I. EXECUTIVE AUTHORITY

As a non-profit public benefit corporation, the University of Southern California (USC) is governed by the Board of Trustees. The Board of Trustees establishes policies, exercises powers as stated in the Bylaws of the University, controls property and conducts the affairs of the University. The Board of Trustees delegates certain powers to the President of the University and serves as the ultimate decision-making unit. The President of the University is the chief executive officer in charge of all University operations. He or she is responsible for carrying out policies established by the Board of Trustees and has the power to delegate authority to the officers and academic executives of the University.

The President of the University of Southern California has delegated the responsibility for academic affairs to the Provost, and the Provost has delegated the operation of the Keck School of Medicine to the Dean of the Keck School of Medicine. The Medical Faculty Council of the Keck School of Medicine serves as a deliberative and consultative body for the Dean of the Keck School of Medicine, with power to make studies, reports and recommendations directly to the Dean on matters pertinent to the functioning of the Keck School of Medicine.

The governance policies and practices of the Keck School of Medicine will be in accord with the policies and practices of the University including those stated in the Bylaws of the University. If this document differs in any way from the most recently approved edition of the Faculty Handbook of the University of Southern California or other University policies, those documents take precedence over this governance document.

RESPONSIBILITY OF THE DEAN OF THE SCHOOL OF MEDICINE

The Dean will be responsible for the operation of the Keck School of Medicine. His/Her responsibilities will include those stated in the Bylaws of the University and also to:

- enable the faculty to develop and maintain outstanding educational programs for medical students, undergraduate students, graduate students, physician assistant and professional students, postdoctoral trainees, and postgraduate physicians;
- recruit and retain a faculty that excels in educational, research and clinical endeavors;
- provide an environment that encourages scholarly activity;
- manage all fiscal matters pertaining to the operation of the school;
- make available (either by posting online or by other available mechanisms) an up-to-date organizational chart of the Administration, a description of the roles of administrative offices and the names of individuals holding senior positions in those offices;
- establish a process to keep faculty members informed regarding major initiatives, departures and appointments of senior administrators and searches to fill faculty positions and administrative offices;
II. THE FACULTY OF MEDICINE

A. The Faculty of Medicine, through its elected representatives, the Faculty Council, and its delegates, faculty committees, or other faculty representatives, will exercise primary responsibility for making recommendations to the Dean relative to all matters pertaining to academic policy and faculty status within the Keck School of Medicine. Such academic policy matters will include, but are not necessarily limited to those for:

- medical and graduate students, postdoctoral fellows, physician assistants and other professional students: admissions, curriculum, evaluation, discipline and student affairs, as applicable;
- faculty: appointments, promotions, quality of research and quality of medical care;
- physicians: graduate and continuing medical education programs, and quality of medical care.

The Faculty of Medicine, through the Faculty Council, committees, or other representatives or delegates, will contribute to long-range planning, and achievement of the goals and objectives of the Keck School of Medicine.

For the purposes of this governance document, the Faculty of Medicine includes all persons with full-time academic appointments (tenure track and non-tenure track) at the Keck School of Medicine whether or not primarily located at the Health Sciences Campus.

B. Department Chairs and Institute Directors (Directors of Organized Research Units) are appointed by the Dean, and have authority delegated by the President in accordance with the Faculty Handbook and policies of the University of Southern California. When a chair vacancy of a department or institute directorship occurs, the Dean will select a new chair according to the procedures specified in the Faculty Handbook, and subject to the approval of the Provost.

1. The department chair, under the authority delegated by the Dean, will be responsible for the operation of the department with regard to its internal organization and its relationship to the school as a whole. (The responsibilities of the department chair are outlined in the University Bylaws and Faculty Handbook and further clarified for the Keck School of Medicine in Appendix A to this document.) The chair will further have the authority to create or consolidate divisions within the department and to appoint or replace division chiefs, subject to the approval of the Dean. In exercising this authority, he or she will consult the faculty of the department.

2. Institute Directors will be responsible for the strategic planning, research direction, and operational administration of the Institute (as described in Appendix B. Institute
Director Responsibilities).

3. Review of Chairs of Departments and Institute Directors will occur in accordance with the procedures outlined in University policies. Chairs or Institute Directors will be reviewed every five years, or as otherwise specified by the Dean at the time of hiring Chairs or Institute Directors. This review cycle of Chairs and Directors may or may not be in the same cycle as the University Academic Program Review. All Chairs and Institute Directors serve at the pleasure of the Dean, Provost and President of the University.

III. ADVISORY BODIES TO THE DEAN

A. THE MEDICAL FACULTY COUNCIL (MFC)

The Medical Faculty Council is the elected faculty council for the Keck School of Medicine. It will serve as the primary advisory group to the Dean. It will represent the faculty of the School as stated in the Constitution of the Academic Senate. It will be concerned with issues directly related to faculty status, responsibilities and welfare within the Keck School of Medicine.

In discharging its functions, the MFC:

- serves as a deliberative and consultative body with the authority to survey the faculty and make studies, reports and recommendations on all matters that have a significant bearing on the work or status of the faculty;
- identifies issues of highest priority to the faculty and may discuss and debate current issues and matters of interest to the faculty;
- advises the Dean and the Dean’s other advisory bodies on academic and faculty status matters;
- acts jointly with the Dean to suggest, and to advise and consult on the appointment of, chairs and members of school committees;
- organizes meetings of the faculty-at-large to discuss issues of interest to the faculty; and
- communicates with the faculty-at-large about its deliberations in a timely manner, including provision of the MFC meeting minutes, approved resolutions, and other important documents either by posting on-line or by other available mechanisms.

The MFC will hold open meetings at least on a quarterly basis, or more frequently as needed, and will hold a meeting of the faculty-at-large on at least on an annual basis. The Council will have a membership of nine faculty members, who serve staggered three-year terms. A quorum for a meeting of the MFC will constitute a minimum of five of the nine voting members. Faculty on the MFC must be full time faculty who have primary appointments in the Keck School of Medicine, and may be tenure track or non-tenure track. Department Chairs, and faculty who are serving as direct reports to the Dean (Associate Dean or higher) in the administration will be excluded from consideration for membership on the MFC. The Dean or the Dean’s designee will attend MFC meetings on an ex officio basis to facilitate communication between the council and dean’s office.

To assure representation of faculty within the MFC, six of the nine positions will
represent the clinical faculty and three will represent the basic science faculty. Every year, a slate of faculty candidates will be proposed by the executive committee of the outgoing Council for replacement of the open positions constituting one third of the council. At least two candidates will be nominated for each open position. In addition, the faculty-at-large may propose additional candidates if those candidates are supported by signatures of at least 10 full time faculty colleagues. No more than two members from any one Department are eligible to serve on the Council. New members of the Council will be elected by annual secret ballot election of the faculty. All faculty members who hold full-time primary academic appointments (tenured, tenure track or non-tenure track) in the Keck School of Medicine will be eligible to vote for representatives. Vacancies will be filled by a special election held by the MFC, where the elected faculty member would serve the remaining term of the vacated seat.

The MFC is responsible for selecting faculty who will represent the Keck School of Medicine on the University’s Academic Senate. Representative faculty may be current members of the MFC or other faculty, as selected by majority vote by the MFC. Senators must be full time faculty who have primary appointments in the Keck School of Medicine, and may be tenured, tenure track or non-tenure track. Department Chairs and faculty members serving in the administration at the Associate Dean level or higher will be excluded from serving as Senators.

The Executive Committee of the MFC will be composed of the following officers: President, President-elect, and Secretary. Any member of the MFC may hold any of these positions, but will hold that position for only one year. The President-elect and Secretary will be elected annually by the members of the Medical Faculty Council. The Medical Faculty Council may adopt its own bylaws consistent with this document, the Faculty Handbook, and University policies.

B. CLINICAL AND BASIC SCIENCE CHAIRS AND INSTITUTE DIRECTORS

Clinical and Basic Science Chairs and Institute Directors will meet regularly with the Dean as a group to allow for exchange of information relevant to the departments and the school. The Chairs and Institute Directors serve as an important advisory group to the Dean on matters of policy affecting the school, including issues affecting faculty, staff and students, education, practice, space, and strategic planning.

C. SENIOR STAFF

The Senior Staff, composed of all vice deans, senior associate deans, associate deans and other administrators essential to the operation of the Keck School of Medicine will be advisory to the Dean in substantive matters pertaining to the governance and administration of the Keck School of Medicine. The Senior Staff will meet regularly with the Dean, will be assigned duties by the Dean, and will advise the dean on all matters under their individual purview. The Dean will appoint, subject to the approval of the Provost, senior deans (Vice Deans, Senior Associate Deans, and Associate Deans) that he or she deems necessary for the efficient administration of the Keck School of Medicine. With the approval of the Dean, senior deans may appoint Assistant Deans to help them carry out their duties. All senior and assistant deans will serve at the pleasure of the Dean, Provost and President of the University.
D. STANDING COMMITTEES

The Standing Committees at the Keck School of Medicine will function in an advisory capacity to the Dean and other senior deans regarding matters of policy. The standing committees will report either directly to the Dean or through a vice dean, senior associate, or associate dean, who serve as ex officio members of the standing committee. All committees are advisory to the Dean, thus the Dean is not obligated to accept or implement the committees’ recommendations. Guidelines for Standing Committees may be found in Appendix C.

IV. ADMINISTRATIVE OFFICES AND STANDING COMMITTEES OF THE KECK SCHOOL OF MEDICINE

A. Educational Affairs

The Vice Dean for Educational Affairs (or other responsible administrator designated by the Dean) will be responsible for overseeing the implementation of the Keck School of Medicine’s mission for medical and graduate education. This administrator will report directly to the Dean and will advise the Dean on all issues relating to medical students, including curriculum, student affairs, and educational policy, and similar appropriate aspects of graduate education and graduate education policy. The Vice Dean will oversee formation of new academic programs, and will be responsible for leading the school in preparation for LCME accreditation site visits. The Vice Dean will supervise other associate and assistant deans appointed by the Dean who are responsible for student affairs, curriculum, medical student admissions, graduate medical education (training of interns and residents) and post-graduate medical education. The Vice Dean will similarly supervise other associate and assistant deans appointed by the Dean who are responsible for master's degree, undergraduate, professional (e.g., Physician's Assistant), certificate and doctoral (PhD) programs. The Vice Dean will be responsible for all joint training programs with other schools. The Vice Dean may constitute subcommittees to deal with educational matters as needed.

Admissions Committee

The Admissions Committee will evaluate and consider interviewed applicants for the medical school class and will make recommendations concerning the admission of such applicants. It will also consider and recommend procedures for the consideration of applicants leading to an entering class consistent with University policy on equal opportunity.

Medical Education Committee

The Medical Education Committee considers and evaluates all matters relating to medical education within the Keck School of Medicine; reviews the medical curriculum in terms of general scope, schedule and philosophy; reviews current standards for accreditation and licensure, ensuring that the curriculum meets or exceeds such standards; formulates and recommends to the Dean such educational policies or procedures as it deems necessary; evaluates student progress in relationship to the academic goals of the departments; and establishes standards and procedures for the evaluation of faculty
teaching.

Student Affairs Committee

The Student Affairs Committee will consider and evaluate all matters dealing with student affairs, including financial aid, student housing, student recreation, and will assist the Associate Dean for Student Affairs (or responsible administrator) in the area of student affairs. The committee will oversee counseling services for students, and hear student clerkship evaluation appeals as described in the Student Handbook. It may establish subcommittees it deems necessary; this will include (but is not necessarily limited to) a subcommittee on financial aid.

M.D./Ph.D. Committee

The M.D./Ph.D. Committee recommends acceptance of students into the joint M.D./Ph.D. program of the University of Southern California and California Institute of Technology, monitors student progress and mentor responsibilities, and recommends disbursement of financial assistance. Admissions decisions will be considered by the M.D./Ph.D. Committee as well as the Keck School of Medicine Admissions Committee.

Graduate Council

The Graduate Council is responsible for reviewing changes in graduate courses, evaluating curriculum, recommending policies and reviewing procedures for graduate programs leading to the M.S., M.P.H., and Ph.D. degrees. This committee will advise the Associate Deans for Graduate Affairs (or responsible administrators) on all matters pertaining to graduate education in the Keck School of Medicine. This will include all matters dealing with graduate student affairs, including financial aid, student counseling, student housing and student recreation. The Council may establish appropriate subcommittees, as it deems necessary.

Graduate Medical Education Committee

The Graduate Medical Education Committee (GMEC) is responsible for supervising, reviewing, and oversight of the postgraduate training programs of residents and fellows. The GMEC is chaired by the Associate Dean for Graduate Medical Education, who reports directly to the dean in this capacity. The GMEC approves residency directors and associate directors for departmental programs and helps the program directors coordinate efforts for site review by accrediting bodies.

B. Faculty Affairs

The Vice Dean for Faculty Affairs (or responsible administrator) will report to the Dean on all matters that pertain to the faculty and their academic activities. The Vice Dean will counsel faculty with regard to policies and procedures of the University and the Keck School of Medicine. The Vice Dean will coordinate School activities related to faculty recruitment; appointments, promotions, and tenure; programs for faculty mentoring; nomination of faculty for honors and awards; awarding of sabbaticals, and other leaves, emeritus status and retirement. The Vice Dean will issue all faculty contracts, ensure that faculty salaries are equitable, and work to enhance the effectiveness of the annual faculty
evaluation of activities. The Vice Dean will work on behalf of the school in faculty
issues resulting in grievances and any disciplinary actions (which are governed by
University-wide policies and procedures). The Vice Dean will supervise the maintenance
of faculty personnel records. The Vice Dean may constitute faculty subcommittees to
deal with faculty personnel matters as needed.

Faculty Appointments, Promotions, and Tenure Committee (Panels)
The Faculty Appointments, Promotions, and Tenure Committee (FAPTC) will act in
concert with the Faculty Affairs Office to advise the Dean on all faculty personnel actions
involving rank and duration of initial appointment, promotions and tenure. Deliberations
of the FAPTC will be initiated by a written recommendation from the department chair and
accompanied by the faculty member’s dossier as required by University policy. The
FAPTC is comprised of respected faculty drawn from the various departments and the
MFC. The Committee is divided into multiple panels. It will include both tenured and
non-tenured faculty, and both basic science and clinical faculty. At least 3/5 of the
committee members must be tenured or hold the designation of Clinical Scholar. The
term of appointment is as is described under the Guidelines for Standing Committees
(Appendix C).

C. Research
The Vice Dean for Research (or responsible administrator) will report to the Dean on all
matters pertaining to research activities at the Keck School of Medicine as well as graduate
programs. The Vice Dean will work to establish the research programs in clinical and
basic science departments and institutes, to maximize the potential for interdisciplinary
research programs, and to aid in the strategic recruitment of new faculty to support
strategic research directions. The Vice Dean will promote research activities and
collaborations within the Keck School of Medicine and between faculty from the School
and faculty in other University units, and will help provide training and mentorship in
research activities for faculty. The Vice Dean will be responsible for issues of scientific
conduct, protection of human subjects and compliance with federal and other regulations
related to research. The Vice Dean may appoint subcommittees to review issues of
scientific misconduct, subject to University policies on scientific misconduct, or any other
issues pertinent to the research mission of the Keck School of Medicine.

Faculty Research Council
The Faculty Research Council (FRC) will serve in an advisory capacity for the recruitment
of tenure-eligible faculty into or within the Keck School of Medicine. The goals of the
FRC are: to assure recruitment of the highest quality individuals in areas that best fit the
needs of the school and its departments and institutes; and to assure an effective mentoring
plan for any junior level faculty members successfully recruited. To meet these goals,
the FRC will evaluate all proposals for new recruitments of tenure-eligible faculty, track
the recruitment process, evaluate final selections, and, for junior-level faculty successfully
recruited, evaluate the initial mentoring plan. Results of these evaluations will be reported
in a timely manner to the Dean, who will use the information to guide decisions about
recruitment of new faculty.

D. Administration and Finance

Approved: Elizabeth Garrett
Provost and Vice President for Academic Affairs
August 9, 2011
The Chief Operating Officer of the Keck School of Medicine (Senior Vice Dean or other responsible administrator) will be responsible for developing and administering the budget for the Keck School of Medicine. He or she will advise the Dean with regard to budgetary issues and will prepare financial reports. He or she will ensure that University policy is followed with regard to financial policies and procedures.

V. AMENDMENT TO THE GOVERNANCE DOCUMENT

Authority to amend the Keck School of Medicine Governance Document rests with the President of the University, or at his or her direction, the Provost. Amendments to the Governance Document may be proposed by a majority vote of the Medical Faculty Council, by the Dean, or via a petition by 25 full-time faculty members. The proposal, with changes indicated, will be posted on-line to allow comment from the medical school faculty to the MFC. After review of the faculty comments, the Medical Faculty Council may by majority vote make a recommendation to the Dean. The Dean will make a recommendation concerning the amendment to the Provost.

Amendments to the Appendices may occur from time to time on an as needed basis The Medical Faculty Council may by majority vote make a recommendation to the Dean. The authority to amend the Appendices rests with the Dean.

If the final decision regarding an amendment does not follow the recommendation of the MFC, the Dean will report the rationale to the Council.
APPENDIX A: Responsibilities of Department Chairs

The Keck School of Medicine’s activities are the responsibility of the Dean, who delegates to the vice deans and senior associate deans, who in turn delegate appropriate responsibilities to each Department Chair. The Department Chair works with the respective vice deans and senior associate deans and is subject to their direction. Department Chairs report annually to the Dean as to the contributions of their Department and faculty to the educational, clinical, and research mission of USC and the Keck School of Medicine. The responsibilities and expectations for department chairs are outlined below, and may change from time to time. Additional specific performance goals may be agreed upon with the Dean.

I. Leadership and Institutional Commitment
Chairs are responsible for providing overall direction within their department to further the education, research and clinical service missions of USC and the Keck School of Medicine, and for departmental faculty and budgetary affairs.

II. Education
Chairs are responsible for actively promoting the participation of department faculty in the teaching of medical students, graduate or professional students, and postgraduate trainees at every level, fostering mastery of academic content, skills, and providing mentoring in professional development.

III. Recruitment
Chairs are responsible for the strategic recruitment of clinical and research faculty to support the clinical and research missions of the department, respectively.

IV. Research
Chairs work with the Vice Dean for Research to establish the research programs in their departments, to maximize the potential for interdisciplinary research programs, and in the strategic recruitment of new faculty to support their research direction.

V. Budget and Administration
Chairs manage budgets in accordance with the policies promulgated by the University and are expected to achieve a balanced budget on an annual basis and to comply with all university and school human resource policies.

VI. Clinical Affairs - Clinical Department Chairs
Clinical Chairs are responsible to the Dean to work cooperatively with other chairs, The Keck Doctors of USC, and the Keck Hospital of USC and the USC Norris Comprehensive Cancer Center and Hospital to achieve the full potential of our academic health center, USC Medicine, and are expected to promote a culture of clinical excellence in all practice settings.
APPENDIX B: Responsibilities of Institute Directors

Institute Directors at the Keck School of Medicine report annually to the Dean as to the strategic directions and their contributions to the research missions of the Institutes to USC and to the Keck School of Medicine. They work with the respective vice deans and senior associate deans and are subject to their direction. They partner with academic department chairs in faculty evaluation, faculty research mentoring and faculty career development. The responsibilities and expectations for Institute Directors are outlined below, and may change from time to time. Additional specific performance goals may be agreed upon with the Dean.

I. Leadership and Institutional Commitment
Institute Directors are responsible for providing overall direction within their unit to further the research and clinical/translational missions of USC and the Keck School of Medicine.

II. Education
Institute Directors are responsible for actively promoting the participation of institute faculty in training students, postdoctoral fellows, residents, and other faculty in research activities integral to the Institute’s mission.

III. Recruitment
Institute Directors are responsible for the strategic recruitment of clinical and research faculty to support the clinical and research missions of the Institute, respectively.

IV. Research
Institute Directors work with the Vice Dean for Research to establish the research programs in their Institutes, to maximize the potential for interdisciplinary research programs, and in the strategic recruitment of new faculty to support their research direction.

V. Budget and Administration
Institute Directors manage budgets in accordance with the policies promulgated by the University and are expected to achieve a balanced budget on an annual basis and to comply with all University and Keck School human resource policies.
APPENDIX C: Guidelines for Standing Committees

The standing committees will consider any and all aspects within the scope of their specific charge (committees are listed according to the office to which they report) subject to the approval of, and the power of review by, the Dean, and subject always to the policies and directives of the University President and Board of Trustees.

a. Chairs of Standing Committees and Members are appointed by the Dean on the recommendation of a senior dean as appropriate. Terms of membership on the standing committees will be three years with the possibility of reappointment. Appointments will be staggered so that one-third of the committee is appointed annually. Vacancies will be filled as they occur.

b. Medical student members will be nominated by the Associated Students of the Keck School of Medicine and graduate student members will be nominated by the Keck School of Medicine Graduate Students Association for membership on all appropriate standing committees except the Faculty Appointments, Promotion and Tenure Committee (FAPTC). Terms of membership of student committee members will be one year, corresponding to the beginning of the academic year.

c. A quorum will consist of one-half of the voting members of the committee or as specified by committee rules. Recommendations favored by less than two-thirds of the quorum present at any meeting may be accompanied by a minority report.

d. Administrative personnel serving ex officio will not have voting privileges.

e. When a standing committee is in executive session, only voting and ex officio members will be present.

f. The Dean's office will provide appropriate staffing for all standing committees.

g. Individual faculty members may attend standing committee meetings (except the FAPTC because of confidentiality). Guest faculty are asked to inform the chair of the committee in advance of their attendance.

h. Annually, a list of all appointed members of standing committees and committee chairs will be disseminated to the faculty. A calendar of committee meetings should be made available to the faculty in a timely manner.

i. The Dean will survey the faculty annually to determine their interest in serving on standing committees or special task forces that the Dean may form during the course of the year; the Dean (or the Dean's designee) will make the final decisions on committee and task force appointments. The Medical Faculty Council will nominate representatives to the Educational Policy Committee and the FAPTC.