

**KECK SCHOOL OF  
MEDICINE  
GOVERNANCE  
DOCUMENT 2017**

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Provost and Senior Vice President for Academic Affairs



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**KECK SCHOOL OF MEDICINE**  
**GOVERNANCE DOCUMENT**  
**2017**

**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 Keck School 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.

**II. 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, vocational students, 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;
- appoint, subject to the approval of the Provost, senior deans (Vice Deans, Senior Associate Deans, and Associate Deans) that he/she deems necessary for the effective 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.

- 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;
- provide the Keck School Faculty Council resources for administrative support.

At the Dean's discretion, he or she may appoint Task Forces charged with assessing needs of the school, identifying and analyzing problem areas within the school, or making recommendations to solve problems or improve the school. It is the responsibility of the Dean to consult with the Keck School Faculty Council about issues of substance affecting the medical school.

The Dean is the Chief Academic Officer of the Keck School of Medicine and is responsible for overseeing the implementation of the Keck School of Medicine's mission for education. In that role, he/she delegates authority over medical education to the Vice Dean for Medical Education (or other responsible administrator designated by the Dean), graduate medical education to the Senior Associate Dean for Graduate Medical Education (or other responsible administrator designated by the Dean), and graduate student, undergraduate, certificate and postdoctoral training to the Vice Dean for Health and Biomedical Science Education (or other responsible administrator designated by the Dean).

### **III. THE FACULTY OF MEDICINE**

#### **A. FACULTY AT LARGE**

The Faculty of the School of Medicine, through its elected representatives, the Keck School 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 Keck School 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 and part-time academic appointments (tenure track, clinical, research, and any educational tracks) at the Keck School of Medicine whether or not primarily located at the Health Sciences Campus.

## B. DEPARTMENT CHAIRS AND INSTITUTE DIRECTORS

Department Chairs and Institute Directors (Directors of recognized Organized Research Units) are appointed by the Dean, after consultation with the Provost, and have authority delegated by the Dean, Provost and President in accordance with the Faculty Handbook and policies of the University of Southern California. Center Directors may be appointed directly by the Dean, or directly by a Department Chair, after consultation with the Dean. When a department chair, institute or center directorship vacancy occurs, the Dean (or Department Chair, if appropriate for a center director) will select a new chair, institute or center director 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 chair will further have the authority to create or consolidate divisions within the department and to appoint or replace vice chairs and division chiefs, subject to the approval of the Dean. In exercising this authority, he or she will consult the faculty of the department. The department chair has the authority to make educational and/or clinical assignments, as appropriate, according to the Faculty Handbook and the General Provisions for KSOM Faculty, as revised from time to time, online at <http://policy.usc.edu/faculty/faculty-handbook/>. The responsibilities of the department chairs are as outlined in the University Bylaws and Faculty Handbook, and further clarified pertaining to the Keck School of Medicine under Department Chair Responsibilities, as revised from time to time, posted on-line at <http://keck.usc.edu/wp-content/uploads/2017/07/Clinical-Chairs-Duties-and-Responsibilities.pdf>, and <http://keck.usc.edu/wp-content/uploads/2017/07/Basic-Science-Chair-Institute-Director-Duties-and-Responsibilities.pdf>.
2. Institute Directors and Center Directors will be responsible for the strategic planning, research direction, and operational administration of the Institute or Center as described under Institute and Center Director Responsibilities, as revised from time to time, posted on-line at <http://keck.usc.edu/wp-content/uploads/2017/07/Basic-Science-Chair-Institute-Director-Duties-and-Responsibilities.pdf>.
3. Review of Chairs of Departments, Institute and Center Directors will occur in accordance with the procedures outlined in University policies and the Keck School of Medicine policy, found under Review of Chairs of Departments, Institute and Center Directors, as posted on-line at <http://keck.usc.edu/wp-content/uploads/2017/07/Approved-Chair-Review-Policy-05-2012.pdf>. Chairs, Institute or Center Directors will be reviewed every five years, or as otherwise specified at the time of their hiring. This review cycle may or may not be in the same cycle as the University Academic Program Review. All Chairs, Institute and Center Directors serve at the

pleasure of the Dean, Provost and President of the University, and, if the Centers are organizationally placed within a department, Center Directors may also serve at the pleasure of the Department Chair.

#### **IV. ADVISORY BODIES TO THE DEAN**

##### **A. THE KECK SCHOOL FACULTY COUNCIL**

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

In discharging its functions, the Keck School Faculty Council:

- 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;
- actively solicits faculty volunteers to serve on school standing committees, makes recommendations to the Dean for appointments to certain committees, or approves the membership of committees where appropriate
- 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 Keck School Faculty Council meeting minutes, approved resolutions, and other important documents either by posting on-line or by other available mechanisms.
- One member of the Faculty Council will serve on the Keck School of Medicine Faculty Appointments, Promotion, and Tenure Committee.

The Keck School Faculty Council will hold meetings monthly, or as needed, and will hold a meeting of the faculty-at-large on at least on an annual basis. There are nine members of the Keck School Faculty Council, who serve staggered three-year terms. A quorum for a meeting of the Council will constitute a minimum of five of the nine voting members. Faculty on the Keck School Faculty Council must be full time faculty who have primary appointments in the Keck School of Medicine, and may be tenure track, clinical track, research or educational track. Department Chairs, Institute Directors, and faculty who are serving as direct reports to the Dean in the Keck Administration will be excluded from consideration for membership on the Keck School Faculty Council.

To assure representation of faculty within the Keck School Faculty Council, six of the nine positions will represent the clinical faculty and three will represent non-clinical 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 members. No more than two members with primary appointments in one department are eligible to serve on the Council at the same time. New members of the Council will be elected by annual secret ballot of the faculty. All faculty members who hold full-time or part time primary academic appointments (tenured, tenure track, clinical, research, or any educational 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 Keck School Faculty Council, where the elected faculty member would serve the remaining term of the vacated seat.

Individual faculty members at the Keck School of Medicine may attend a general Faculty Council meeting but are required to inform the president of the faculty council in advance of their attendance. Guest faculty members may not vote on resolutions or recommendations. Only elected and formal *ex-officio* members (as described below) of the Faculty Council Members may participate in meetings of the Faculty Council that are held in Executive Session.

*Ex-officio* members of the Keck School Faculty Council:

- The immediate past president of the Keck School Faculty Council, if he or she has completed his/her term on the faculty council, will be asked to attend meetings for the year following the presidency, as an *ex-officio*, non-voting, member of the Council to provide continuity.
- One part-time faculty member will be asked to attend meetings of the Keck School Faculty Council as an *ex-officio*, non-voting, member of the council, to represent the interests of part-time faculty on issues under consideration. Nominations for this position will be solicited from the faculty at large, a faculty member will be elected by majority vote of members of the Faculty Council, and that individual will serve a three year term.
- The Dean or the Vice Dean for Faculty Affairs will attend Keck School Faculty Council meetings on an *ex-officio* basis to facilitate communication between the council and Dean's office.

The Keck School Faculty Council is responsible for selecting and appointing faculty who will represent the Keck School of Medicine on the University's Academic Senate. Faculty at large will be solicited annually to nominate themselves for consideration for service. Representative faculty may be current members of the Keck School Faculty Council or other faculty, as selected by majority vote by the Keck School Faculty Council. Senators must be full time or part-time faculty who have primary appointments in the Keck School of Medicine, and may be tenured, tenure track, clinical, research or any educational track. Department Chairs, Institute Directors, and faculty members serving as direct reports to the Dean in an administrative role will be excluded from serving as Senators.

The Executive Committee of the Keck School Faculty Council will be composed of the following

officers: President, President-elect, and Secretary. Any member of the Keck School Faculty Council may hold any of these positions, but will hold that position for only one year. The President-elect will assume the presidency at the end of the year in which they are appointed President-elect. The President-elect and Secretary will be elected annually by the members of the Keck School Faculty Council. The Keck School Faculty Council may adopt its own bylaws consistent with this document, the Faculty Handbook, and University policies.

#### B. CLINICAL AND BASIC SCIENCE CHAIRS/INSTITUTE DIRECTORS

Clinical Chairs and, separately, Basic Science Chairs and Institute Directors, meet with the Dean on a monthly basis, or as needed, to allow for exchange of information relevant to the departments, institutes, and the school. The Chairs and Institute Directors serve as important advisory groups to the Dean on matters of policy affecting the school, including issues affecting faculty, staff and students, education, practice, recruitment, space, and strategic planning. It is also an important venue for relaying communications from the university on new or revised policies. Dean's Cabinet members, as well as others who may be relevant to the discussion, such as members of the Keck Medical Center administration or university representatives of administrative offices may be invited, as appropriate, to attend these meetings as *ex-officio*, non-voting attendees.

#### C. KECK RESEARCH COUNCIL

Chairs of Basic Science Departments, Institute Directors, and Chairs of Clinical Departments that have a substantial commitment to research, as invited by the Dean, meet with the Dean on a monthly basis as a group to allow for exchange of information specifically relevant to research efforts in the departments, institutes, school, and in interschool collaborations. The members of the Research Council serve as an important advisory group to the Dean on strategic matters of policy and recruitment affecting the school, including issues affecting faculty and trainees, research space, research infrastructure and strategic planning. Members of the Dean's Cabinet who can assist with providing information for discussion, as invited by the Dean, will serve as *ex-officio*, non-voting members of the Council. Others who may have information relevant to the discussion, may be invited to attend these meetings as *ex-officio*, non-voting attendees.

#### D. DEAN'S CABINET

The Dean's Cabinet is composed of vice deans, senior associate deans, a representative of the Office of the General Counsel and other administrators essential to the operation of the Keck School of Medicine. The Cabinet will be advisory to the Dean in substantive matters pertaining to the governance and administration of the Keck School of Medicine, and will meet with the Dean regularly to discuss emergent and strategic issues of importance to the Keck School of Medicine. Other individuals may be included in these meetings at the dean's invitation, including, but not limited to, representatives from Development, Public Relations/Marketing, Research Administration, Civic Engagement, and the Office of the General Counsel among other university and school offices.

## E. STANDING COMMITTEES

The Standing Committees at the Keck School of Medicine will function in an advisory capacity to the Dean, other senior deans, and the faculty at large regarding matters of policy. In addition, certain select Standing Committees (e.g., the Admissions Committee) may be charged with authority to make certain types of decisions outside the authority of the Dean. The standing committees will report either directly to the Dean or through any vice dean, senior associate, or associate dean, who serves as an *ex-officio* member of the standing committee. Unless otherwise indicated, committees are advisory to the Dean, thus the Dean is not obligated to accept or implement the committees' recommendations. Guidelines for Standing Committees, as revised from time to time, are posted on-line at <http://keck.usc.edu/about-us/leadership/faculty-council/governance-document/standing-committees/>.

## ADMINISTRATIVE OFFICES OF THE KECK SCHOOL OF MEDICINE

### A. ADMINISTRATION AND FINANCE

The Chief Administrative Officer of the Keck School of Medicine (Senior Associate 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. He or she will work with Department Chairs and Institute Directors on ensuring the integrity of the budgetary process on an annual basis. He/she will be the chief administrative officer for staff Human Resources, Grants Administration, and Space Administration, and all Directors of those offices report to him/her.

### B. CLINICAL AFFAIRS

The Senior Associate Dean for Clinical Affairs (or other responsible administrator designated by the Dean) reports to the Dean and is responsible for broad oversight and coordination of the relationship between the Keck School Administration and Affiliated Hospitals, Medical Centers, and the Faculty Practice Plans, along with the Senior Associate Dean for Administration and Finance and the Vice Dean for Faculty Affairs, as appropriate. This administrator works with the Vice Dean for Faculty Affairs on developing initiatives with our affiliates and addressing with faculty issues that arise at those venues, with the Vice Dean for Medical Education and Associate Dean for Graduate Medical Education in coordinating residency and medical education needs, and the Vice Dean for Research in developing clinical and translational research initiatives with our affiliate partners.. This administrator may constitute faculty committees to research and develop these initiatives as needed.

### C. COMMUNITY INITIATIVES

The Associate Dean for Community Initiatives (or other responsible administrator designated by the Dean) reports to the Dean and is responsible for developing, maintaining, promoting, and reporting on community health education, public health practice, and community science-based initiatives of the KSOM in surrounding local communities. This administrator will coordinate

activities with KSOM Administration, Affiliated Hospitals, Medical Centers, Administrative Office of Keck Medicine of USC, and the Office of Civic Engagement at USC; and will interface, as appropriate, with the Vice Deans of Faculty Affairs, Medical Education and Research. The Associate Dean for Community Initiatives will provide broad oversight of community health improvement projects, community health education, community research and local community health empowerment projects. The goal will be to strengthen community relations, establish trust, engage the leadership, and build a reciprocal communication channel between KSOM and the local communities. This in turn will increase awareness of community health needs within the KSOM, and inform the surrounding communities of the KSOM responsiveness to these needs. This administrator may constitute faculty committees to research and develop these initiatives as needed.

#### D. DIVERSITY AND INCLUSION

The Vice Dean for Diversity and Inclusion (or other responsible administrator designated by the Dean) is responsible for broad oversight of issues of diversity and inclusion, and in developing initiatives that result in fair and equal opportunity in recruitment, admissions, career development and training, and in ensuring that work/study life factors are optimized for all faculty, staff and trainees. The Vice Dean will work in an integrated fashion with the Dean, and other senior leadership in Medical Education, Graduate Medical Education, Health and Biomedical Education, Faculty Affairs, Research and Administration and Finance to accomplish shared goals. Similarly, the Vice Dean will recommend a member to serve as a representative of the medical school in university diversity initiatives and programs for appointment by the Dean. Last, the Vice Dean will work with the Provost's office as appropriate to help implement diversity initiatives. The Vice Dean may recommend individuals to the Dean for appointment as Assistant and Associate Deans of Diversity, and appoint subcommittees to address issues pertinent to the mission of the School.

#### E. GRADUATE MEDICAL EDUCATION

The Senior Associate Dean for Graduate Medical Education (GME) (or other responsible administrator designated by the Dean) is appointed by and reports directly to the Dean. The Senior Associate Dean for GME will serve as the Designated Institutional Official (DIO) as defined by the Accreditation Council for Graduate Medical Education (ACGME) and has authority and responsibility for oversight of all physician residency/fellowship programs for which Keck School of Medicine is identified as the Sponsoring Institution by the ACGME and any other applicable GME accrediting or recognizing organizations. In addition, the Senior Associate Dean for GME will be responsible for working in collaboration with the Designated Institution Officials (DIOs) of all Sponsoring Institutions in which KSOM faculty serve as core educators in the training of residents/fellows in order to foster excellence in teaching by Keck faculty, and to promote optimal learning and working environments for resident and fellows.

#### F. FACULTY AFFAIRS

The Vice Dean for Faculty Affairs (or other responsible administrator designated by the Dean) will report to the Dean on all matters that pertain to the faculty and their academic activities. The Vice

Dean will counsel the Dean, department chairs, and faculty with regard to policies and procedures of the University and the Keck School of Medicine, including employment policies and benefits. The Vice Dean will coordinate School activities related to faculty, chair and institute director recruitment; appointments, promotions, and tenure; appointment to endowed chairs, annual faculty and chair evaluations, comprehensive chair and institute director reviews, programs for faculty mentoring; salary proposal submission to the provost, nomination of faculty for honors and awards; awarding of sabbaticals, and other leaves, emeritus status, and retirement. The Vice Dean will be responsible for issuing all faculty letters of offer and contracts, and annual salary letters, and will work to ensure that faculty salaries are equitable, and to enhance the effectiveness of the annual faculty evaluation of activities. The Vice Dean will work on behalf of the school and the Dean 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, including entry and maintenance of payroll records for faculty. The Vice Dean will supervise other senior associate, associate and assistant deans appointed by the Dean to the Office for Faculty Affairs who are responsible for, among other things, appointments, promotions and faculty development. The Vice Dean will serve an *ex-officio* support role for the Keck Faculty Council to facilitate communication between the Council and the Dean's office. The Vice Dean may constitute faculty committees to address faculty personnel matters as needed.

#### Faculty Appointments, Promotions, and Tenure Committee (FAPTC)

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 appointment, promotions and tenure. This committee will consider appointments or promotions to the associate professor or professor rank, or tenure, if applicable, for all faculty on the tenured, tenure eligible, clinical, research, or any educational tracks. The FAPTC is comprised of faculty at senior rank (at associate professor or professor levels) who are either tenured or on clinical or research tracks. At least 2/3 of the FAPTC membership must be tenured. The Committee, which may be divided into multiple panels, is intended to be broadly representative of all departments and disciplines and includes representatives from both clinical and basic science departments. Committee composition and standard rules of operation are as posted on-line at <http://keck.usc.edu/about-us/leadership/faculty-council/governance-document/standing-committees/>, as revised from time to time. Practices for submission of promotion or appointment dossiers are as described in the Keck School of Medicine Promotion Guidelines (at <http://keck.usc.edu/faculty-affairs/wp-content/uploads/sites/195/2016/06/Keck-School-Guidelines-for-Appointment-and-Promotion-Final-Version-2.pdf>) and the University UCAPT Manual, as revised from time to time.

#### Clinical Appointments and Promotions Committee (CAPC)

The Clinical Appointments and Promotions Committee (CAPC) will act in concert with the Faculty Affairs Office to advise the Dean on all faculty on appointments or promotions to the associate professor or professor rank for all faculty on the Clinician-Educator and Practitioner promotion series'. Committee composition and standard rules of operation are as posted at URL, as revised from time to time, as posted on-line at <http://keck.usc.edu/about-us/leadership/faculty-council/governance-document/standing-committees/>. Deliberations of the CAPC will be initiated by

a written recommendation from the department chair and accompanied by the faculty member's dossier described in the Keck School of Medicine Promotion Guidelines (at <http://keck.usc.edu/faculty-affairs/wp-content/uploads/sites/195/2016/06/Keck-School-Guidelines-for-Appointment-and-Promotion-Final-Version-2.pdf>), as revised from time to time.

#### Faculty Recruitment Consultation Committee

The Faculty Recruitment Consultation Committee (FRCC) will serve in an advisory capacity for the recruitment of tenure-eligible faculty into the Keck School of Medicine, for all academic ranks. The goals of the FRCC are to assure recruitment of the highest quality individuals in areas that best fit the strategic needs of the school, its departments, and institutes; and to assure an effective mentoring plan for any junior level recruits. 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. Committee composition and standard rules of operation are as posted on-line at <http://keck.usc.edu/about-us/leadership/faculty-council/governance-document/standing-committees/>, as revised from time to time.

### G. HEALTH AND BIOMEDICAL SCIENCE EDUCATION

The Vice Dean for Health and Biomedical Science Education (or other responsible administrator designated by the Dean) is responsible for oversight for all Keck School of Medicine educational programs that do not include training or responsibilities in clinical or patient care, including, but not limited to, Ph.D., Master's degree, certificate, and undergraduate programs in the Keck School of Medicine. The Vice Dean will report directly to the Dean on all issues relating to trainees and programs, including, but not limited to, program development, admissions, curriculum, degree progression, commencement, trainee well-being, integrity, compliance with university requirements, and professional conduct issues. In terms of the latter, the administrator will jointly supervise investigations into academic integrity and ethical conduct of research with the Vice Dean for Research, as necessary. When appropriate, the administrator will work jointly with the Vice Dean for Medical Education in any training programs that include training in both graduate and medical education.

Programs may be based in departments or may be a result of intraschool collaborations and the admissions standards, faculty within the program, management and day to day operations of the programs are the purview of the unit in which they are located, as long as these do not conflict with university or school policy. This administrator works with departments and intraschool initiatives on the development and establishment of new academic programs, and collaborative programs with other schools, as appropriate. Associate deans for Graduate Affairs (Ph.D. Programs and Master's Degree Programs), and assistant deans, graduate program directors, or other administrators responsible for the educational programs listed above will actively work with this senior administrator with the goal of achieving excellence in training in these areas. The administrator will produce reports as needed and be the primary individual responsible for the school's participation in UCAR review of these Keck Health and Biomedical Science Education Programs. The senior administrator may constitute faculty subcommittees to address educational matters as needed.

### Health Education Council

The Health Education Council is a consultative body that provides recommendations on oversight, development and operations of graduate (Ph.D., Master's Degree), certificate, and undergraduate training programs to the Vice Dean for Health and Biomedical Science Education and Dean. The Health Education Council is composed of all program directors of postdoctoral, graduate (Ph.D. Master's Degree), certificate, and undergraduate programs plus additional faculty at large members, and makes recommendations to the Vice Dean for Health and Biomedical Science Education and the Dean. This group may also be consulted on other matters concerning graduate student affairs, including, but not limited to, classroom assignment, commencement, financial aid, student counseling, student housing and student recreation. A subcommittee of the Health Education Council, or other faculty as voted on by the council, will be responsible for reviewing and evaluating curriculum and courses for the above programs which will be submitted by faculty to the University Committee on Curriculum, to ensure they meet university requirements. The Council may establish appropriate subcommittees, as it deems necessary. Committee composition and standard rules of operation are as posted on-line at <http://keck.usc.edu/about-us/leadership/faculty-council/governance-document/standing-committees/>, as revised from time to time.

### MEDICAL EDUCATION

The Vice Dean for Medical Education (or other responsible administrator designated by the Dean) will report directly to the Dean and will advise the Dean on all issues relating to medical students, including curriculum, student affairs, the learning environment and educational policy. The Vice Dean will oversee formation of new academic programs, and will be responsible for leading the school in preparation for LCME accreditation. The Vice Dean will supervise other associate and assistant deans appointed by the Dean who are responsible for student affairs, curriculum, continuing medical education, and medical student admissions. The Vice Dean will similarly provide oversight for other leaders of other professional programs that include clinical or patient care (e.g., Physician's Assistant, Nurse Anesthetist), or any vocational program that trains individuals in clinical or patient care etc. (e.g., OTEP program), and coordinate with the Vice Dean for Health and Biomedical Science Education for any graduate degrees awarded to graduates of these professional programs. The Vice Dean will be solely responsible for or will share responsibility, as appropriate, for all joint training programs with other schools that involve medical students (MD/PhD; MD/MBA; MD/MPH, Health Technology and Engineering, etc). The Vice Dean may constitute subcommittees to address educational matters as needed. The standing committees of the administrative office of medical education are listed below.

### Admissions Committee

The Admissions Committee is charged with the evaluation and selection of students that meet the admissions criteria of the Keck School of Medicine, and that best represent the mission of the Keck School of Medicine. The Admissions Committee evaluates interviewed candidates, and is the final authority for acceptance of medical students, including those seeking combined degrees of which the MD is a part, and admission with advanced standing. The Admissions Committee performs its

actions in the context of the strategic priorities and policies set by the Keck School of Medicine. Admissions decisions will not be influenced by political or financial factors. Faculty members constitute the majority of voting members. Committee composition and standard rules of operation are as posted on-line at <http://keck.usc.edu/about-us/leadership/faculty-council/governance-document/standing-committees/>, as revised from time to time.

#### Medical Education Curriculum Committee

Medical Education Curriculum Committee (MECC) has the authority and responsibility for oversight of the medical education curriculum as a whole, including the overall design, management, integration, evaluation, and enhancement of a coherent and coordinated course of studies. The MECC ensures the implementation of formally adopted medical education program objectives to guide the selection of educational content, review and revise the curriculum, and establish the basis for evaluating programmatic effectiveness. The MECC uses medical student feedback and other appropriate internal and external outcome measures to monitor and assess the curriculum, the learning environment, and enhance the quality of the teaching and educational program.

The MECC ensures the consistency and comparability of educational experiences, and establishes the policies and procedures necessary to define the amount of time that can be required of students. The MECC ensures that the appropriate standards of achievement are defined and communicated to medical students, that students are provided fair and timely summative assessments from the school, and that students encounter the appropriate clinical, self-directed, ethical, cultural, inter-professional and curricular content to meet the objectives of the school and medical education curriculum. Committee composition and standard rules of operation are as posted on-line at <http://keck.usc.edu/about-us/leadership/faculty-council/governance-document/standing-committees/>, as revised from time to time.

#### Student Performance Committee

The Student Performance Committee (SPC) has the responsibility and authority to evaluate academic performance and student professional conduct of all students, determine adherence to school performance expectations, determine the ability of the student to meet the Essential Characteristics and Abilities, and make decisions about remediation, and decide eligibility for promotion and graduation. Committee composition and standard rules of operation are as posted on-line at <http://keck.usc.edu/about-us/leadership/faculty-council/governance-document/standing-committees/>, as revised from time to time.

## H. RESEARCH

The Vice Dean for Research (or other responsible administrator designated by the Dean) will report to the Dean on all matters pertaining to research activities at the Keck School of Medicine. The Vice Dean will assist in the establishment of 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 integrity or research misconduct, protection of human subjects and compliance with federal and other regulations related to research. The Vice Dean will be jointly responsible with the Chief Administrative Officer for administration of the Clinical Trials Office. The Vice Dean will supervise other senior associate, associate and assistant deans appointed by the Dean who are responsible for research development, conduct and operations. 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.

## **V. AMENDMENT TO THE GOVERNANCE DOCUMENT**

Amendments to the Governance Document may be proposed by a majority vote of the Keck School 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 Keck School Faculty Council. After review of the faculty comments, the Keck School Faculty Council may by majority vote make a recommendation to the Dean. The Dean will make a recommendation concerning the amendment to the Provost. 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.

Appendices listed on the next page for the Governance document, are posted on-line on the Keck School Faculty Council website. Amendments to the Appendices may occur from time to time on an as needed basis. The Keck School Faculty Council may by majority vote enact a resolution, which serves as a formal recommendation of amendment of any appendix to the Dean. The authority to amend the Appendices rests with the Dean.

If the final decision regarding an amendment is contrary to the recommendation of the Keck School Faculty Council, the Dean will provide the justification for the difference to the Council, or to the petitioners, or both, as appropriate.

On-Line Appendices posted on the Keck Faculty Council website:

- A. Duties and Responsibilities for Clinical Chairs  
<http://keck.usc.edu/wp-content/uploads/2017/07/Clinical-Chairs-Duties-and-Responsibilities.pdf>
- B. Duties and Responsibilities for Basic Science Chairs and Institute Directors  
<http://keck.usc.edu/wp-content/uploads/2017/07/Basic-Science-Chair-Institute-Director-Duties-and-Responsibilities.pdf>
- C. Evaluation Process for Chairs and Institute Directors  
<http://keck.usc.edu/wp-content/uploads/2017/07/Approved-Chair-Review-Policy-05-2012.pdf>
- D. Standing Committee composition and individual committee rules  
<http://keck.usc.edu/about-us/leadership/faculty-council/governance-document/standing-committees/>
  - a. Faculty Affairs
    - i. Clinical Appointments and Promotions Committee  
<http://keck.usc.edu/wp-content/uploads/2017/09/CAPC-committee-FINAL.pdf>
    - ii. Faculty Appointments Promotion and Tenure Committee  
<http://keck.usc.edu/wp-content/uploads/2017/09/FAPTC-committee.pdf>
    - iii. Faculty Recruitment Consultation Committee  
<http://keck.usc.edu/wp-content/uploads/2017/09/Faculty-Recruitment-Consultation-Committee.pdf>
  - b. Health and Biomedical Science Education
    - i. Health Education Council  
<http://keck.usc.edu/wp-content/uploads/2017/09/Health-Education-Council.pdf>
  - c. Medical Education
    - i. Admissions Committee  
<http://keck.usc.edu/wp-content/uploads/2017/09/Medical-Student-Admissions-Committee.pdf>
    - ii. Medical Education Curriculum Committee  
<http://keck.usc.edu/wp-content/uploads/2017/09/Medical-Education-Curriculum-Committee-FINAL.pdf>
    - iii. Student Performance Committee  
<http://keck.usc.edu/wp-content/uploads/2017/09/Medical-Student-Performance-Committee-FINAL.pdf>
- E. Standing Committee Rosters:  
<http://keck.usc.edu/wp-content/uploads/2017/09/Keck-School-of-Medicine-Committee-Rosters-2017.pdf>