



2016

Faculty Handbook



Our Mission

Train future physicians to serve selflessly and humbly, while emphasizing strong medical ethics and appreciation of human worth and dignity.

Our Goals

To foster and support a vibrant health science learning community for students, faculty, staff, and community partners.

To build an outstanding academic program and experiences, comprehensive scholar support and a campus culture and environment that promotes student, faculty and staff engagement and community participation.

To lead in innovative medical education programs, including education programs for medical students, faculty, and community physicians

To develop research and scholarly programs with an emphasis in applied research to prevent disease, personalize medicine and improve population health.

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I. Introduction

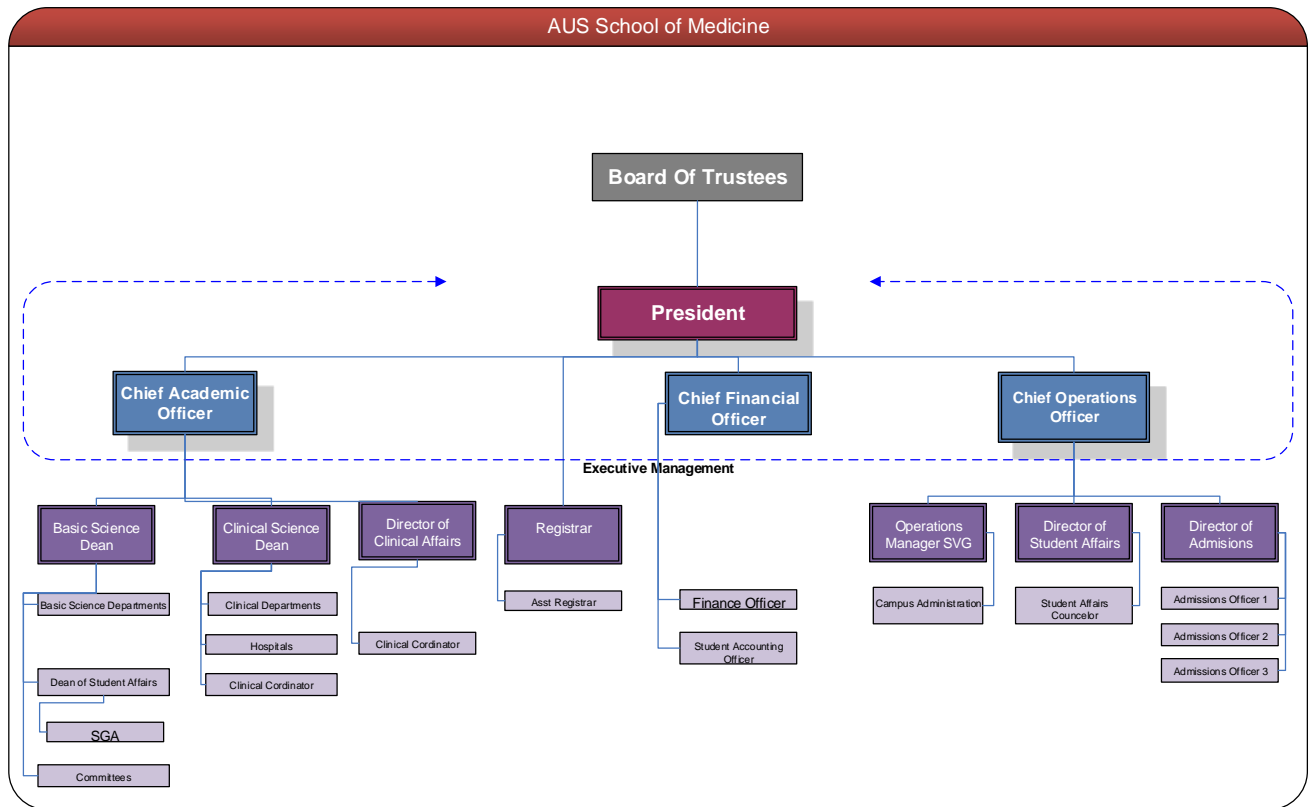
The American University of St. Vincent (“AUS”) School of Medicine Faculty Handbook provides information about faculty appointments with the School of Medicine, responsibilities of the faculty, and the organization and governance of the school. It is not intended to be all inclusive; more detailed or comprehensive information may be obtained from the appropriate department, or University office upon request.

The information contained in this handbook is current as of December 2013. Information in the handbook may be superseded by changes in policy or programs that occur after its publication. Revisions of handbook content will be made periodically and disseminated in print format and/or electronically. The electronic version will be updated at the beginning of each academic year.

American University of St. Vincent reserves the right to change any of the policies contained herein at any time.

II. University Organization

The following organizational chart graphically describes the organization of the School of Medicine.



A. President

As the University's chief executive officer, the President is responsible for providing general oversight of the University's teaching and research programs; its campuses and affiliated hospitals; the welfare of the faculty and supporting staff; the business and financial welfare of the College; and for the maintenance of health, diligence, and order among the students.

The President serves as the chairman of the Board of Trustees. The president represents the College at ceremonies and public events and plays a major role in fund raising. The President also recommends the appointment of executive officers who perform their duties under the President's general direction.

B. Executive Dean / CAO

The Executive Dean serves as the chief academic officer of the College. The Executive Dean provides management, coordination, and leadership in all areas related to the College's medical education, continuing medical education, and student programs.

Appointment to this position is made by the President after consultation with the Board of Trustees. The Executive Dean serves at the will of the President. The Executive Dean reports directly to the President.

Job Description:

1. Coordinating the assessment and development of academic programs within the College
2. Preparing and revising, as necessary, academic program plans for the College
3. Promoting and serving as a model for teaching professional achievement and professional service
4. Overseeing all personnel matters involving academic and non-academic employees including:
 - a. Recruiting, appointment, re-appointment; termination and dismissal; faculty evaluation, tenure, promotion and merit; and the preparation and approval(s) of faculty workload plans and long range professional development plans
 - b. Promote a professional working relationship with faculty and administration in all academic and non-academic areas
5. Maintaining effective communication between students, faculty and Chairs within the College and with other academic unit personnel
6. Serving as a liaison with relevant professional associations and state and national regulatory and accrediting agencies
7. Ensuring that policies and procedures are followed
8. Overseeing the allocation and expenditure of resources

C. Chief Operating Officer (COO)

Under direct supervision of the president, directs and manages the administrative functions of the American University of St Vincent School of Medicine, ensuring compliance with school and university policies/procedures and relevant administrative regulations, guidelines, and standards. Oversees and coordinates human resources and administration for the school, and serves as a primary liaison and point of coordination with other AUS components and university departments on a wide range of clinical, programmatic, and/or administrative issues.

The President will direct this position and will delegate the authority. The position will work closely with the Executive Dean and of the University.

Job Description:

1. Directs and coordinates administrative functions and enforces university policy for the College in coordination with all associated university departments; provides administrative support and direction to the instructional, research, and service programs of the college
2. Directly and administratively supervises unit employees including final approval of hiring decisions, performance appraisals, scheduling, training, employee development, disciplinary actions, and conflict mediation; determines staff salary levels; develops procedures and assigns work tasks to improve efficiency
3. Participates in decision-making regarding the planning and direction of clinical activities for the School of Medicine; provides operational and policy liaison between the AUS and the various Health centers and Hospitals of St. Vincent
4. Participates in the development of new projects and/or programs; collects and distributes funding information, and prioritizes funding requests; may provide guidance and assistance in identifying and soliciting funding sources, and grant proposal writing, as appropriate
5. Coordinates and oversees all AUS staffing issues; serves as liaison on legal issues related to faculty, and makes or participates in disciplinary decisions in the absence of or on behalf of the Executive Dean, as necessary

6. Acts in the absence of the dean or associate deans on operational and administrative matters; reviews, interprets, recommends, and/or implements college/school policies; identifies and resolves issues regarding administrative and fiscal matters; develops systems to monitor academic and administrative deadlines; regularly evaluates college/school administrative systems and services
7. Researches, reports, analyzes, compiles, and/or completes information such as operational expenses, salaries, student profiles/assessments, enrollments, student costs, and/or curriculum for various surveys and/or accreditation reviews, as appropriate
8. Serves as a liaison to, government/legislative agencies, funding agencies, and other external constituencies; represents the School at meetings and other functions as requested
9. Serves on various departmental, divisional, and University policy-making committees; participates directly in the formulation of policy, ensuring that administrative and human resources practices are in compliance with University regulations, policies, and appropriate laws
10. Additional responsibilities as assigned by the President

D. Chief Financial Officer (CFO)

This position is necessary to coordinate all financial aspects of the University including, but not limited to procurement of funds, allocation of funds, auditing of the accounts, and preparing financial statements on AUS's funds, scholarship funds, etc. He/she will assure proper financial health of the institution and develop short-term and long-term financial goals in keeping with the academic goals set forth by the President and the Executive Dean. This position will also deal directly with the President regarding the financial operations of the University.

Job Description:

1. Directs and controls all financial activities for the University
2. Work with the financial aid office
3. Keep abreast with the admission and financial trends in the United States and Canadian, mainland medical schools
4. Analyze and maintain all the relevant financial records for the University
5. Report to the President and Executive Dean the relevant statistics about the student-admissions and student -financing
6. Manage the Scholarship programs and supervise the student loan programs for the University
7. Assist the Executive Dean in decision-making regarding admissions, transfers and readmissions
8. Knowledge of college and university human resources systems.
9. In the absence of the COO, the CFO assumes his/her responsibilities
10. Other duties as assigned by the President

E. Dean of Academic Affairs – Premedical and Basic Sciences

The Dean of Academic Affairs of Premedical and Basic Sciences supports the College's mission of promoting and maintaining an academic environment conducive to excellence in teaching and learning. The Dean of Academic Affairs of Premedical and Basic Sciences works in concert with the Faculty Senate to address academic problems and issues, create new academic policy when necessary, and provide oversight for the College's degree programs and curriculum.

The Dean of Academic Affairs of Premedical and Basic Sciences reports to the Executive Dean but works closely with the Dean of Basic Sciences in St. Vincent, and the academic leaders at affiliated institutions.

Job Description:

1. Administer the medical education program in accordance with the overall objectives of the organization and management and implementation of the academic discipline policies and procedures
2. Identify the educational needs of the faculty staff members and will coordinate educational effort with the program directors in various departments
3. Plan and coordinate all conference schedules. He or she can choose to delegate certain programming responsibilities to department chairs, program (course) directors, or other key personnel or assume full responsibility
4. Oversee the recruitment and selection of quality students for the University's M.D. program
5. Assist the Registrar with processing of core course waivers, leave of absence requests and degree progress letters and extensions
6. Preparation and publication of the Student and Faculty Handbooks
7. Management of the process for faculty recruitment and retention
8. Active involvement in the accreditation process
9. Assess and evaluate of the College's curriculum, programs and teaching across all sites;
10. Oversee the preparation of class schedules and complying with institutional reporting requirements
11. Build and maintain new affiliations with universities (Basic Science) and visit all affiliated premedical campuses
12. Additional responsibilities as assigned by the Executive Dean

F. Dean of Academic Affairs – Clinical Sciences

The Dean of Academic Affairs of Clinical Science supports the College's mission of promoting and maintaining an academic environment conducive to excellence in teaching and learning. The Dean works in concert with the Faculty Senate to address academic problems and issues related to clinical clerkship, create new academic policy when necessary, and provide oversight for the College's degree programs and Clinical curriculum.

The Dean of Academic Affairs of Clinical Science reports to the Executive Dean but works closely with the Dean of Clinical Science and supervise the Assistant Clinical Deans (regional) and the academic leaders at affiliated institutions.

Job Description:

1. Administer the clinical education program in accordance with the overall objectives of AUS and implement the academic discipline, the policies and procedures in the Clinical Sciences
2. Identify the educational needs of the preceptors and Clerkship Directors and coordinate with Assistant Deans of Clinical Sciences
3. Supervise Assistant Deans of Clinical Sciences and make sure the implementation of the clerkship curriculum for each core subject is followed at every site.
4. Supervise Assistant Deans of Clinical Sciences and make sure the same clerkship curriculum for each core subject is followed at every site and that the students are getting the same level of education at each training site
5. Active involvement in the accreditation process
6. Work closely with the Dean of Clinical Sciences and share valuable suggestions regarding the curriculum and ways to improve the clerkship training

7. Oversee the Assistant Deans of Clinical Sciences for clerkship schedules, clinical shelf exam schedules for the students and make sure they comply with the reporting requirements
8. Build and maintain affiliations with teaching hospitals and visit all affiliated teaching hospitals
9. Oversee the Counseling of students in clinical rotations and liaise with existing clinical hospitals for further admissions of the students of the University for clinical rotations
10. Assist the clinical science department in advising students for residency programs
11. Additional responsibilities as assigned by the Executive Dean

G. Dean of Basic Sciences

The Dean of Basic Sciences has leadership and administrative responsibilities for professional student recruitment, the College admissions program, professional curriculum, and student retention. The Dean oversees academic standards and academic and student support services related to the professional program. The Dean interacts with faculty on academic matters through collegiate committees and through their respective department heads. The Dean works closely with and answers directly to the Executive Dean on all issues related to academic and student affairs. The Dean also works closely with the Dean of Academic Affairs for Premedical and Basic Sciences. The Dean of Basic Sciences serves as the Executive Dean for the College in the Executive Dean's absence.

Job Description:

1. Schedules classes in St. Vincent
2. Schedule major and final examinations in St. Vincent
3. Maintains records of the academic program
4. Course outlines
5. Enrollment records
6. Academic performance records
7. Complete graduation checklist
8. Interface with the Executive Dean, and faculty
9. Supervise maintenance of accurate academic records for each student in the professional curriculum
10. Coordinate completion of grade rolls for College and University files
11. Coordinate review of requests for student transfers to the College
12. Provides leadership for curriculum development and evaluation based on goals and objectives including outcomes measurement
13. Monitors and evaluates quality and cost effectiveness of academic programs
14. Provides leadership for the accreditations processes of the university
15. Monitors faculty workloads in consultation with the faculty of the colleges
16. Provides leadership for instructional improvement through library resources, audio-visual resources, academic computing, and technology to support student learning
17. Evaluates effectiveness of instruction through, course evaluations by students, classroom visits and department chair evaluation reports
18. Coordinates and facilitate retention efforts in the College
19. Maintain records of and monitors academic probation
20. Provides leadership to faculty on retention issues
21. Coordinates student counseling services
22. Maintain faculty academic advisory system
23. Monitor funds and programs of SGA in cooperation with faculty advisor

24. Maintain list of officers of student organizations, class representatives and representatives of commercial companies
25. Supervise Office Manager
26. Develop College academic calendar
27. Perform other duties as assigned by the Executive Dean
28. Prepares agenda for faculty senate meetings
29. Prepares faculty meeting schedule
30. Makes recommendations for revisions of Faculty Handbook
31. Provides leadership in recruitment, selection, orientation, and retention of academic personnel
32. Interviews, approves, and contracts Basic Science faculty
33. Provides leadership in developing objective evaluation of faculty for tenure, advancement in rank considerations, and contract renewals
34. Provides impetus for cooperation and coordination of faculty in its academic endeavors and committee work
35. Encourages professional growth of faculty
36. Seeks sources of funding for faculty development (internal and external)
37. Creates a climate conducive to scholarly inquiry in an atmosphere committed to mission and ministry
38. Works with faculty in planning and developing sabbatical and study leaves
39. Perform other duties as assigned by the Executive Dean

H. Dean of Clinical Sciences

Reporting to the Executive Dean, supervise the clerkship directors within the Clinical Science department. The Clinical department and the students are spread out in various teaching hospitals in US. The Dean is responsible for designing, implementing and evaluating a competency-based clinical skills teaching program across the various clerkship sites.

Job Description:

1. In coordination with the clerkship directors and assistant clerkship directors, designs and implements a competency-based clinical skills curriculum for AUS medical students
2. Responsible for maintaining the contents of the curriculum update
3. Integrates early clinical skills teaching during the foundational sciences curriculum with clinical teaching activities during clinical rotations
4. Integrates with Basic Science faculty and gives feedback about the Basic Science teaching and gives valuable suggestions
5. Ensures that the academic department is in compliance with the latest developments in clinical medicine as they will be reflected in USMLE Step 1
6. Serves on bodies to assure accreditation is maintained
7. Evaluates faculty performance, holds faculty accountable and mentors and provide support for faculty members toward promotion
8. In coordination with the Dean of Academic Affairs – Clinical Sciences, assists in the development and rollout of training and development programs and faculty orientation
9. Evaluates and reports on all departmental data, and provides enterprise data for the department for inclusion in the annual report
10. Effectively and responsibly manages all aspects of departmental administration.
11. Remains current on developments and best practices in clinical medicine

12. Researches emerging industry trends, new technologies, concepts and techniques and works with the appropriate personnel to integrate these items into the department goals
13. Teaches as needed within the discipline
14. Oversees the activities of the clerkship department and its assistant directors, in all the teaching sites under that region
15. With the assistance from the Dean of Academic Affairs – Clinical Sciences and Clerkship Directors, makes sure that the same level of clinical skills are taught every hospital site
16. Completes other projects and duties as assigned by the Executive Dean

I. Assistant Deans of Clinical Sciences

Reporting to the Dean of Clinical Sciences and the Dean of Academic Affairs – Clinical Sciences, supervise the assistant clerkship directors in each hospital site. The clinical department and the students are spread out in various teaching hospitals in the U.S. The Assistant Deans are responsible for overseeing clerkship training in their region. He/she ensures that the competency-based clinical skills are taught at every teaching site that the students at all sites receive the same level of education.

Job Description:

1. In coordination with the clerkship directors and assistant clerkship directors, help the Dean of Clinical Sciences to design and implement a competency-based clinical skills curriculum for AUS medical students
2. Responsible for implementing the contents of the curriculum
3. Integrates early clinical skills teaching during the foundational sciences curriculum with clinical teaching activities during clinical rotations
4. Communicates the changes to stakeholders
5. Ensures that the academic department is in compliance with the latest developments in clinical medicine as they will be reflected in USMLE Step 1
6. Serves on bodies to assure accreditation is maintained
7. Evaluates faculty performance, holds faculty accountable and mentors and provide support for faculty members toward promotion
8. In coordination with the Dean of Academic Affairs – Clinical Sciences assists in the development and rollout of training and development programs and faculty orientation
9. Leads in the hiring and training of department personnel and is responsible for the performance management of all department faculty and staff
10. Evaluates and reports on all departmental data. Provides enterprise data for the department for inclusion in the annual report
11. Effectively and responsibly manages all aspects of departmental administration
12. Assists in the development of the annual budget and ensures that the department operates within budget
13. Remains current on developments and best practices in clinical medicine
14. Researches emerging industry trends, new technologies, concepts and techniques and works with the appropriate personnel to integrate these items into the department goals
15. Teaches as needed within the discipline
16. Oversees the activities of the clerkship department and its directors, including the regional Assistant Deans
17. Assist and work closely with the Dean of Academic Affairs – Clinical Sciences
18. With the assistance from Dean of Academic Affairs – Clinical Sciences and Assistant clerkship directors to ensure that the same level of clinical skills are taught at every hospital site
19. Completes other projects and duties as assigned

J. Clerkship Directors

This position is necessary to coordinate all the aspects of Introduction to Clinical Medicine course and all subspecialties, including preparing departmental budgets, and coordinating and monitoring the clerkships. The position will assure compliance with the standards set by the university in the Medical specialties. This position also will provide assistance to the Associate Dean of Basic Sciences. This position also will coordinate the Basic Science Program with Clinical Sciences. This includes CPR, ACLS & PALS training.

Job Description:

1. Be in charge of the overall operations of the department
2. Keep abreast of the trends in the medical education in the United States Mainland medical schools and Canada
3. Identify areas of weakness in ICM curriculum and Clinical exposures for students and suggest changes to the Curriculum Committee and implement changes to the Curriculum effectively
4. Update the departmental faculty of the recent trends in medical education in ICM
5. Assist the Executive Dean and Associate Dean for Clinical Sciences in implementing major redirection in the educational process in the school when necessary
6. Assess the strengths and weaknesses of the educational programs in ICM and recommend corrective measures to the Executive Dean
7. Assess the faculty improvement needs and propose to the Dean the ways and means of achieving high quality clinical experience for the students through uniform programs that are in keeping with the objectives set forth
8. Assess the efficacy of clerkship experience through student evaluations and make necessary changes through the analysis of examination results, log-books, case write-ups et cetera
9. Student satisfaction and cost efficiency in terms of time and resources and report the findings to the Dean of Academic Affairs - Clinical Sciences
10. Assure the proper preparation of examinations based on the set objectives in a confidential, efficient and timely manner
11. Supervise continuous assessments and assure high standards
12. Keep up a feedback system, which will improve the communications with the students regarding the educational processes
13. Assist the clerkship sites in ICM at least once every year alternating with the Dean of Academic Affairs - Clinical Sciences. Assist Course Directors in preparing reports and self-evaluations.
14. Work with the Assistant Dean of Clinical Sciences to coordinate all educational efforts
15. Work with the Dean of Academic Affairs - Clinical Sciences to initiate and report on outcome studies
16. Participate in the teaching activities of the Clinical Science Program in ICM commensurate with his/her specialization and training
17. Evaluate the faculty members in the department and make recommendations regarding, appointment, promotion, retention, discipline and removal
18. Respond to student complaints regarding the members of the department and refer complaints to the Grievance committee when indicated
19. Other duties as assigned by the Dean of Academic Affairs – Clinical Sciences

At the end of each calendar year, the Dean of Academic Affairs - Clinical Sciences will assess the efficiency of the office and its occupant and corrective measures could be taken when necessary.

K. Assistant Clerkship Directors

The assistant clerkship director coordinates all aspects of Clinical Rotations in all core subjects in each hospital site and monitors the clerkships. This position will assure compliance with the standards set by the university in the various clinical specialties.

Job Description:

1. Be in charge of the over-all clinical clerkship in that hospital
2. Identify areas of weakness in curriculum and clinical experience of students in core rotations and suggest changes to the Assistant Dean and Curriculum Committee and implement them
3. Update the department faculty with the recent trends in medical education
4. Assist the Dean of Academic Affairs – Clinical Sciences and Dean of Clinical Sciences in implementing major redirection in the educational process in the school when necessary
5. Utilize the contacts and expertise in recruiting the faculty members for the site
6. Assess the efficacy of clerkship experience through student evaluations of faculty and Clinical site, analysis of examination results, log-books, case write-ups and make necessary changes
7. Evaluate student satisfaction and cost efficiency in terms of time and resources and report the findings to the Assistant Dean of Clinical Sciences
8. Assess the faculty needs and propose them to the Dean of Academic Affairs – Clinical Sciences for faculty development to achieve high quality clinical experience for the students through uniform programs to keep up with the objectives set forth
9. Assure the proper preparation of examinations based on the set objectives in a confidential, efficient and timely manner
10. Keep up a feedback system and act as an advisor to improve the communication with the students regarding the educational processes
11. Assist the preceptors of each clerkship in the site in preparing reports on educational efforts, self-evaluations and outcome studies
12. Respond to student complaints regarding the members of the department and refer complaints to the Grievance committee when indicated
13. Other duties as assigned by the Dean of clinical science or by the Dean of Academic Affairs – Clinical Sciences

L. Registrar

Provide leadership to plan, organize and manage all of the activities related to the Records and Registration Department, including serving as the official authorized keeper of the university's student records. Direct the activities of the University Registrar's Office to include registration of students, maintenance of student records, classroom scheduling, and related functions, to provide a central and consistent registration operation for the School of Medicine.

Job Description:

1. Direct activities of the University Registrar's Office to provide a central and consistent registration operation, ensuring integrity of the University's academic and student record keeping; develop systems that enhance the efficiency and effectiveness of registration services; interpret registration management practices to students, faculty, parents and other constituencies
2. Develop policies and practices for registration management; monitor developments in technology and maintain technological systems to support registration and record keeping

functions; assume leadership in the development, implementation and supervision of student information systems university-wide

3. Serve on or chair University committees as appropriate
4. Direct daily operations of the office to include maintenance of student enrollment records and transcripts, organization of registration procedures, scheduling classes and supervising preparation of course schedule, evaluating transfer credits, and administering awarding of advanced placement credits
5. Work closely with Associate Registrar in collection and dissemination of data, providing academic and student data for institutional research, preparing and publishing official enrollment statistics, and other related activities
6. Review course scheduling practices on an ongoing basis to ensure efficient use of class day and academic facilities
7. Refer requests for changes to permanent record to faculty committee and/or Executive Dean's Office as appropriate
8. Direct various personnel functions including, but not limited to, hiring, performance appraisals, promotions, transfers and vacation schedules

The above statements describe the general nature and level of work being performed by individuals, assigned to this classification. This is not intended to be an exhaustive list of all responsibilities and duties required of personnel so classified:

1. Hire, supervise and evaluate the Records and Registration staff
2. Organize and administer the records, registration and graduation functions, including transcript evaluations, admissions and the ECFMG certification process in order to provide maximum service to students while ensuring efficient and effective workflow
3. Participate and serve as part of the Student Services Team
4. Supervise the coordination, evaluation and certification of all graduation applications, while overseeing the complete graduation process to include all elements of the rehearsal and ceremony
5. Responsible for collecting, recording, maintaining and reporting of student records within AUS guidelines, e.g., grades, registration data, transcripts, mid-term verification, and other associated requirements
6. Provide leadership and develop appropriate recommendations for the implementation of related technology application in support of enhanced services offered through Registration and Records
7. Develop and administer the departmental budget
8. Problem-solve through research, analysis and resolution of student disputes as they relate to records and registration
9. Collaborate with administrators, deans, faculty, IT and counselors to facilitate and improve services to students, including catalog and registration/records policy questions
10. Administer the collective bargaining agreement for the support staff contract
11. Serve as ex-officio member of Curriculum Committee

This job description is not intended to be all inclusive and the employee will also perform other reasonably related duties as assigned by the Executive Dean or President.

M. Associate Registrar

The Assistant Registrar position is responsible for all student academic and attendance record keeping. This position includes compiling, maintaining, and tracking student academic information and records for internal and external analysis and/or use. This position acts as the central records facilitator for permanent academic information on current and prior students. The Assistant Registrar shares the responsibility for the successful enrollment and persistence of students. Incumbent must assure that the EDMC philosophy: quality services to clients; development, growth, involvement, and recognition of employees; sound economic principles; and environment which is conducive to innovation, positive thinking and expansion - is considered in carrying out the duties and responsibilities of this position.

Job Description:

1. Maintain academic and attendance records in accordance with regulatory requirements and internal procedures.
2. Organize and coordinate quarterly (semester) registration and clearance activities.
3. Promote student success through data management.
4. Manage report generation as directed by the Registrar.
5. Continue to improve the timeliness of information processing through effective system management, staff development, and interdepartmental communication for internal and external constituencies.
6. Manage and oversee retention and persistence of continuing students.
7. Ensure the academic policies are complied with consistently.
8. May serve as the Designated School Official for the Immigration and Naturalization Service, when directed.
9. Manage the comprehensive exam and dissertation process.
10. Ensure compliance for graduation requirements.
11. Assume the complete responsibility of the Registrar upon directions from President/Ex. Dean and perform other duties as assigned.

N. Basic Science Faculty

The Faculty/instructor is responsible for the coordination, planning, preparation, presentation, and evaluation of classroom instruction and related activities. At a minimum, the related activities include instruction, instructional counseling, academic advising, serving on various committees, participating in local, state, regional, and national professional activities and organizations. An instructor performs all other duties as directed by the Division Chair, Dean of Instruction, or the President or designee.

Job Description:

1. to coordinate, plan, organize, and instruct courses in the day, evening, or on weekends as assigned;
2. to keep active at a high level of expertise in the subjects taught and stimulate enthusiasm for those subjects;
3. to ensure that each program/class contains essential curricular components, has appropriate content and pedagogy, and maintains currency;
4. to recommend textbooks and other instructional materials including classroom and laboratory equipment to Division Chairs;
5. to assist in the college's library collection development by selecting, evaluating, and weeding library resources in each appropriate discipline;
6. to teach all classes according to an approved course syllabus;

7. to keep students informed and updated concerning course content, requirements, evaluation procedures and attendance requirements;
8. to keep students informed about their progress through the prompt grading of papers and other work;
9. to maintain accurate and complete scholastic records, including attendance records;
10. to submit Failure to Report, Early Warning, Notification of Unofficial Withdrawal, and other documentation when appropriate;
11. to file an appropriate course syllabus for each course taught with the appropriate division chair and the Dean of Instruction's office;
12. to conduct class evaluations and complete other college evaluations in accordance with college policy;
13. to ensure that assigned classes are held as scheduled;
14. to hold the final exam at the time scheduled in the college's semester schedule, unless permission to deviate has been approved by the Dean of Instruction;
15. to make suggestions to the Division Chair or the Dean of Instruction concerning the improvement of the curriculum in keeping with the objectives of the college;
16. to participate in program and curriculum review and development and student learning outcomes initiatives;
17. to make use of available college online resources (home page, office hour posting, syllabi posting, grade book, Instructional Policy Manual, etc.);
18. to plan each unit or lesson, both as to content and method, to make each class minute meaningful;
19. to organize each course taught into an effective instrument of learning;
20. to study and utilize students' learning styles in each class in order to facilitate the best teaching and learning situations;
21. to incorporate instructional technologies in instructional delivery;
22. to maximize the learning opportunities for each student;
23. to keep informed of current trends and new approaches to instruction via professional development activities;
24. to submit annual program budgets to the Division Chair and work closely with the appropriate Division Chair on the development of annual division budgets for approval by the Dean of Instruction;
25. to assist with pre-registration and registration;
26. to demonstrate a genuine concern for each student through personal conferences and the full use of the faculty advisement system;
27. to assist in recruitment and retention of students;
28. to serve as an academic advisor to assigned students;
29. to post and maintain office hours for student consultations;
30. to strive for the qualities delineated in the criteria for faculty evaluation used by the college;
31. to refer students to counselors as needed;
32. to submit required reports to the appropriate college personnel;
33. to attend all faculty meetings, college assemblies, professional development and orientation activities, and other meetings as called by the President, Dean of Instruction, or Division Chair;
34. to become thoroughly familiar with all college policies and procedures and comply with all college policies and procedures;
35. to serve on and provide information to college committees as needed;
36. to be actively involved in the co-curricular activities of the college; and
37. to convey college-related information to students in a timely manner as requested by college officials.

III. Faculty Appointments

American University of St Vincent is an equal opportunity educator and employer. It is engaged in a program of affirmative action that seeks to ensure appropriate representation of minorities and women among both academic and non-academic employees.

All applications for faculty positions in the Basic and Clinical Sciences are reviewed by an ad-hoc search committee comprised of the Dean of Basic Sciences or Dean of Clinical Sciences, and respective faculty members. After review, the committee forwards their recommendation(s) to the Dean of Academic Affairs who will then consult with the President. On behalf of the University Board of Trustees, the President must approve all faculty appointments.

Faculty members holding full-time appointments at American University of St Vincent should not hold faculty appointments of any type at other educational institutions or organizations without written approval from the President, except for adjunct or visiting appointments. Part-time and contributed service faculty members may hold multiple appointments, but must disclose such educational appointments at the time of their initial appointment or request approval from the President prior to accepting such appointments.

A. Categories of Academic Appointment

Faculty appointments are classified as full-time, part-time (visiting), or contributed service.

1. Full-Time

Individuals who receive one hundred percent of their mutually agreed professional compensation for all professional and academic service from the University or any combination of entities approved by the University and who work a minimum of thirty-five hours per week may be recommended for a full-time faculty appointment.

2. Part-Time (Visiting)

Individuals who work for less than 35 hours per week are classified as part-time appointments. Adjunct faculty members are eligible to receive a portion of the professional compensation from the University.

3. Contributed

Faculty appointments for individuals who volunteer to participate in the academic activities of the medical school without direct financial compensation are classified as contributed service appointments.

B. Ranks and Titles

The medical school has six medical faculty ranks:

Title	Qualifications
Emeritus	Any Assistant, Associate, or full Professor who retires after age 55 and has had a minimum of ten years of continuous service to the University, subject to approval by the Board of Trustees
Professor	M.D. with license to practice in the U.S. and board certification in any specialty with ten years teaching experience <i>OR</i> M.B.B.S. with Masters in a medical specialty plus ten years teaching experience and two years clinical or research experience <i>OR</i> Ph.D. in medical subjects with fifteen years teaching or research experience
Associate Professor	M.D. and passed USMLE part 1, 2, & 3 and board certification in any specialty with five years teaching experience <i>OR</i> M.B.B.S. with Masters in a medical specialty plus five years teaching experience with one year clinical or research experience <i>OR</i> Ph.D. in medical subjects with ten years teaching or research experience
Assistant Professor	M.D. and passed USMLE parts 1, 2, & 3 with two years teaching experience <i>OR</i> M.B.B.S. with Masters in a medical specialty plus two years teaching experience with one year clinical or research experience <i>OR</i> Ph.D. in medical subjects with five years teaching or research experience
Senior Lecturer	M.D. with one year clinical experience <i>OR</i> M.B.B.S. with one year clinical experience <i>OR</i> Ph.D. with one year teaching experience <i>OR</i> Masters in medical subjects with five years teaching experience
Junior Lecturer	M.B.B.S. <i>OR</i> a Masters in medical subjects with no prior teaching experience

C. Terms of Appointment

Faculty members holding appointments at the rank of lecturers and instructors are appointed for a period of one year. Faculty members at the rank of Assistant Professor and Associate Professor usually are appointed for three years. Faculty members at the rank of Professor usually are appointed to five-year terms. Under unusual circumstances, the Executive Dean may request a shorter appointment for faculty members holding these professorial ranks. Reappointment of faculty members holding professorial ranks must be initiated by the department chair.

D. Annual Reviews

All faculty members will receive a formal written annual performance appraisal by the Dean of Basic Sciences or their Clinical Department Chair. This review will address the accomplishments of the goals established for the previous year, progress toward the achievement of promotion, and goals for the upcoming academic year. Copies of these reviews will be kept in the faculty member's personnel file.

IV. Promotion Process

Promotion at American University of St Vincent is the result of demonstrated and significant additional attainments after a faculty member has been appointed or last promoted. No rigid schedule exists for promotion. Eligibility for promotion is open to all full-time faculty members of Instructor or higher rank. The decision to pursue promotion may be initiated by the faculty member.

A. Promotion Standards

Teaching, service, and scholarship/research are three areas examined in all appointment and promotion considerations. As we are a medical school, contributions to health care and human welfare are also a substantial area of consideration for many of the faculty. Interdisciplinary work is a core value of a medical school and needs to be accounted for in the evaluative process. Some individuals of great value to our institution have truly outstanding performance and contributions in one area when compared with the norm of faculty performance in that area, yet the performance in other areas may be satisfactory only. A recommendation for appointment or promotion of a nominee with such an asymmetrical mix of qualifications must be justified by the Executive Dean. In all cases, the minimum requirements must be met. Longevity in a rank or position is not sufficient evidence of accomplishment or merit for promotion.

1. Teaching

Essential qualifications for appointment or promotion are personal integrity and the ability to teach one's professional area of knowledge to relevant learning groups. Critical elements to be evaluated include experience, knowledge of subject matter, skill in presentation, interest in students, ability to stimulate youthful minds, capacity for cooperation, mentorship, and enthusiastic devotion to teaching.

A teaching portfolio helps convey the scope of instructional accomplishment. The full responsibility of the teacher as a guide and friend extends beyond the walls of the classroom, laboratory, or clinical arena into other phases of the life of the student as a member of the University and world community. Outcomes of instruction in the form of teaching evaluations can be described. Pedagogical research and funding are strong evidence of teaching expertise. The spectrum of instruction spans the gamut from premedical students and graduate students to established practitioners.

2. Service

Service may consist of organizational service in the School of Medicine and University, in the public sector, or in the national organizations of a faculty member's peer group. Service may include participation in committee work and other administrative tasks, counseling, internal review boards, and special training programs within the School of Medicine and University. The University also anticipates that many of its instructional faculty will render extramural services to other schools, industry, relevant professional organizations, governmental agencies, and the public at large. These services may be paid (within University guidelines), advisory, or volunteered.

Organizational and volunteer services are of importance, although given less weight in promotion and appointment decisions than are teaching, scholarship, and clinical activities, when relevant to the faculty member's professional career.

3. Scholarship and Research

All faculty members must be individuals of scholarly ability and achievement. Scholarship may be categorized in terms of the scholarship of discovery (basic research), scholarship of integration, scholarship of application, and scholarship of education. Although American University of St Vincent is not a research university *per se*, faculty members still must be committed to extending and understanding the knowledge base of humanity. Accomplishment in scholarship is typically demonstrated by the quality and quantity of published and other creative work. Interdisciplinary work, participation and leadership in professional associations, and editing of professional journals and other publications are measures of success and stature in scholarship. Peer-reviewed papers and grant funding are strong evidence of scholarship with high impact. There should be a strong prediction of continued excellence throughout the faculty member's professional career.

4. Health Care/Clinical

Many faculty members have a professional role related to health care, generally in terms of clinical responsibility, teaching or research. Competence is expected at entry levels in the faculty ladder and excellence is expected at the higher levels. Excellence is evidenced by documentation from independent authorities in the relevant field, regional reputation, and published work of clinical successes, innovations, or insights.

B. Promotion Procedures

The first level of Promotion Review in the candidate's division is conducted by full-time members holding rank at least as high as that for which the candidate is considered. The chair of this ad-hoc committee reports the result of the faculty review as well as his/her own recommendation to the Executive Dean. The Executive Dean then refers the recommendation with comment to the President. The decision of the President is final.

The candidate shall, at his/her request, be given copies of reports and rationales from each level of the promotion review process. To facilitate this procedure, reports and rationales are formulated to preserve the anonymity of participants in the judgment (to the extent that this is consistent with the communication of the basis of judgment) at each level. The candidate is not given access to individual evaluations submitted in confidence.

The candidate being reviewed for promotion has the right to appeal a negative recommendation of the Dean to the President, indicating the grounds of his/her dissatisfaction with the negative recommendations. Appeals from faculty members relating to reappointments and/or promotions are considered by the ad-hoc committee. This right of appeal does not extend beyond the President.

V. Faculty Salary, Benefits, and Indemnification

A. Pay Schedules

The University's fiscal year begins on the first date of January and terminates on the last date of December. University faculty salaries are paid in 12 monthly installments during the fiscal year. Salary checks are distributed on the first day of every month. If the first day of the month is a holiday, salary checks are distributed on the last business day of the previous month. Salaries are reviewed annually. Subject to the availability of funds, merit increase in salaries, derived from University accounts are given to faculty members on an annual basis at the beginning of each fiscal year. Unbudgeted mid-year salary increases are not allowed, with two exceptions: increases built into grant budgets if they are included in the annual department budget at the time of its preparation or mid-year salary increase resulting from position redefinition or promotion.

A promotional salary increase may be generally given to each full-time faculty member who is promoted to a professorial rank or from one professorial rank to another. The increase is calculated on the portion of the faculty member's salary that is paid from University accounts. The promotional increase is in addition to any annual merit increase that the faculty member may receive.

A merit increase is for performance in the previous year whereas a promotional increase is a cumulative addition based upon performance over a span of previous years.

B. Accommodation

Provisions for accommodation will be honored as outlined and explained in the contract, if any. If the accommodation clause is not mentioned in the contract, or the employee has not been given a contract, the package will not include any provisions for accommodation.

C. Vacation

During the first two years of the employment, the faculty is eligible for two weeks of paid vacation as well as the other holidays as outlined in the following paragraph. After completing two years of service without break, they become eligible for three weeks of paid vacation. The academic interest of 'The Institution' is paramount in this situation and the Dean of Basic Science or Dean of Clinical Science should schedule their vacation accordingly. The vacation has to be taken in conjunction with the University breaks in between terms. Vacation can be accrued for a maximum period of two years.

In the event that the faculty member has to use extra days for vacation with the permission of the Executive Dean, such vacation shall be considered as Leave Of Absence (LOA) without pay and such Leave of absence shall not be considered as break of service.

All vacation requests should be made in advance and the Dean of Basic Science or Dean of Clinical Science has to approve the request before the faculty member makes any sort of travel arrangements. The University cannot be held responsible for any damages that may be suffered by the faculty by making travel arrangements without the prior approval of the Dean of Basic Science or Dean of Clinical Science.

Any vacation during a term will not be approved unless supported by proof of family emergencies. Faculty members who are not on vacation during the term breaks must report to the College during normal operating hours.

D. Personal/Sick Leave

Each faculty is eligible for five paid personal holidays (floating) which could be availed at any time of the year. Employees have the liberty to choose these as per their personal needs but cannot take more than two consecutive days. The intention to avail personal holidays other than sick days has to be worked out with the Dean of Basic Science or Dean of Clinical Science as it is very crucial to accommodate leave for all employees of any one particular department. Personal or sick days cannot be accumulated or carried over. If the employee is sick for more than three consecutive days, he/she has to produce a medical certificate to become eligible for the sick pay. If the staff member has to avail more sick days than allowed, that could be counted as Leave of Absence without pay, with the approval of the Executive Dean.

Regular paid vacation cannot be combined with personal/sick leave.

University Policy allows for a paid maternity leave of two weeks for all full-time female faculty members. Unused sick and/or vacation leave can also be claimed at the time of the maternity leave. When these hours are depleted, any additional time required will be recorded as approved leave without pay. Paternity Leave is not granted to male faculty members.

E. Leave of Absence

A leave of absence may be granted for academic/professional reasons (academic leave), or personal reasons (personal leave). But the request for leave of absence has to be forwarded to the Executive Dean in advance and has to be approved by the Executive Dean. A faculty member may be granted Leave of Absence (without pay) by the Executive Dean based on the circumstances. The Executive Dean's decision shall be final in this matter.

F. Resignation and Retirement

To ensure appropriate staffing and continuity for the school's education and research programs, a faculty member who desires to resign/retire is expected to notify the department chair and Executive Dean of the school, no fewer than 120 days before the date of the intended resignation/retirement. The employment contract specifies the minimum number of days to inform the University about the resignation, even though University prefers 120 days' notice.

G. Holidays

St. Vincent Independence Day, Christmas and New Years' Day are University-sanctioned Holidays.

H. Continuing Medical Education

The University policy encourages the faculty to avail the opportunities for continuing education and acquire CME credits as much as possible through the following:

- AUS-coordinated seminars, workshops and conferences
- Audited courses
- National and international conferences

The University will reimburse the expense for conferences after one year of successful completion of service at AUS. Faculty members are encouraged to attend multiple conferences. But each faculty member is allowed to go for ONE seminar, paid by the University for continuing medical education. AUS will pay for the registration, accommodation, air-fare and will provide a daily allowance. The total allotment for seminar expenses will be \$1000/year per faculty member. AUS will allow up to a week (five working days) with full pay for attending these seminars.

The subject of the seminar should be beneficial for the College and the department for which the faculty member is working. Any seminar request has to be approved by the Executive Dean who will give high priority to the administrative and academic operations before granting permission to attend any conferences.

VI. Policies

A. Drug and Alcohol Policy

1. Policy

- Unauthorized purchase, manufacture, distribution, possession, sale, storage or use of an illegal drug or controlled substance while on campus, while in or on premises or property owned or controlled by the University, or while in vehicles used for University business are prohibited.
- The unauthorized use or possession of alcohol or inhalants while on campus or while in vehicles used for University business is prohibited.
- Use of alcohol, inhalants, or an illegal drug or controlled substance while not on campus which adversely affects class performance or may adversely affect the health or safety of other students, employees, visitors, or patients is prohibited.
- Use of alcohol at an authorized University function, in the course of official University business, or at an authorized University site which adversely affects performance or may adversely affect the health or safety of any other person is prohibited.
- Warnings about prescribed or over-the-counter medication and its impact on class performance or safety must be heeded by the employee. An advisor's advice and assistance may be necessary when adjustments are required to ensure a student's ability to perform assigned work in a safe manner because of use of such medications.
- Distribution to others of a drug or controlled substance obtained pursuant to a prescription, except by duly licensed and certified persons, while on campus or on premises or property controlled by the University is prohibited.
- Faculty members who use illegal drugs or abuse controlled substances or alcohol are encouraged to seek help from available resources.

2. Enforcement

A faculty member who violates the above policy may be subject to disciplinary action, including termination of employment by the University. At the discretion of the University, the faculty member may be referred to an assistance program and/or may be required to participate in and satisfactorily complete a chemical abuse rehabilitation program.

B. Sexual Harassment Policy

The purpose of this policy is to inform all employees and students that sexual harassment in the University is strictly prohibited. American University of St Vincent School of Medicine is committed to an academic and working environment free from inappropriate conduct of a sexual nature. Sexual misconduct and sexual harassment are unprofessional behaviors and individuals who engage in such conduct will be subjected to disciplinary action, including removal from the University.

1. Scope of Policy

This policy applies to all administrators, faculty, staff and students affecting employment with the University and student/academic status. It applies not only to unwelcome conduct that violates the state laws of Texas, the federal laws of the United States and the governing laws in St. Vincent proper (where applicable) in concerning sexual harassment, but also to inappropriate conduct of a sexual nature. It is also applicable regardless of the gender of the complainant or the alleged harasser. In certain circumstances, harassment based upon gender can be deemed as sexual harassment, regardless of the sexual content.

2. Definitions

Sexual harassment is defined as unwelcomed sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature if:

- Submission to such conduct is an explicit or implicit term or condition of an individual's employment
- Submission to or rejection of such conduct is used as a basis for employment decisions affecting such individual
- Such conduct has the purpose or the effect of unreasonably interfering with an employee's work performance or creating an intimidating, hostile or offensive work environment

Sexual misconduct includes unwelcomed sexual advances, requests for sexual favors, or verbal or physical conduct of a sexual nature directed towards another individual.

3. University Responsibilities

American University of St Vincent School of Medicine is responsible for maintaining a working and learning environment free from sexual harassment. The administration is responsible for making widely known that sexual harassment is prohibited both legally and by this policy, and that appropriate procedures for dealing with allegations of sexual harassment are available.

Students should know that the University is concerned about such behavior and is prepared to take preventive and corrective action. Persons who engage in such misconduct are subject to appropriate disciplinary action, which may range from a reprimand, suspension, or dismissal. The severity of the discipline may depend on the severity, frequency, or repetition of the violation.

4. Policy against Retaliation

Reprisal or retaliation against an individual for making a complaint of sexual harassment, non-discrimination or for using or participating in the informal or formal complaint process is a violation of this policy and state and federal laws, and any such action may be cause for disciplinary action up to and including termination and removal from the University.

5. False Statements

Any person who knowingly and intentionally files a false complaint or makes false statements in the course of an investigation is subject to disciplinary action up to and including dismissal from the University.

The process to report complaint for sexual harassment or non-discrimination is available at the office of the Dean of Student Affairs or Executive Dean.

C. Policy on Consensual Faculty-Student Relationships

Interactions between the faculty and students at American University of St Vincent School of Medicine are guided by mutual trust, confidence, and professional ethics. Professional faculty-student relationships have a power differential between faculty members and students; personal faculty-student relationships carry risks of conflict of interest, breach of trust, abuse of power, and breach of professional ethics.

1. Policy

Faculty members shall not engage in consensual relationships with students whenever a faculty member has a professional "position of authority" with respect to the student in such matters as teaching a course or in otherwise evaluating, supervising, or advising a student as part of a school program. Should a consensual relationship develop, or appear likely to develop, while the faculty member is in a position of authority, the faculty member and/or the student shall terminate the position of authority. Even when the faculty member has no professional responsibility for a student, the faculty member should be sensitive to the perceptions of other students that a student who has a consensual relationship with a faculty member may receive preferential treatment from the faculty member or the faculty member's colleagues.

2. Definitions

Faculty, for purposes of this policy only, consists of all full- or part-time faculty, and all other personnel who teach, coach, evaluate, allocate financial aid to, or guide research by students.

Students are all full- or part-time students.

A consensual relationship is any dating, romantic, sexual, or marriage relationship.

Position of authority includes but may not be limited to situations in which the faculty member makes or is responsible for an evaluation of a student for admission, coursework, promotion, financial aid, research funding, suspension, expulsion, or other discipline. (Faculty members providing instruction without evaluation are not necessarily in positions of authority.)

3. Procedures

When a faculty-student consensual relationship exists or develops, a faculty position of authority with respect to the student must be avoided or terminated. Avoidance or termination includes but is not limited to the student not enrolling in a course; a qualified alternative faculty member or teaching assistant taking the position of authority; transfer of the student to another course, section, seminar, etc. taught by a different faculty member or teaching assistant; assigning or transferring the student to another academic advisor; the student dropping a course.

4. Noncompliance with Policy

Any credible allegation of a faculty member's failure to avoid or terminate a position of authority while in a consensual faculty-student relationship obligates the Department Chair, Executive Dean, or other responsible person to conduct a prompt and thorough inquiry to determine whether the allegation is true. Where it is concluded that a position of authority in a faculty-student consensual relationship exists and the faculty member and/or the student involved refuse(s) to terminate the position of authority, the Department Chair or Executive Dean shall terminate the position of authority and can impose sanctions against the parties involved.

5. Sanctions

Persons in violation of this policy shall be subject to sanctions ranging from verbal warnings to dismissal or termination. Persons who knowingly make false allegations that a faculty-student consensual relationship overlaps with a position of authority between the two shall be subject to the same sanctions.

D. Student Mistreatment Policies and Procedures

1. Standard of Conduct

All members of the educational community in the American University of St Vincent School of Medicine have the right to function in a respectful educational environment. This environment will be conducive to learning, respecting the diversity of opinion, race, gender, religion, sexual orientation, age, disability and socioeconomic status. The environment will be free of belittlement, humiliation, or hostility.

2. Purpose of Policy

The School of Medicine is committed to addressing the issue of mistreatment of students by residents and faculty. The purpose of this policy is to provide mechanisms and procedures for students to report mistreatment against them or mistreatment that students observe against others. This policy also informs students what happens to their reports of mistreatment.

3. Definition of Mistreatment Against Students

Mistreatment is defined on the Association of American Medical Colleges Graduation Questionnaire as follows: “Mistreatment arises when behavior shows disrespect for the dignity of others and unreasonably interferes with the learning process. It can take the form of physical punishment, sexual harassment, psychological cruelty, and discrimination based on race, religion, ethnicity, sex, age or sexual orientation”.

Specific examples of mistreatment include (but not limited to) being:

- belittled or humiliated
- spoken to in a sarcastic or insulting manner
- intentionally neglected or left out of the communications
- subjected to offensive sexist remarks or names
- subjected to racist or ethically offensive remarks or names
- required to perform personal services (i.e. babysitting, shopping)
- threatened with physical harm (e.g. hit, slapped, kicked)

4. Procedures for Reporting Mistreatment

A. Evaluation Procedure to Report Mistreatment

Students evaluate faculty and residents with whom they have worked through either the faculty and course evaluation form (Basic Sciences) or clerkship review form (Clinical Sciences). The mechanism for medical students to report mistreatment is by the use of the two “Respect” questions below, which are embedded in each evaluation:

1. Respect and concern for me.
2. Respect and concern for others.

The Dean of Student Affairs (Basic Sciences) or the regional Assistant Dean of Clinical Sciences receives the low “Respect” responses, which are defined as “Poor” or “Fair.”

The Dean of Student Affairs or Assistant Dean monitors who receives low marks (“Poor” and “Fair”) on the two Respect questions. These low marks are brought to the attention of the departments in order to provide feedback to individual faculty and residents to determine whether these teachers are the appropriate individuals to be interacting with medical students.

B. Informal Procedure to Report Mistreatment

Students can report concerns about mistreatment or their learning environment to any of their instructors, faculty, mentors, the Dean of Student Affairs or Assistant Deans of Clinical Sciences. Students may also make reports confidentially or anonymously via the student representatives to curriculum committees or the student government association (SGA); the student representatives will then take these reports to the Dean of Student Affairs or Assistant Dean of Clinical Sciences.

C. Administrative Procedure for Reporting Mistreatment

The Dean of Student Affairs and the Assistant Deans of Clinical Sciences are the academic administrators responsible for the oversight of the respectful learning environment for the medical students. Basic science students (i.e. those in St. Vincent) may report mistreatment directly to the Dean of Student Affairs and clinical science students may report mistreatment directly to the regional Assistant Dean of Clinical Sciences should they choose not to use the reporting mechanisms described in A or B above or in addition to using those reporting mechanisms. The Dean of Student Affairs, Assistant Deans of Clinical Sciences, and/or the student can also report mistreatment directly to the Dean of Academic Affairs and request an evaluation for investigation of faculty misconduct.

5. Mechanism for Investigating Mistreatment

The Dean of Student Affairs and the regional Assistant Deans of Clinical Sciences are responsible for the oversight of mistreatment against students. They will monitor trends by departments, as well as by individual faculty and residents. They will report trends to the appropriate department chairs (or their designee) and/or to the associate deans at the involved sites so that the departments or deans can investigate the issues and decide if and what action is warranted. The Dean of Student Affairs and the regional Assistant Deans of Clinical Sciences will also report individual reports of mistreatment that come through mechanisms other than the “respect” evaluation tool described above to the appropriate department chairs (or their designee) and/or to the associate deans at the involved sites.

VIII. Compact between Teachers and Learners of Medicine

The standards of conduct for the faculty student relationship are based on the AAMC's "Compact Between Teachers and Learners of Medicine" which is reprinted in its entirety below.

Preparation for a career in medicine demands the acquisition of a large fund of knowledge and a host of special skills. It also demands the strengthening of those virtues that undergird the doctor/patient relationship and that sustain the profession of medicine as a moral enterprise. This Compact serves both as a pledge and as a reminder to teachers and learners that their conduct in fulfilling their mutual obligations is the medium through which the profession inculcates its ethical values.

GUIDING PRINCIPLES

Duty: Medical educators have a duty, not only to convey the knowledge and skills required for delivering the profession's contemporary standard of care, but also to inculcate the values and attitudes required for preserving the medical profession's social contract across generations.

Integrity: The learning environments conducive to conveying professional values must be suffused with integrity. Students learn enduring lessons of professionalism by observing and emulating role models who epitomize authentic professional values and attitudes.

Respect: Fundamental to the ethic of medicine is respect for every individual. Mutual respect between learners, as novice members of the medical profession, and their teachers, as experienced and esteemed professionals, is essential for nurturing that ethic. Given the inherently hierarchical nature of the teacher/learner relationship, teachers have a special obligation to ensure that students and residents are always treated respectfully.

COMMITMENTS OF FACULTY

- We pledge our utmost effort to ensure that all components of the educational program for students and residents are of high quality.
- As mentors for our student and resident colleagues, we maintain high professional standards in all of our interactions with patients, colleagues, and staff.
- We respect all students and residents as individuals, without regard to gender, race, national origin, religion, or sexual orientation; we will not tolerate anyone who manifests disrespect or who expresses biased attitudes towards any student or resident.
- We pledge that students and residents will have sufficient time to fulfill personal and family obligations, to enjoy recreational activities, and to obtain adequate rest; we monitor and, when necessary, reduce the time required to fulfill educational objectives, including time required for "call" on clinical rotations, to ensure students' and residents' well-being.
- In nurturing both the intellectual and the personal development of students and residents, we celebrate expressions of professional attitudes and behaviors, as well as achievement of academic excellence.
- We do not tolerate any abuse or exploitation of students or residents.
- We encourage any student or resident who experiences mistreatment or who witnesses unprofessional behavior to report the facts immediately to appropriate faculty or staff; we treat all such reports as confidential and do not tolerate reprisals or retaliations of any kind.

COMMITMENTS OF STUDENTS AND RESIDENTS

- We pledge our utmost effort to acquire the knowledge, skills, attitudes, and behaviors required to fulfill all educational objectives established by the faculty.
- We cherish the professional virtues of honesty, compassion, integrity, fidelity, and dependability.
- We pledge to respect all faculty members and all students and residents as individuals, without regard to gender, race, national origin, religion, or sexual orientation.
- As physicians in training, we embrace the highest standards of the medical profession and pledge to conduct ourselves accordingly in all of our interactions with patients, colleagues, and staff.
- In fulfilling our own obligations as professionals, we pledge to assist our fellow students and residents in meeting their professional obligations, as well.

The reporting of incidents that violate appropriate teacher-student relationships will be strictly confidential and are dealt with accordingly by the Dean of Basic Sciences and Dean of Clinical Sciences. Persons who violate such policy will be subject to sanctions ranging from verbal warnings to either dismissal or termination.

IX. Faculty Disciplinary Actions

A. Grounds for Disciplinary Action

Disciplinary procedures provide an administrative mechanism to determine whether actions by a faculty member breach the standards. Grounds for disciplinary action include, but are not limited to, the following:

- Incompetent performance of professional duties
- Neglect of academic duty
- Misconduct in research, including falsification, fabrication, or theft of data or samples
- Unauthorized use of privileged information
- Abuse of authorship/ plagiarism
- Significant failure to comply with federal, state, or University rules governing research
- Conviction of a felony
- Unprofessional conduct sanctioned by a lawfully constituted authority, such as, but not limited to, loss of the license to practice medicine in any state
- Sanction by a professional entity such as a hospital, grant-funding agency, or professional society
- Unlawful conduct that obstructs the orderly functioning of the medical school
- Gross personal misconduct
- Other egregious conduct that violates the Faculty Rules of the medical school.

B. Faculty Disciplinary Procedures

The office of the President (President, Executive Dean, CFO and Registrar) appoints ad-hoc committees to consider matters concerning disciplinary proceedings initiated by the administration. This committee also deals with charges against faculty members initiated by the administration that may lead to the imposition of a major sanction such as suspension or dismissal. Such charges are referred first to the ad-hoc committee by the Executive Dean. This committee also deals with appeals from faculty members in cases where the administration has imposed a minor sanction such as a reprimand.

X. Bylaws of the Faculty Senate

A. Preamble

The educational, service and scholarly mission of the American University of St Vincent School of Medicine is accomplished through the cooperative and interdependent activities of the faculty and the administration. The success of this partnership hinges directly upon open communications between all participants since the free exchange of knowledge, experience, hopes, history and plans form the matrix upon which effective governance is based.

The purpose of these bylaws is to provide the framework by which the Faculty Senate governs itself and participates in the development and implementation of policies and procedures related to the missions of the American University of St Vincent School of Medicine.

B. Medical Faculty Senate

1. Membership

All full-time professors, associate professors, assistant professors, and senior lecturers are eligible to vote in faculty elections and serve as elected committee members.

2. Duties

The responsibilities of the Faculty Senate carried out through appropriate governance structures include but are not limited to the following:

- a) to establish the general goals of the educational policies of the School of Medicine relative to student admission, curricular requirements, promotions, graduation and other educational activities
- b) to make recommendations to the Executive Dean about the impact on educational programs of changes in the conduct of clinical practice and scientific research in facilities used by the College
- c) to make recommendations to the Executive Dean regarding policies for allocation of School of Medicine resources
- d) to establish criteria for promotion and/or tenure in accordance with the Handbook for Faculty
- e) to establish ad hoc committees as deemed necessary
- f) to be the approving body for all changes/amendments in the Faculty Senate Bylaws.

3. Meetings

The Faculty Senate is in session during the Monthly Meetings, Special Meetings, and Emergency Meetings.

- a) **Monthly Meetings:** The Faculty Senate will meet monthly to receive the reports of standing committees and of the Executive Dean. Notice of the time and place of the monthly meeting will be sent to all faculty members at least one week prior to the date of the meeting, with such notice including the agenda for the meeting.
- b) **Special Meetings:** Special meetings of the Faculty Senate may be called by the President, Executive Dean, Dean of Basics Sciences, Dean of Clinical Sciences, or by a signed petition of 20% of the Faculty Senate. Notice of the time and place of special meetings will be sent to all faculty members at least one week prior to the date of the meeting, with such notice including an explanatory agenda for the meeting.
- c) **Emergency Meetings:** When the Executive Dean or President deems that an emergency meeting of the Faculty Senate is indicated, it may be called with prior notice of two working days. Notice

of such a meeting will be distributed to faculty members through each Department Chairperson. Business transacted must be limited to the reason the meeting was called.

- d) **Meeting Agenda:** The Dean of Basic Sciences shall prepare the agenda for faculty meetings in consultation with the other concerned faculty members. The Dean of Basic Sciences, or his/her designee, will preside at meetings of the Faculty Senate.
- e) **Quorum:** Twenty percent of the voting Faculty Senate shall constitute a quorum.

C. Standing Committees

The School of Medicine has a number of committees, both standing and ad-hoc, charged with review, planning, and advisory functions. The Executive Dean is responsible for setting direction, establishing priorities, and recommending policy, plans, and programs for the school. The Executive Dean appoints members of the faculty to these committees and may delegate this function to the Dean of Basic Sciences. Membership on committees is a requirement of the full and part-time faculty members. Contributed service faculty members also are encouraged to share in the work of committees when offered the opportunity. Service on committees is one of the criteria considered when a faculty member is evaluated for promotion.

All committee members are appointed by the Executive Dean or Dean of Basic Sciences. The Chairman of each committee will only be able to cast a vote in case of a tie. All committees are advisory to the Executive Dean. All committee appointments are renewed annually. Each committee must maintain the minutes and other records along with the necessary statistics.

1. Admissions Committee

- a) **Committee Goal:** As an institution of professional graduate education in medicine, it is very important to select the students with proper motivation, aptitude and character for training as a physician. With this goal in mind the College has set up an Admissions Committee. The admissions committee gives serious consideration to all candidates showing the potential to meet the rigorous academic requirements of a highly structured curriculum.
- b) **Members:** The Admissions Committee shall be headed by a Chair and consists of faculty and students and the distribution shall be as follows:
 - i. Five Faculty Members from Basic Sciences
 - ii. Three Faculty Members from the Clinical Sciences
 - iii. Four Student representatives from Basic Science
 - iv. Two Student representatives from Clinical Science
- c) **Transfer of students:** In the case of transfer students, the Admissions Committee works closely with the Promotions Committee to give proper credits to place them in the right semester.
- d) **Meeting Schedule:** The committee shall meet on an as needed basis. All proceedings, including minutes, of the committee meetings are confidential and release of any information contained in the application form, minutes or recommendations are to be held strictly confidential, and cannot be released to anyone without the expressed consent of the Executive Dean.
- e) All decisions of the Admissions Committee are final.

2. Disaster Management Committee

- a) **Structure:** This committee is based in the campus at St. Vincent. The committee is in charge of the emergency action decision making at the time of disaster and evacuation. In the event of an emergency or serious incident, all directives of the plan shall be implemented by the Disaster Committee, beginning with emergency notification and gathering of all College personnel at the main campus. In the event of a natural disaster or impending hurricane or other serious event,

notification of all personnel shall be carried out at once if evacuation is necessary. The Disaster Committee shall keep all College faculty and administration abreast of any life threatening developments.

- b) Members: The Disaster Committee shall consist of members from the faculty, students, and administration. The structure shall be as follows:
 - i. Two Faculty Members from the Basic Sciences
 - ii. Two Staff Members from the campus
 - iii. Two Student Representatives
- c) Frequency: The committee shall meet on an as needed basis.

3. Curriculum Committee

The Curriculum Committee is the driving force behind the medical education programs of the School of Medicine and is expected to uphold the values, rules and regulations promulgated by the University in general and the School of Medicine in particular.

- a) The focus of the Committee shall be to study the ongoing changes in medical education in the United States and other developed countries and make the necessary changes to the curriculum and the manner in which it is administered.
- b) Implementation:
 - i. The implementation of the curriculum is the sole responsibility of the Executive Dean and the Faculty Senate.
 - ii. The committee shall be required to monitor the implementation and notify deficiencies if any to the Executive Dean.
 - iii. The committee shall also be responsible for maintaining a unified curriculum across all its divisions including the Premedical, Basic Sciences and the Clinical Science programs at various clinical centers.
- c) Members: The Curriculum Committee shall consist of faculty and students as follows:
 - i. Three Faculty Members from the Basic Sciences
 - ii. Two Faculty Members from the Clinical Sciences
 - iii. Two Assistant Deans of Clinical Sciences
 - iv. One Student Representative from the Basic Sciences
 - v. One Student Representative from the Clinical Sciences
- d) Meeting Frequency: The committee meets at least once in every term, and as needed throughout the term. All curricular changes approved by the Curriculum Committee must be reviewed by the Faculty Senate, approved by the Executive Dean, President, and the Board of Trustees.
- e) Basic Science curriculum sub-Committee: The curriculum committee members representing the Basic Science shall form a sub-committee to address the required changes of Basic Science. This sub-committee shall meet as frequently as required and present the suggestions before the full curriculum committee.
- f) Clinical Science curriculum sub-Committee: The curriculum committee members representing the Clinical Science shall form a sub-committee to address the required changes of Clinical Science. This sub-committee shall meet as frequently as required and present the suggestions before the full curriculum committee.

4. Grievance/Disciplinary Committee

All students and faculty members have the right to present grievances to the Grievance/Disciplinary Committee. The Grievance/Disciplinary Committee is the investigative and judicial arm of the Executive Dean's Office.

- a) **Authority:** The Grievance/Disciplinary Committee has the authority over all matters referred by the Executive Dean, Deans, Student Government Association, or any individual student or faculty member, wishing to file a grievance.
- b) **Meeting Frequency:** The committee meets on an as needed basis and the majority members constitutes the quorum
- c) **Members:** The Disciplinary/Grievance Committee is made up of faculty, preferably with the following minimum members:
 - i. One senior member of the faculty
 - ii. One faculty member from the Behavioral Science department
 - iii. One female faculty member

Disciplinary actions are also addressed by the Grievance/Disciplinary Committee. The policies and procedures related to disciplinary actions, including the appeals process, are outlined below and are also included in the Student Handbook.

Disciplinary Actions

For a student who has engaged in cheating, unprofessional conduct, or other improper behavior, occurring within or outside the confines of the teaching programs, dismissal or other specified disciplinary action may be recommended after a review by the Grievance/Disciplinary Committee.

Accusations against students are to be submitted in writing to any member of the Grievance/Disciplinary Committee. If the committee finds the accused guilty, the Executive Dean, on review of the case, specifies the action to be taken.

The student has the right to appeal a decision of the Executive Dean, providing that the appeal occurs within five days of receiving notification of the disciplinary action. In cases of appeal, the student is given the opportunity to appear before a Student Faculty Appeals Committee of four, including: the SGA president, a faculty member chosen by the student initiating the appeal, a faculty member chosen by the Executive Dean, and a faculty member chosen by the three other members of the committee who serves as Chairman. The Appeals Committee reviews the transcripts of the Grievance/Disciplinary Committee and may hear further arguments by the parties involved. Recommendation of the action of the committee is submitted to the Executive Dean. The decision of the appeal reached by the Executive Dean represents the highest level of due process available in the School of Medicine.

5. Library Committee

- a) **Function:** The Library Committee shall be responsible for overseeing the operations of the Library and Learning Resource Center.
 - i. Main function is to advise the Chief Librarian on matters of library policy and to act as a consultative and recommendatory body in making decisions on day-to-day operations.
 - ii. The committee shall aim to improve the collection and services on a continuing basis in consultation with users.
 - iii. The committee shall collect, evaluate and compile procurement lists based on input from faculty, students, the Curriculum Committee, Department Heads and the Executive Dean.

- b) Members: The Library Committee shall consist of faculty, students, and members from the administration as follows:
 - i. Four Faculty Members from the Basic Sciences
 - ii. Librarian(s)
 - iii. One Staff Member in St. Vincent
 - iv. Three Student Representatives from the Basic Sciences
- c) Meeting Frequency: The committee meets on an as needed basis at least once in every semester and the majority members constitutes the quorum

6. Student Promotions Committee

- a) Power of Authority: All academic matters, including grades, grading policies and probationary standings, are within the purview of the School of Medicine's Promotions Committee.
- b) Final: The decision of the Executive Dean/Dean, after consultation with the Promotions Committee, shall be final.
- c) Academic review: The committee shall be responsible for reviewing the progress of each student at appropriate points in the educational process to identify any academic difficulties that may exist or develop.
- d) Good standing: The committee verifies the good standing of students in the Basic Sciences and Clinical Sciences programs and shall make sure to comply with all academic rules and regulations, and remain current in financial obligations.
- e) Members: The Promotion Committee shall consist of only experienced faculty members. The committee shall consist of at least three faculty members from the Basic Sciences, and three from the Clinical Sciences.
- f) Frequency: The committee shall meet at least two times per term. The majority members constitute a quorum for the meeting.

The policies and procedures for grade appeals, which are addressed by the Promotions Committee, are outlined below, and are also included in the Student Handbook.

Capricious Grading

Students are responsible for meeting the standards of academic performance established for each course/clerkship in which they are enrolled, as established by the University. The grade-appeal procedure is available only for the review of allegedly capricious grading and not for review of the instructor's evaluation of the student's academic performance. Capricious grading, as that term is used here, comprises any of the following:

- The assignment of a grade to a particular student on some basis other than the performance in the course/clerkship
- The assignment of a grade to a particular student according to more exacting or demanding standards than were applied to other students in the course/clerkship.
- The assignment of a grade by a substantial departure from the instructor's previously announced standards.

Appeal Procedures

A student has the right to appeal a grade received in an individual examination, project or paper, or any other grade given by a course or clerkship instructor based upon work that is submitted as part of a grade in a course. The appeal process has several stages that must be completed in their entirety in order for the appeal to be considered properly completed and appropriate for submission as a grievance. The number of stages is dependent on whether the appeal is submitted during the term for

course examinations, or at the end of the term, when the appeal is being made regarding a final grade in a course.

While a course or clerkship is in progress, the student or students shall present a written petition to the instructor with the intent to clarify to the instructor a course-related concern. If a resolution of a student(s) concern is not reached after submitting the concern directly to the instructor, the student(s) may submit a written petition to the Dean of Basic Sciences (or of Clinical Sciences). After reviewing the case along with all evidence presented, the Dean shall render a decision as to whether due process was followed in the original case. If necessary, a new review may be conducted if the Dean finds in favor of the student(s) making the appeal based on lack of due process.

For appeals made at the end of the semester for a final grade, the student shall present the appeal in writing to the Promotions Committee within one week after receiving the course or clerkship grade. The appeal must specify the exact nature of the appeal and suggest mutually beneficial ways to resolve the appeal. The Promotions Committee will only hear appeals presented in writing that include the names of the aggrieved student(s). If the appeal involves issues of a general nature to an entire class, then the aggrieved student or students may request a representative to participate in bringing the matter before the Promotions Committee.

The objective of the Promotions Committee shall be to examine the evidence and identify a resolution that will promote the overall academic integrity of the College's educational process. The Promotions Committee will determine a resolution to the appeal in accord with this objective, and present this resolution in the form of a recommendation to the Executive Dean. Upon receipt of this recommendation, the Executive Dean shall render a decision in this case and report the decision to the grieving student(s). The decision of the Executive Dean shall be final regarding the form and substance of the resolution.

Academic dismissal is also addressed by the Promotions Committee. The policies and procedures related to academic dismissal, including the appeals process, are outlined below and are also included in the Student Handbook.

Academic Dismissal

If the Promotions Committee concludes that a student be dismissed because the student has failed to meet academic requirements satisfactorily, a recommendation for dismissal will be sent to the Executive Dean of the School of Medicine. After review, the Executive Dean must choose either (1) to uphold the dismissal as recommended, or (2), if extenuating circumstances warrant, to reconvene the committee and investigate the student's record further.

A student dismissed from the rolls of the School of Medicine has the right to appeal the decision of the Executive Dean, providing such appeals occur within 15 calendar days of notification of dismissal. The student may appeal the decision for dismissal directly to the Executive Dean. The Executive Dean may reconvene the Promotions Committee if new information, not previously considered by the committee which has bearing on the case, is revealed. At that meeting the student may call upon a faculty advocate to support his or her case. At the conclusion of that meeting the Promotions committee refers its recommendation to the Executive Dean for final decision. In other cases the Executive Dean may seek counsel from a faculty committee. The student is given the opportunity to appear before a committee of three faculty members, one chosen by the Executive Dean, one chosen by the student, and a third chosen by the first two. This committee gathers and evaluates the facts of the case, which are the

substance of the appeal, and recommends an action to the Executive Dean, whose decision is then final. The decision of appeal reached by the Executive Dean represents the highest level of due process available in the School of Medicine.

7. Continuing Medical Education/Research Committee

- a) The CME/Research Committee shall be responsible for the enhancement of the College's research environment, management of research resources, and support and coordination of research program activities. This committee approves all the research projects of the university.
- b) Members: The members of the committee shall be as follows:
 - i. Four Faculty Members from the Basic Sciences
 - ii. One Staff Member in St. Vincent
 - iii. Three Student Representatives from the Basic Sciences
 - iv. One U.S.-based Research Scientist/Consultant

8. Scholarship Committee

- a) American University of St Vincent School of Medicine offers a number of scholarship programs to recognize outstanding performance of applicants in various fields. Scholarships are awarded to new incoming students and are credited to basic sciences tuition for semesters one to four. The Scholarship Committee, which works closely with the Admissions Committee, is responsible for granting all scholarships.
- b) Members:
 - i. Premed Advisor
 - ii. Director of Student affairs
 - iii. Director of finance
 - iv. Director of admissions
- c) Meeting Frequency: The committee meets at least once during each term or on an as needed basis and the majority members constitutes the quorum for making decisions.

D. Amendments

The Bylaws of the Faculty Senate may be amended at any regular meeting of the Faculty Senate by the affirmative vote of not less than two-thirds (2/3) of the members of the Senate, provided that notice of any proposed amendment including a draft thereof shall have been mailed to each member of the Senate at least ten (10) days prior to the meeting at which the amendment is to be voted upon. All amendment shall be sent to the Executive Dean for final approval without which the amendments shall not become final and legal.

DISCLAIMER

The American University of St Vincent Faculty Handbook is subject to change without notice. New versions, if available, are available at <http://www.AUSmed.com/faculty-handbook/>.

It is the responsibility of each faculty member to be familiar with the information contained in this handbook.