voting rights in their respective department, school, or college assemblies at the discretion of the department, school, or college, but not the General Assembly; they are not eligible for election to the Academic Senate.

Provisional faculty: Faculty members who have been extended an offer of employment at CDU and have begun service prior to confirmation of their professorial standing are assigned titles of Provisional Instructor, Provisional Assistant Professor, Provisional Associate Professor, Provisional Professor, with or without the “Clinical” modifier. Provisional status is limited to six months. These faculty members hold voting rights in department, school, or college assemblies at the discretion of the department, school, or college, but not the General Assembly; they are not eligible for election to the Academic Senate.

Administrators with faculty status: Faculty members with academic credentials who are initially employed at CDU in administrative roles and have been approved for faculty status in an appropriate college or school. These faculty members do not hold voting rights at any level but may be offered faculty participation as detailed in the Faculty Handbook.

Emeritus faculty: “Emeritus” or “emerita” is an honorific title awarded to faculty members upon retirement. These faculty members hold the same voting rights in the General Assembly and their

respective department, school, or college assemblies, and the same eligibility for election to the Academic Senate, as they did prior to retirement.

Article 4. Faculty General Assembly: The membership of the Faculty General Assembly is defined in Section 3 above. All Faculty members may attend and participate in the Faculty General Assembly.

Article 5. Academic Senate: The Academic Senate is the executive decision-making and deliberative body for the CDU faculty. Faculty members who hold voting rights in the General Assembly are eligible to serve as senators. The president, provost, vice presidents, deans, associate deans, assistant deans, and administrative officers of the university (not including academic chairs or program directors) may participate in the Faculty General Assemblies but may not hold elective or appointive positions except as non-voting members of Senate standing committees.

The Senate discusses matters and makes recommendations that concern more than one college, academic unit, or general university interest. The Academic Senate, as delegated by the University Board of Trustees, makes recommendations on academic policies, programs, and personnel. The Senate also serves as a forum for discussion and a source of advice on academic and community-health issues, on the supervision of clinical programs and personnel, on matters of budget, finance, university leadership, and development, and the rights and welfare of faculty and the University as a whole.

Article 6. Parliamentary Authority.

The parliamentary authority for the Academic Senate for any procedure not specifically covered in this constitution and by-laws, or policies of the Senate shall be Robert's Rules of Order. Senate officers, faculty association chairs and faculty members, the university president, vice presidents, provost, associate and assistants to the provost, deans, associate deans, and other meeting participants, agree to abide by the Senate rules at all duly constituted meetings of the Academic Senate and Faculty General Assembly.

Article 7. Bylaws of the Academic Senate.

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

Article 8. Amendment.

The constitution and by-laws may be amended by a two-thirds majority vote of members of the Academic Senate, provided they have received and reviewed the proposed change(s) at least two weeks in advance of the vote to approve amendments. All amendments will be presented to the Board of Trustees for approval once each academic year. Whenever an official reorganization of the University requires alterations to this Constitution, the Academic Senate shall establish a committee to recommend the necessary changes.

Article 9. Ratification.

The Constitution and Bylaws and associated amendments go into effect upon approval by the Board of

Trustees, following ratification by the affirmative votes of two-thirds of Senate members.

B2. Academic Senate Bylaws

Article 1. Academic Senate Purpose

The Academic Senate has oversight, as delegated by the University Board of Trustees, over academic policies, programs, and personnel. Furthermore, the Senate serves as a forum for discussion and a source of advice on matters of budget, finance, university leadership, and development, and on the rights and welfare of faculty and the University as a whole.

The Senate may review and propose resolutions and policies on the following subjects:

- Amendments to the Academic Senate Constitution and Bylaws;
- Procedures for conducting Senate elections and otherwise implementing this Constitution;
- The establishment, revision, and rescission of academic programs, departments, colleges, and degree requirements;
- The development, implementation and revision of academic curricula, including methods of instruction;
- The admission, dismissal, and financial support of students and clinical trainees and all those aspects of student/trainee life that relate to the educational process;
- The administration of research and educational grants, including the ethical use of human and animal subjects, personal and institutional rights to proprietary information and intellectual property, and potential conflicts between the interests of donors and the freedom of academic researchers;
- Academic freedom, personnel decisions, including recruitment, appointments, promotions, evaluation, merit raises terminations, awards of academic status, and the adjudication of charges of misconduct and grievances.

Policies that fall under these headings cannot be adopted, rescinded, or altered without Senate consultation and formal action. In instances when the Senate's recommendations are not enacted by the administration and board, a detailed written response will be submitted to the Academic Senate.

Article 2. Composition

The Academic Senate of Charles R. Drew University consists of the current president of the Academic Senate, the current vice president of the Academic Senate, the immediate past president of the Academic Senate, and a maximum of four elected Senate members from each college or school's faculty body. In addition, a community faculty member is elected at large by community faculty members. If the Community faculty member is at 75% or above, is seated with vote; if at less than 75% then without vote. Community faculty representation consists of one faculty member and one alternate. In addition, all chairs of college and school faculty assemblies participate as ex officio voting members. Of the four elected senators from each college or school, two are to be elected each year for a two-year term.

Article 3. Responsibilities

The Senate may enact resolutions and express opinions, concerns, and recommendations to the Administration, the Trustees, the wider University community, and the general public.

Article 4. Quorum

The Senate President, Senate Vice President, senators, and faculty association chairs are all voting members of the Senate and count towards a quorum. The immediate past president of the Academic Senate is a non-voting member of the Senate and does not count towards a quorum.

The quorum for amending the Constitution and Bylaws is a two-thirds majority of the voting members of the Senate.

The quorum for a motion to remove the Senate President, vice president, senators, or committee members for cause is a two-thirds majority of the voting members of the Senate.

The quorum for Senate meetings is the presence of a simple majority (51%) of the voting members of the Senate.

The quorum for initiating a Senate decision to call for direct votes of the General Assembly Faculty members on any matter within Senate authority is one-third of the voting members of the Senate. Only faculty members with general assembly voting rights may vote.

The quorum for the motion to elect a Senate Vice President is a simple majority (51%) of the voting members of the Senate.

The quorum for Senate actions not specified above is a simple majority (51%) of the voting members of the Senate.

Article 5. Senate Votes and Elections

Section 1. Voting Rights: Any member of the Senate may propose legislation for discussion and, if seconded, for a vote, but proposed legislation must be circulated to the whole Senate at least a week before the date of the vote, unless the Senate decides, by the votes of two-thirds of a quorum, that a delay would imperil some University interest. The Senate (no second required) must vote on any proposal from a Senate Committee or, by petition, from at least twenty faculty members. It is subject to the same rule of advance notification as proposals from Senate members. Any three members of the Senate or the president of the Academic Senate may demand a vote by secret ballot. Absent a secret ballot, any member may demand that individual votes be recorded.

Section 2. Direct Votes of the Faculty: The Senate may call for a vote of the faculty eligible to vote who hold voting rights in the General Assembly, by mail or electronic ballot, or in a plenary meeting. A faculty-wide vote or meeting may also be requested by petition from fifty-one percent of the faculty who hold voting rights in the General Assembly.

Section 3. Election, President: A Senate president is elected at large for a two-year term by the faculty of the university who hold voting rights in the General Assembly. He/she may succeed himself/herself once, for a maximum of four consecutive years of service as Academic Senate President, but may run for election and be elected again after a two-year gap in service as Academic Senate President. He/she may not serve simultaneously as an elected representative on the Senate. Candidates must be regular faculty members nominated by three faculty members who hold voting rights in the General Assembly. The candidate who receives the greatest number of votes is thereby elected, with any tie resolved by chance.

The Academic Senate President is a voting member of the Senate and counts towards quorum.

Section 4. Election, Vice President: A senate vice president is elected by voting members of the Academic Senate for a two-year term. Election requires a simple majority for the motion to elect. Vice presidential candidates must be nominated by at least one voting member of the Senate (no self-nominations allowed). The vice president must be an elected Senator at the time of his/her election to the Senate Vice Presidency and serves simultaneously as an elected representative on the Senate. If the two-year term of the vice presidency overlaps with the end of a vice president's tenure as a senator, he/she may serve out his/her full term as vice-president without simultaneously being a senator. The vice president is a voting member of the Senate and counts towards quorum.

Should the position of Senate President become vacant, the vice president succeeds to that position for the remainder of the president's term, which, if more than twelve months, counts as a whole term for the rule on presidential self-succession (see Section 3 above). Should the position of vice president become vacant, the Senate will elect a new vice president for the remainder of the vacated term.

Section 5. Elections, Senate Members: Each candidate for election will receive at least one nomination from a member of their college faculty association. All nominations will be slated for election by vote of the members of the faculty association. The nominee who receives the most votes will serve the term. Each senate member serves a two-year term. Each year, two members from each college or school are elected to the academic senate.

Vacancies will be filled by election for the remainder of the vacated terms. Senate members who have faculty appointments in more than one college or school can represent only one college or school.

Section 6. Recusal: Members of the Senate and Senate Committees, including presiding officers, will notify fellow members of any issues brought to vote in which they have a conflict of interest. If they do not recuse themselves, a majority of their fellow members may demand their exclusion from the vote.

Section 7. Removal: The Senate President may be removed from the position for cause (for malicious, irrational, or dishonest conduct or dereliction of duty but not for unpopular positions or their advocacy), and upon the votes of two-thirds of the voting members of the Faculty General Assembly.

The vice president, senate members, and committee members may be removed from the positions for cause (for malicious, irrational, or dishonest conduct or dereliction of duty but not for unpopular positions or their advocacy), and upon the votes of two-thirds of the voting members of the Senate.

Article 6. Senate Officers

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

The Senate President should be available to attend standing university executive administration committee meetings but, when appropriate, may delegate attendance to the vice president, past Academic Senate Presidents, or any other Senate member.

Section 2. Vice President: The vice president meets with the Senate, acts as president in the president's absence and oversees the election of the Senate President. If the vice president is a candidate for Senate President, then the outgoing president will oversee the election. If both the president and vice president are candidates for Senate President, a senator will be selected by the Senate to oversee the election.

Section 3. Program Manager: The Academic Senate Program Manager serves as an administrator for the Senate and has the following responsibilities: (1) prepare meeting agendas, minutes, and scheduling; (2) keep a record of all proceedings and committee reports; (3) make documents available on the Senate website; (4) organize elections; (5) serve as the contact person for the Academic Senate; (6) serve as an ex-officio non-voting member and (7) attend all meetings of the Senate and its standing committees.

Section 4. Immediate Past President: Serves as an ex-officio member of the Senate and as an advisor to the Senate President. The immediate past president may offer advice to the Senate and the president on specific items while providing information regarding past decisions, pending activities, and any other requests made by the Senate and president.

Section 5. College/School Faculty Association Chairs: As voting members of the Senate, college and school faculty association chairs offer expertise related to their respective colleges or school. The chairs of the faculty associations of each college/school count towards the quorum in the Senate.

Section 6. Senators: Elected members of the Academic Senate are from each of the university's colleges or schools. Additionally, an at-large senator represents the Community faculty members. They contribute to the decision-making process of this deliberative body.

Section 7. Special Advisors: Special advisors can be called upon to assist the Senate, such as in the role of Parliamentarian, who has expertise in the rules of order and familiarity with the appropriate conduct of meetings of the Academic Senate.

Article 7. Committees

Section 1. Standing Committees: The Senate has seven standing committees. All faculty members of the University may serve on Senate committees. Excluding the committee chairs, who may vote, Senate Committees have equal numbers of voting members from each college's faculty and any nonvoting members whom the Senate may wish to include for their expert advice. Committee appointments are for two years, with no limit on reappointment. Each standing committee shall meet at least once every semester. The Senate may establish ad hoc committees to serve for long or short terms and report to the Senate on subjects specified in their charge.

Section 2. Chairs: Committees elect their chairs. Only regular, clinical, and community faculty in the general assembly may serve as committee chairs.

Section 3. Membership: Faculty members may serve on a maximum of two Senate Committees. Each committee will comprise six primary members with two from each college/school and two alternate

members with one from each college/school. Every member of the faculty has the right to be heard by any standing committee.

Section 4. Reporting: All standing committees report to the Senate President and the Senate. Confidential matters related to the Academic Rights, Privileges and Grievances Committee and the Academic Appointments and Promotions Committee will be reported only to the Senate President (the Senate President at his/her discretion may, as needed, share reports from the Academic Rights, Privileges and Grievances Committee and the Academic Appointments and Promotions Committee with the Senate). Each standing committee will submit periodic reports of its activities to the Senate, including quarterly reports for Board of Trustees meetings. Each Committee will keep a record of its proceedings and make it available to any interested Senate member. Committee minutes will be kept on the Academic Senate website.

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

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

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

Section 8. Committee on Appointments and Promotions: *The Committee on Appointments and Promotions* reviews and recommends policy at the university-wide level on the recruitment, appointment, and promotion of faculty and other academic personnel. The committee also reviews faculty dossiers at the Associate and Professor ranks and makes recommendations to the provost regarding promotions and faculty appointments.

Section 9. Committee on Clinical and Community Programs: *The Committee on Clinical and Community Programs* reviews all clinical and other community-service programs that the University has

established, approved, or assigned academic responsibilities. Besides recommending policies, as it deems appropriate and relevant to the Senate, Administration, and Trustees, the Committee seeks ways to enable and empower community members.

Section 10. Committee on Academic Rights, Privileges, and Grievances: *The Committee on Academic Rights, Privileges, and Grievances*, on an as-needed basis, hears, evaluates, and recommends responses to complaints and grievances by faculty members. Specific policies for adjudication of these rights are contained within the document “Policies and Procedures for the Committee on Academic Rights, Privileges & Grievances of the Academic Senate”.

Section 11. Committee on Budget, Finance, and Development: *The Committee on Budget, Finance, and Development* assist the CDU administration in developing University budgets, reviews University budgets before submission to the Board of Trustees and does the same for any subsequent budget modifications. The committee also studies and makes recommendations on problems and prospects of private and public funding and on ways to mobilize and coordinate the participation of faculty members in helping to procure funding.

Article 8. Meetings

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

Section 2. Voting at meetings: Once a simple (50%) majority of the Senate members are present at a meeting, a quorum is achieved. The Senate President may participate in Senate and faculty-wide votes, but in the Senate, he/she votes last and may not cast a secret ballot.

Section 3. Agenda: The president and program manager develop Faculty General Assembly and Academic Senate meeting agendas. Anyone who wishes to place an item on the published agenda may present the item to the president or his/her designee before the scheduled meeting time. Those interested in committee-specific agenda items should contact the program manager or the respective committee chairs.

Section 4. Minutes: The Academic Senate Program Manager keeps minutes for each meeting of the Senate, General Assembly, and Standing Committees. These shall be a summary of the discussion of every matter of importance, every motion, and vote counts. Minutes of closed meetings will be made available only upon approval of the Academic Senate.

Section 5. Faculty General Assembly Meetings: The General Assembly meets on the second Tuesday of the month to discuss pertinent information related to the faculty and the university. In addition, the meeting provides a space for updates from the Academic Senate, academic senate committees, the university administration, and any other offices. The meeting will provide a space for faculty to share comments, questions, and/or concerns. The meeting also includes highlights and introductions of faculty.

Section 6. Academic Senate Meetings: The Academic Senate will meet on the first and third Tuesday of the month to discuss multiple faculty and university-related matters. The Academic Senate president, senate committee chairs, and college faculty association chairs will provide periodic updates to the senate on matters affecting faculty and the university. Regularly scheduled Academic Senate meetings are open

to all faculty members. The CDU president, provost, and other administrators may be asked to attend to give reports. Administrators may ask to be scheduled to speak at any Academic Senate meeting.

Section 7. Open Forums: The Senate may, in addition to the meetings listed above, conduct open forums to solicit the opinions and concerns of faculty members and other university bodies.

Section 8. Closed Sessions: Monthly Faculty General Assemblies and committee meetings, including Academic Senate meetings, are open to all faculty members. Closed sessions of the Faculty General Assembly and Academic Senate may be held to discuss matters of a sensitive and or confidential nature. During these closed sessions, non-voting members may be asked to excuse themselves. Resolutions passed in a closed session of the Faculty General Assembly shall be duly reported at the next open Faculty General Assembly.

Section 9. Meeting Cancellations: An Academic Senate meeting or a Faculty General Assembly may be canceled at the request of the president of the Academic Senate, and/or a majority of Senate members.

Article 9. Amendment

Amendments to the Bylaws may be proposed by a passing motion of a regular meeting of the Academic Senate, but may not be acted on until the next regular meeting of the Senate. Amendments are in force when approved by the Academic Senate and the Board of Trustees.

Article 10. Ratification

These Bylaws go into effect upon their approval by the affirmative votes of two-thirds of the voting members of the Senate as well as written approval from the Board of Trustees.

C. College of Medicine Bylaws

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

D. College of Science and Health Faculty Association and Faculty Constitution

The faculty governance structure for the College of Science and Health is described in the College of Science and Health Faculty Association Constitution, where membership, authority, officers, and committees are described. The Faculty Association is the governance body of the College of Science and Health faculty and works in collaboration with the College Dean and the Academic Senate around matters of concern to the College faculty at-large.

E. Mervyn M. Dymally College of Nursing Bylaws

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

6. FACULTY APPOINTMENTS AND PROMOTIONS

A. Faculty Titles, Distribution of Effort, and Privileges

A.1 CDU recognizes the following categories of faculty:

1. “Regular” faculty: employed by CDU at 75-100%

These faculty members contribute to instruction, research, clinical practice, and service. Variation in extent of contribution among the four areas is recognized through profiles that delineate distribution of effort for individual faculty members. These faculty members hold voting rights in the General Assembly and their respective department, school, or college assemblies; they are eligible for election to the Academic Senate.

- Titles: Instructor, Assistant Professor, Associate Professor, Professor
 - Base profile: 40% instruction, 40% research and/or clinical practice, 20% service
 - Research or grant-funded profile: 60-80% research, 0-20% instruction, 5-20% service*
 - Educator profile: 60-100% instruction, 0-20% research, 5-20% service
 - Clinical profile: 40-95% instruction, 0-40% clinical practice, 5-20% service
 - Administrative profile: 25-100% service. These individuals are program directors, department chairs or associate chairs, and assistant or associate deans who hold faculty standing.
 - Profiles are not indicated in titles. They are determined annually in consultation between the faculty member and department chair, program director, or dean.
 - Faculty members may transfer from one profile to another. Individuals on research profiles may be required to transfer to a balanced profile or educator profile if they do not maintain sponsored support for their research activity or cease to produce significant published research results.
 - It is expected that regular faculty members in positions funded wholly or in part by extramural grants, in the event that such funding becomes no longer available, will be retained by the university at their level of employment, by the university assigning them to new instructional or service duties or through up to two years of bridge research funding for researchers actively seeking continued external research support.
 - Faculty members in this category whose employment at CDU shifts temporarily (maximum 2 years) between 50% and 74% retain regular faculty voting rights.
 - Individuals who do not meet the 75% threshold above but who do meet the academic qualifications for the university and whose contribution to the university is deemed extraordinary may be appointed in this category by exception. These faculty members perform extraordinary service in at least two areas (instruction, research, clinical practice, service). These faculty members are appointed through the same peer review and approval processes as all regular faculty members.
2. “Clinical” faculty: employed by a CDU healthcare affiliate or as independent practitioners up to 100% and employed by CDU at less than 75% with an expectation of ongoing employment. This category also includes individuals who are employed by a CDU healthcare affiliate, are assigned to duties related to CDU through a contractual agreement between CDU and the affiliate, and therefore are not compensated directly by CDU.

- Titles: Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor, Clinical Professor
 - Profiles for these appointments may be Base, Educator, or Clinical.
 - These faculty members hold voting rights in their respective department, school, or college assemblies at the discretion of the department, school, or college, but not the General Assembly; they are not eligible for election to the Academic Senate.
3. “Community” faculty: do not carry conventional academic credentials but are active in the local or regional community in positions of significance to healthcare and the CDU mission.
- Titles: Community Instructor, Community Assistant Professor, Community Associate Professor, Community Professor
 - These faculty members hold voting rights in their respective department, school, or college assemblies at the discretion of the department, school, or college. If appointed at 75% or more, they hold voting rights in the General Assembly and are eligible for election to the Academic Senate.
4. “Adjunct” faculty: engaged by CDU for teaching or education at less than 75% time and not employed by a CDU healthcare affiliate.
- Titles: Adjunct Instructor, Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor, with or without the “Clinical” modifier.
 - These faculty members hold voting rights in their respective department, school, or college assemblies at the discretion of the department, school, or college, but not the General Assembly; they are not eligible for election to the Academic Senate.
5. “Visiting” faculty: employed by an institution of higher education or research enterprise and engaged by CDU for a semester or year.
- Titles: Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor, with or without the “Clinical” or “Research” modifiers.
 - These faculty members hold voting rights in their respective department, school, or college assemblies at the discretion of the department, school, or college, but not the General Assembly; they are not eligible for election to the Academic Senate.
6. Faculty members who have been extended an offer of employment at CDU and have begun service prior to confirmation of their professorial standing are assigned titles modified as “Provisional”: Provisional Associate Professor, Provisional Professor, with or without the “Clinical” modifier. The modifier “Provisional” is intended for a maximum of 6 months and is removed expeditiously upon confirmation of the professorial appointment. While in “provisional” status, these faculty members hold voting rights in department, school, or college assemblies at the discretion of the department, school, or college but not the General Assembly; they are not eligible for election to the Academic Senate.
7. Administrators with academic credentials who are initially employed at CDU in administrative roles and have been approved for faculty status in an appropriate college or school may be offered limited faculty participation in one of two forms:

- a) **Courtesy appointment.** A courtesy appointment allows the individual, while serving in the administrative role, to use the designated professorial title as well as to teach in the appropriate program, conduct research, supervise student theses/dissertations, and serve as an investigator on sponsored projects. The appointment does not include faculty voting privileges at any level. The appointment expires when the administrative position is vacated.
- b) **Retreat rights.** Upon vacating the administrative position, the individual may elect to join the designated faculty full-time. Retreat rights and appropriate salary adjustment are specified in the appointment contract. These rights allow the incumbent, while serving in the administrative role, to use the designated professorial title as well as to teach in the appropriate program, conduct research, supervise student theses/dissertations, and serve as an investigator on sponsored projects. While serving in the administrative position, these individuals do not hold faculty voting privileges at any level. When individuals join the faculty through retreats rights, they enjoy all the privileges of “Regular” faculty members. Retreat rights are normally granted only to deans, provosts, academic vice presidents, and presidents.

NOTE: These limitations do not apply to department chairs or program directors, who are considered faculty members with administrative profiles.

8. Faculty members who move from current positions as faculty members at CDU to full-time administrative roles retain the right to return to the faculty at the rank, privileges, and level of effort they held prior to administrative service. During their administrative service, they retain professorial titles and may teach, conduct research, supervise student theses, and serve as an investigator on sponsored projects.
9. “Emeritus” or “emerita” is an honorific title awarded to faculty members upon retirement. These faculty members hold the same voting rights in the General Assembly and their respective department, school, or college assemblies and the same eligibility for election to the Academic Senate as they did prior to retirement.

*Individuals may also be employed by CDU full-time or part-time exclusively for research positions supported by extramural funds but not appointed as faculty. Titles may be Research Technician, Postdoctoral Fellow, Research Associate, Research Scientist). Continued employment of these individuals upon expiration of extramural funding is at the discretion of the department and University. These individuals are not faculty members and do not hold voting rights in any of the faculty assemblies.

A.2 CDU Policy establishes uniform definitions with minimum qualifications for appointment at the following faculty ranks:

a. **Instructor:**

Bachelor’s degree; evidence of professionalism and academic qualifications appropriate to discipline; exempt from research or other creative scholarly requirements; no expectation or obligation to advance to a higher academic rank.

b. Assistant Professor:

MD, PhD, or other terminal degree appropriate to discipline; evidence of qualifications, professionalism, and scholarly promise; typically has expectations or obligations to advance to a higher academic rank.

c. Associate Professor:

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

d. Professor:

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

e. Emeriti:

CDU faculty members upon retirement, may be awarded recognition as faculty emeriti under the following conditions: MD, PhD, or other terminal degree appropriate to the discipline; evidence of sustained scholarly ability and achievement; minimum of 10 years of continuous meritorious service at CDU; associate or full professor rank and in good standing at time of retirement; anticipated continued membership in the academic community with contributions to the intellectual, cultural, or administrative life of the university.

A.3 Employee benefits are offered to all faculty members who are compensated at 50% paid effort or more. Part-time faculty at less than 50% are not benefits eligible.

B. Appointments And Promotions

For faculty members of all ranks, appointments, and promotions are reviewed first in the college where the faculty member holds/will hold his or her primary appointment. Each college has an appointments and promotions (A&P) committee for this purpose and the committee forwards its recommendations to the dean of the college. Appointment and promotion decisions are made entirely within the college at the Assistant Professor rank and below.

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

Faculty members have the right to appeal an adverse decision at any step in the process outlined above by submitting an appeal to the Academic Senate Committee on Academic Rights, Privileges, and Grievances. Please refer to the Academic Senate Grievance Policy.

The appointment of regular faculty at Instructor and Assistant Professor rank and of Clinical, Adjunct,

Community, or Visiting Faculty at any rank requires review and recommendation from a college appointments and promotions committee and the appropriate dean. These appointments do not require approval above the college dean, but they are audited annually by the Academic Senate, provost, and president, with a report to the Board of Trustees.

Advancement in rank is recognition of potential and a sign of confidence that the individual is capable of greater accomplishments and of assuming greater responsibilities. The policy of CDU is to grant advancement based strictly on merit; promotions are made objectively, equitably, impartially, and in keeping with the stated criteria.

<i>Appointments</i>	<i>Approval Process</i>
<i>Regular Faculty</i>	<i>Required Approval</i>
Instructor Assistant Professor	1) Department or Program Faculty 2) Department Chair 3) College A&P Committee 4) College Dean
Associate Professor	(1-4) 5) Academic Senate A&P Committee 6) Provost 7) President
Full Professor	(1 – 7) 8) Board of Trustees
<i>Clinical, Community, Adjunct, Voluntary, and Visiting Faculty</i>	
Instructor Assistant Professor	1) Department or Program Faculty 2) Department or Program Chair 3) College A&P Committee 4) College Dean
Associate Professor Full Professor	1) Department Faculty 2) Department Chair 3) College A&P Committee 4) College Dean
All appointments made at the college level are reviewed retrospectively at the start of each semester by the Provost. They are reviewed annually for the prior year by the Academic Senate, Provost, and President with a report to the Board of Trustees.	

<i>Promotions</i>	<i>Approval Process</i>
<i>Regular Faculty</i>	<i>Required Approval</i>
Instructor Assistant Professor	1) Department or Program Faculty 2) Department Chair 3) College A&P Committee 4) College Dean
Associate Professor	(1-4) 5) Academic Senate A&P Committee 6) Provost 7) President
Full Professor	(1 – 7) 8) Board of Trustees
<i>Clinical, Community, Adjunct, Voluntary, and Visiting Faculty</i>	
Instructor	1) Department or Program Faculty

Assistant Professor	2) Department or Program Chair 3) College A&P Committee 4) College Dean
Associate Professor	(1-4) 5) Academic Senate A&P Committee 6) Provost 7) President
Full Professor	(1 – 7) 8) Board of Trustees

7. FACULTY WORKLOAD AND CONTRACTS

A. Faculty Workload Policy

CDU has an established faculty workload policy that applies to full-time faculty members in the categories of “Regular” and, when appropriate, “Clinical” or “Community.”

Part-time or adjunct faculty may be employed for limited duties, such as teaching specific courses, engaging in limited research projects, or supervising students in clinical/practicum or community settings, and thus are obligated to perform responsibilities only in those areas identified in the employment agreement or appointment document. This policy applies to Clinical and Community faculty members when an individual is not employed for limited duties specified in an employment agreement or appointment document.

The primary responsibility of full-time faculty is dedication to the educational, research, clinical, and service work of Charles R. Drew University. In carrying out their academic and professional responsibilities, full-time faculty are expected to give their best efforts to a) engage in effective teaching, b) make scholarly contributions in research, clinical practice, or creative works, c) render service to the university, the profession, and the community, and d) exhibit evidence of professional development in any of the three areas.

The workload obligation of an individual faculty member should reflect the proportion of faculty effort within each of the areas of responsibility (teaching, research, and service) that best represents the interests and strengths of the faculty member while meeting the needs of the department’s, program’s, college’s, or university’s instructional, research, scholarly, institutional, professional, clinical and community service activities.

1) Workload expectations

Each college has established a coherent framework that addresses questions such as:

- a) What constitutes an X% teaching load?
- b) What constitutes “significant research results”?
- c) What categories of service are recognized and encouraged (departmental, college, university, community, professional)?

The answers to these questions are developed at the college level to recognize variations among

disciplines and programs. The goal is to create a shared understanding within the culture of a program, department, and college that assures individual accountability for contribution to the collective effort and respects the various strengths of the faculty.

2) Instruction

In the determination of instructional workload, consideration should be given to the following factors:

- a) Factors affecting traditional classroom teaching: team teaching; interdisciplinary teaching; preparation of new or updated courses; preparation and execution of substantive changes in instructional methods, including the incorporation of new instructional technology; teaching unusually large classes, especially in the absence of teaching or research assistants.
- b) Other venues/modes of teaching: clinical on-site teaching; workshops; laboratory courses; directed study; distance learning; guidance of student research.
- c) Supervision/ Mentoring: supervision of student teacher assistants; thesis/dissertation supervision; supervision of fieldwork; clinical student supervision; program advising; supplementary instruction; career advising; letters of recommendation; exam preparation.

3) Research and scholarship

All faculty members are expected to remain current in their fields as a basic qualification for service as a professor. Beyond that, faculty members will engage in research or scholarly activity to varying degrees, with the extent of such engagement expressed in their profiles. Faculty members' ability to conduct research and scholarship is, in practice, determined retrospectively by the outcomes of their efforts. In determining a faculty member's productivity in research and scholarship, attention should be given to the following factors:

- a) Extramural grant support: salary support provided to a faculty member through any extramural source; provision of support to other university activities through grants obtained by the faculty member, such as support for students, other faculty or staff salaries, community outreach, and indirect costs; relationships with granting agencies and other funding sources, including preparation of proposals; the centrality of the research or scholarship to the mission of CDU.
- b) Publication of research and scholarship results: through disciplinary books, book chapters, journals, presentations at external conferences, symposia, and suchlike; poster sessions; invited papers and presentations.
- c) Recognition: citations in professional journals, recognition in public media, requests for consultation or testimony.
- d) Community engagement: Community-engaged research methods often require more time and resources than traditional research methods to develop trusting community partner relationships, secure funding, implement research, and disseminate findings. Such research should be given proportionate weight in how it is valued for academic recognition and institutional support, given CDU's overall mission.

4) Service

A core aspect of university life is faculty participation in service activities, which may include rendering service to the university, the profession, and the community. For these reasons, a minimum of 5% service is included in all profiles. In determining what qualifies as service activity, attention should be given to the following factors:

- a) Shared governance: faculty attendance at department or college meetings, service on program, college, and university committees, service in faculty leadership positions.
- b) University service: participation in program, college, or university work such as student recruitment, assessment activities, and faculty peer evaluation; faculty workshops or guest lectures.
- c) Professional activities: engagement in professional activities inside and outside the university that enrich academe and contribute to the faculty member's professional growth and development. Such activities include editorial board memberships, grant review committee/study section participation, journal article review, membership in and service to professional societies in a faculty member's discipline, conferences, and mentoring junior faculty.
- d) Community Service: engagement in CDU-sponsored community activities or other service that fulfills CDU's commitment to serving its community. Such service will always be in relation to a faculty member's healthcare or scientific expertise and is to be distinguished from the faculty member's participation as an individual in civic affairs.

5) Clinical Practice

At this time, virtually all clinical practice on the part of CDU faculty members falls outside the parameters of CDU workload and compensation, even as it constitutes a highly valued qualification of faculty members who are practitioners.

B. University Commitment to Regular Faculty Members

For regular faculty members, the University's commitment to their employment will be sustained despite short-term enrollment shortfalls or loss of extramural funding.

- If the teaching load assigned for a faculty member is not achieved (in the event, for example, that courses must be canceled due to insufficient enrollment), the faculty member will be offered other duties. These can include instruction or service in the department/program or college, as available and at the discretion of the department chair, program director, or dean, to make up for the canceled class. The dean may allow a "light" semester in exchange for compensatory effort in the following semester. Sustained declines or shifts in enrollment lasting longer than one year may necessitate reduction in the numbers of instructional faculty members. Any reductions will honor existing faculty contracts.
- It is expected that regular faculty members in positions funded wholly or in part by extramural grants if such funding becomes no longer available, will be retained by the university at their level of employment. The department or program may assign them new instructional or service duties or the University may provide up to two years of bridge

research funding for researchers actively seeking continued external research support or both.

C. Overload

The term “overload” is used when a faculty member takes on an assignment such as teaching a course that is in addition to his or her full 100% workload and is compensated accordingly.

Overload within a college. This should be a rare occurrence arising from unexpected circumstances in a program or department. There will be occasions when an emergency requires a faculty member to take on an additional course or additional instructional activity such as supervision of student theses or research projects. On such occasions, a dean may allow a “heavy” semester in exchange for a “light semester” in a following term, or the faculty member may receive additional compensation at a percentage of the faculty member’s full-time rate. Before the commencement of overload, an overload agreement must be signed by the faculty member, program director, and dean, specifying the start and end dates, total pay, and payment due date. Acceptance of increased workload is voluntary.

Overload across colleges. There may be occasions when a need for instruction in the curriculum and the availability of faculty within a program or department are such that it is in the best interest of students and the university to engage a faculty member from another CDU college to fill the need. Ideally, arrangements are made for the receiving college to buy from the home college the appropriate amount of the faculty member’s time. Thus, the faculty member receives a reduced effort in the home college and remains at a total of 100% effort, with no change in compensation.

When such an arrangement is not possible, the following alternatives are available:

- If the faculty member is at less than 100% in the home college, the total effort is increased to 100%, with the difference being paid by the receiving college. An arrangement of this sort can be ongoing.
- Dual appointment: If the faculty member is at 100% in the home college, the appointment may be modified such that the faculty member is appointed in two colleges, to a total of 100%, with appropriate compensation. The faculty member is then obligated in both colleges, though the distribution of effort may vary between terms even as the percentage of employment in each college is not modified. This arrangement may be understood as ongoing, but the faculty member retains the option, with reasonable advance notice, to return to 100% in the home college for the duration of the contract period.
- As above, except that the service in the receiving college is regarded not as a formal appointment but as an ongoing workload arrangement.
- In unexpected circumstances, a faculty member may be considered to carry “overload” in the receiving college and be compensated accordingly. These circumstances should not be continued beyond two semesters. After a second semester, the faculty member’s appointment must be adjusted to allow for a dual appointment or workload, as described above.

These requirements are without regard to sources of funds for faculty positions. Similarly, programs, departments, and colleges may not engage CDU faculty from other units as compensated consultants, regardless of the source of funds. Standing exceptions to this requirement include summer stipends (for any purpose) and grant-supported stipends for faculty development. Other

exceptions require advance approval of the department or program chair, the cognizant dean, and the provost.

D. Faculty Availability

All faculty members who teach are required to have scheduled office hours that permit reasonable access by both full- and part-time students. Office hours are to be made known to students at the beginning of classes on course syllabi and communicated to the department chair or program director.

E. Faculty/Professional Development

Faculty/Professional Development -The University requires all faculty to continue their professional development through research, scholarly writing, advanced study, clinical practice, continuing education, or original creative production, as appropriate to their disciplines and professional credentials. The pursuit of faculty/professional development is part of a faculty member's workload distribution, embedded in one or more elements of the individual's profile or employment agreement.

F. Sabbatical Leave

The purpose of sabbatical leave is to increase the scholarship and professional development of members of the faculty and thereby enhance their capacity for service to the University. When financially feasible, sabbatical leave is available to all regular faculty with 6 years of service to Charles R. Drew University of Medicine and Science, based upon a proposal of work or professional development to be accomplished during the leave. Application for sabbatical leave may be made every six years in the first quarter of the sixth year of service for a sabbatical commencing no sooner than the beginning of the seventh year. Salary and benefits during the sabbatical must be negotiated and approved by the dean and provost. See Section 9. E below for fuller details.

G. Consulting

This policy acknowledges a faculty member's right to external consultancies, so long as these outside activities do not detract from the faculty member's availability for usual academic duties and are consistent with the university conflict of interest and conflict of commitment policy. The university requires written disclosure of all outside consulting activities. Non-paid consulting that enhances the goals of the university, college, or department/program may be credited as part of a faculty member's workload with advance approval from the program director or department chair and the dean.

H. Process for Determination of Workloads

In the determination of workload, it is important to distinguish between a faculty member's profile and the assignment of specific duties to a faculty member for any given term or year. Individual profiles are initiated by the department chair or program director and established through a consensus process whereby faculty members participate in formulating the distribution of duties for which they are accountable and against which their performance will be assessed. Normally, the profile is established at the time of the initial appointment; an individual's profile may change from time to time but will usually remain stable.

Individual workloads are established on an annual basis (or less frequently, depending on the length of the individual faculty contract) but may be modified as necessary to respond to programmatic or individual faculty needs. The chair/director, in consultation with each faculty member, determines the workload distribution for each faculty member, including teaching responsibilities. The workload is formalized in a memorandum from the chair/director to the individual, with a copy to the dean.

A full-year academic workload should be developed with each faculty member by July 1st.

The college dean is responsible for ensuring that practices are consistent and fair across departments and programs. The dean is responsible for ensuring that workload agreements are developed for all faculty members in a timely manner and that these agreements are appropriately documented and filed. The dean reviews and approves the workload implementation policies and procedures of the departments.

When a faculty member objects to a requested workload, the dean shall review the case and render a decision on the matter. Further appeal may be made through the college grievance process. The chair/director's proposed assignment of workload will stand during the process of review, and the dean will have the authority to adjust the schedule. In the event of failure to resolve a disputed workload assignment through the college grievance process and the dean's review, a faculty member may appeal to the provost, who is the final arbiter for all matters arising out of the workload policy.

I. Faculty Contracts

Each regular faculty member at CDU has a contract that may span one or more years. Contracts are effective July 1 of the year. Contracts are required of all CDU-employed regular faculty, full-time or part-time. The contract renewal process should begin no later than 6 months prior to the renewal date. Annual and multi-year contract renewal is dependent on satisfactory performance as well as funding exigencies that may occur at the University level. If an exigency will have an effect on faculty contracts, the University must inform all relevant stakeholders of the exigency no later than 6 months prior to the expected modification of the contract.

IBS (Institutional Base Salary) specifies the salary that a faculty member may earn for 100% full-time contribution. IBS is benchmarked for each college against a national standard in the specific academic field or discipline. The national standards used are the Association of American Medical Colleges National Compensation Survey (COM), the Association of Schools of Allied Health Professions Institutional Profile Survey Report and the Association of Schools of Public Health Faculty Survey Report (COSH); the American Association of Colleges of Nursing Survey (CON). Taking into consideration faculty qualifications, experience, rank, disciplinary benchmarks, state and national benchmark, and institutional equity, as well as the need of the department/college, the provost holds the final decision on faculty compensation. The document is signed by the faculty member and the dean when first awarded and when renewed.

J. Compensation Increase Due to Rank Promotion

Promotion in rank will result in an increase in compensation in salary as follows beginning at the start of the next academic year, July 1st:

- a. Promotion from Instructor to Assistant Professor (\$3,000)
- b. Promotion from Assistant Professor to Associate Professor (\$6,000)

- c. Promotion from Associate Professor to Professor (\$10,000)

K. Decreases in Salary

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

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

No decrease for financial exigency shall be made except after consultation, initiated by the president (or the provost as directed by the president), with the Academic Senate, and with representatives selected by the class of faculty members subject to a proposed decrease. Consultation shall cover such issues as the existence in fact of an announced financial exigency, the appropriateness of the selection of the class for salary decrease, alternative actions, and possible alternative solutions. If, after such consultation, the academic base salaries of faculty members are decreased, with or without the concurrence of the Senate or the representatives of the class of faculty members, the president (or the provost as directed by the president) shall declare a financial exigency exists for the university, notify the affected faculty members, in writing, of (a) the fact that the academic base salaries of all of the faculty members in the university, or of a described class of faculty members, have been simultaneously decreased, (b) the formula applied uniformly to determine the amount of the decrease, and (c) the reasons for the action taken.

8. FACULTY ORIENTATION AND DEVELOPMENT

A. Faculty Orientation

Each new faculty member will participate in a CDU New Faculty Orientation provided under the auspices of the Office of the Provost. The CDU New Faculty Orientation will be in addition to any similarly required orientation activities offered or required by the faculty member's college, department, or program.

B. Faculty Development

The strength of the university depends on an intellectually vigorous faculty continuously updating its skills and expertise to maintain excellence in student learning, creation of new knowledge, and service to the university, the community, and the profession. CDU supports faculty development initiatives to assist faculty members to meet those goals. Faculty development is the joint responsibility of the faculty member, the department/program, the college, and the Office of the Provost.

CDU is committed to promoting participation in professional development activities by its faculty members to ensure the acquisition or enhancement of pedagogical skills that reflect time-proven methods as well as current instructional trends and contemporary delivery modes; basic, clinical, and translational

research skills; inter-professional team, team-building, and team leadership skills; contribution to regional and national forums on research, education policy, and practice; and other professional activities.

Faculty development goals may be established and identified in the faculty member's annual Faculty Evaluation/Activity Plan at the time of contract renewal or in anticipation of possible advancement or promotion.

9. FACULTY EMPLOYMENT

A. Equal Employment Opportunity

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

B. Faculty Evaluation

Faculty members undergo regular evaluations at the college level. These evaluations occur at two different times and places.

1. Contract negotiations are conducted initially at the department or program level and are based on performance review and workload needs. Contracts are approved by the college dean.
2. Evaluation for academic advancement and promotion is conducted at the levels of the department or program and the college. Associate Professors and Professors are also evaluated at the campus level (see 6. II. Faculty Appointments and Promotions). The evaluation processes at each level include self, student, peer (internal and external), and department chair/program director evaluations. Criteria for teaching effectiveness, scholarship, research productivity, and service are available to faculty within the colleges (see IV. Faculty Appointments and Promotions).

If it is found during the faculty evaluation process that there is a need for professional development, the faculty member involved shall be informed of that finding at a meeting with the department chair/program director and/or dean. The faculty member shall also be informed of the concerns in writing.

Professional/faculty development activities are outlined at that meeting to address the areas of concern.

C. Faculty Retention

Faculty retention is determined by performance and workload needs of the department or program, college, and university. Every academic program undergoes an academic program review at the level of the university.

D. Faculty Separation: Regular Faculty Members

When a department or program is discontinued for financial considerations in accordance with university procedures, an attempt to reassign regular members of the faculty within the University shall be made. In considering any transfer of a faculty member, the rights of the faculty shall not be impaired. The University's obligation to those faculty members whose academic base has been terminated must be balanced with the considered opinion of the receiving department or program on the suitability of any transfer. The final decision on any transfer is made by the provost on the recommendation of the dean of the college.

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

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

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

Faculty members who intend to terminate their services at the end of their contract should notify their department chair/program director by letter no later than 5 months before the end of the contract.

The appointment of a regular faculty member may be terminated by nonrenewal of contract or for cause.

Nonrenewal of contract requires written notification to the faculty member by the department or program chair at least six months in advance of the expiration date of the current term and written concurrence by the dean and provost. A record of faculty development to correct deficiencies must be undertaken before a decision for faculty termination.

Grounds for non-renewal or discharge must be explicitly stated. Discharge, as distinguished from nonrenewal of contract, requires evidence of charges reflecting unfit character, professional incompetence or failure to fulfill responsibilities of the position held by the faculty member. A faculty member whose appointment is not being renewed may appeal the decision to the provost, who will review the grounds for appeal and render a final decision.

Faculty Termination and Separation

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

E. Sabbaticals

Sabbatical leave may be granted to a full-time faculty member after six years of continued full-time service at the university. Deans, department chairs, and program directors should take into consideration the following factors when making recommendations for sabbatical leave to the provost:

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

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

10. FACULTY GRIEVANCES AND COMPLAINTS

Faculty conflicts should be resolved in an informal manner whenever possible. If informal procedures have failed to reach a satisfactory resolution of the problem, the formal grievance process may be initiated at the college and/or Academic Senate level.

A grievance is any complaint made by a faculty member that has not been satisfactorily resolved in an informal manner. Any faculty member may file a grievance.

A complaint by a faculty member concerning his or her terms and conditions of employment and which raises issues of university-wide concern *is* a matter which falls within the jurisdiction of the Academic Senate. Matters of university-wide concern include inter-college issues and matters associated with university governance by its executive officers.

If the grievance involves a faculty member and a member of the university staff, adjudication of the grievance shall proceed under the joint auspices of the Academic Senate and Staff Management Council. An ad hoc committee for the hearing and decision will be established, co-chaired by the chair of the Academic Senate Committee on Academic Rights, Privileges, and Grievances and a member of the Staff Management Council and composed equally from the Senate Committee and Staff Management Council.

If the grievance involves a faculty member and a member of the senior administration (vice president or other direct reports to the president), adjudication of the grievance shall proceed under an ad hoc committee. The ad hoc committee will be co-chaired by the chair of the Academic Senate Committee on Academic Rights, Privileges, and Grievances and a member of the staff or faculty appointed by the president and will include in equal numbers at least one additional member from the Academic Senate Committee and one additional member appointed by the president.

If the grievance involves a faculty member and the president of the university, the Senate will refer the matter to the Executive Committee of the Board of Trustees. The Executive Committee of the Board of Trustees along with the Faculty Trustee will evaluate the merit of the grievance. The chair of the Board of Trustees will explain to the Academic Senate President the Board's intention to pursue or dismiss the grievance.

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

Faculty wishing to file a formal grievance must submit a written Statement of Grievance to the Faculty Grievance Committee within the specified period. Once the Committee has completed its review, it will submit its recommendations to the president of the university who may review and provide comment with recommendations, if any, and submit it back to the Committee. If no recommendations for modification are made, the president will issue the decision to the parties by email and certified mail.

If the grievant does not agree with the findings of the Committee on Academic Rights, Privileges & Grievances, an appeal of the decision may be provided in writing by the grievant and must be directed to the Academic Senate President and the president of the university.

Contact the Academic Senate at academicsenate@cdrewu.edu or visit [Faculty Grievance Policy](#) for faculty grievance procedures at the Academic Senate level.

11. INSTITUTIONAL POLICIES AND PROCEDURES

A. Occupational Safety

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

B. Drug-Free Workplace

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

Faculty are expected and required to concentrate on their work and while on campus to maintain themselves in a mental and physical condition appropriate to serious and productive enterprise. The objective of the University's policy is to provide a drug-free, healthful, safe, and secure campus and work environment.

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

The complete policy on drug-free workplaces and schools can be found in [Policy, Procedures, and Manuals](#).

C. Smoke and Tobacco-Free Workplace

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

As a leader in health and health care for underserved communities, CDU has an affirmative duty to contribute to the reduction of tobacco use and secondhand smoke exposure, especially as it pertains to our students, faculty, staff, and visitors. Going smoke and tobacco-free supports the University's vision of "excellent health and wellness for all ..." in an ever-growing, health-conscious society.

Creating a safe environment for our students, faculty, and staff is of paramount importance. This policy does not require smokers or tobacco users to quit. Indeed, we know that many such individuals struggle with addiction and the University is sensitive to this fact. However, smokers or tobacco users are prohibited from smoking or using tobacco on CDU property.

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

The complete policy on smoke and tobacco-free workplace and schools can be found in [Policy, Procedures, and Manuals](#).

D. Workplace Violence

Charles R. Drew University of Medicine and Science recognizes the importance of maintaining a safe workplace with faculty, staff, and students who are honest, trustworthy, qualified, reliable, and non-violent and do not present a risk of serious harm to other members of the University community. All University members are strongly encouraged to immediately report any potentially threatening, dangerous, harmful, or criminal behavior that may negatively affect the safety, security, productivity or

financial interest or integrity of the University or its workplace. These incidents should be reported to Human Resources at (323) 563-5827 and Security Services at 323-563-4918 – 8:00 a.m. to 1:00 a.m. – main switchboard or 323-326-4859 – campus security cell phone.

E. Americans with Disabilities Act

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

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

F. Harassment

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

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

The complete policy on general harassment can be found in [Policy, Procedures, and Manuals](#).

G. Sexual Harassment

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

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

- ◆ Bring the matter to the attention of a department chair, program director, or dean.
- ◆ Request a meeting with a Department of Human Resources representative.

- ◆ Report the event using the online portal www.cdrewu.edu/compliance or the CDU Alert Hotline 800-716-9007. Reports are confidential and may be made 24/7; persons reporting may remain anonymous if they choose.

The complete policy on sexual harassment can be found in [Policy, Procedures, and Manuals](#).

H. Non-Discrimination

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