

Bylaws of the Dr. Kiran C. Patel College of Allopathic Medicine Nova Southeastern University

Article I: PURPOSE

1. The purpose of these bylaws is to define guidelines and procedures for the administration and governance of the Dr. Kiran C. Patel College of Allopathic Medicine (NSU MD or College) so that members of the administration and faculty may understand their mutual responsibilities and faithfully perform their duties in pursuing excellence in education, research, service, clinical practice and administration.
2. These bylaws are based on the premise that the university and its colleges can function properly when integrity is nurtured and maintained by all, from the president to the faculty members, staff members and students. The bylaws describe all parties' participation in governance of the College. These bylaws are predicated on the principles of shared authority, responsibility, mutual understanding and respect and are intended to foster clear communication, active cooperation, rational argumentation and persuasion in a collegial environment.
3. These bylaws are not intended to constitute a contract between the College and any person, or to create any legal or equitable rights, vested or otherwise, in any member of the College's faculty, staff or student body. The bylaws are not intended to modify, supplement or otherwise be incorporated into any person's employment agreement with the College.

Article II: THE COLLEGE

NSU MD is an integral part of the Private Not-for-Profit, SACSCOC-accredited Nova Southeastern University (NSU), whose purpose is the training of medical students in a rich academic, interdisciplinary environment, including full patient care delivery services, and a meaningful research requirement in participation with the numerous programs and colleges within the Health Professions Division of the University. The College shall be organized as described in these bylaws. The duties, privileges and responsibilities of the Faculty and staff of the College, as stated or implied herein, shall be exercised in accordance with the rules, policies and procedures of the University.

Article III: THE FACULTY

1. SELECTION OF FACULTY

- a. The Faculty of the College are appointed by the Chairs in consultation with the Dean. If the Dean approves, the Dean then makes a recommendation to the President for final approval.
- b. Faculty who hold existing appointments with other NSU colleges and are offered joint appointments in the College shall be appointed to the same rank then held in their original college.
- c. Appointments of faculty at the level of Associate Professor or Professor, as well as consideration of faculty for continuing contract are reviewed by the Merit and Promotion Committee, which shall make recommendations to the Dean.

2. FACULTY RESPONSIBILITIES

- a. NSU MD's faculty is an advisory body to the Dean of the College and shall consist of all individuals appointed as faculty members.
- b. With respect to the governance of the organization, the faculty of the NSU MD are authorized to:
 - i. develop and recommend policies that govern the educational, research, clinical and operational activities including development and evaluation of the curricula for all degree programs as well as the GME programs within the College,
 - ii. develop and recommend admission, promotion, and degree requirements for students within the College,
 - iii. act upon reports from and make recommendations to the Dean, faculty committees, Faculty Council, and other academic Units of the College,
 - iv. communicate with the Faculty Council of the College, and
 - v. provide service to Unit, College, Faculty Council, and University level committees.

3. CORE FACULTY OF NSU MD

- a. The Core Faculty of the College shall include:
 - i. All NSU-employed faculty employed at a minimum of at least 0.50 FTE by the College and who are appointed as faculty.

- ii. Faculty who provide some, but less than 0.5 FTE effort to NSU MD, if they support the mission of the College and are approved by the dean.
 - iii. Non-salaried faculty who fulfill NSU MD mission-based duties, responsibilities and functions and who have been appointed as Core Faculty by the dean.
- b. All Core Faculty must comply with NSU and College policies and guidelines. Each faculty member will be integrated into an academic unit within the College.
- i. Core Faculty members are members of the Faculty Council (discussed below) and may serve on College committees that require Core Faculty members.

The Core Faculty shall be empowered to vote on any proposal, resolution or referendum presented to the Faculty that requires a vote. Each Core Faculty member shall be entitled to one vote.

Article IV: THE ADMINISTRATION

1. **DEAN:** The Dean of NSU MD is the chief academic, administrative and financial officer of the College and is responsible for its operation and for the development, approval and implementation of its policies. The Dean makes all leadership appointments in the College for individuals who assist in the discharge of the Dean's duties.
2. **COLLEGE SUBDIVISIONS:** The College is administratively composed of academic units and administrative sections. Each unit reports directly or indirectly to the Dean. Each academic unit is administered by a Chair who is responsible for the organization and implementation of its programs and reports to the Dean.
3. **COLLEGE REPORTING TO UNIVERSITY:** The Dean of the College reports to the President for all budgetary matters and to the Executive Vice President and Provost for all Academic matters.
4. **ADMINISTRATIVE GROUPS**
 - a. **The Executive Committee**
 - i. The Executive Committee shall be composed of the Dean, Administrative Leaders in the Dean's Office, Academic Unit Chairs, the Faculty Council Leadership Team and other personnel as determined by the Dean.

The Dean, as needed, may call an Administrative Session of the Executive Committee that does not include elected members of the Faculty Council.

- ii. The Executive Committee shall be chaired by the Dean or his/her designee and ordinarily shall meet on a monthly basis to discuss the matters set forth on the agenda as well as any matters properly brought before it by any of its members, Standing Committees of the College or the Faculty Council. The Executive Committee may, by majority vote, make recommendations to or advise the Dean on these matters.
- iii. Members of the Executive Committee unable to attend a meeting may designate, in writing to the Dean, alternates to represent them and vote on their behalf at that meeting. (Alternates for NSU MD members of the Committee must be members of the Core Faculty.)
- iv. Special meetings of the Executive Committee may be called by the Dean or by written request to the Dean by five of its members, which request shall include the agenda. A quorum of the Executive Committee shall be a majority of its members, or designated alternates.

Article V: THE FACULTY COUNCIL

1. FACULTY COUNCIL MEMBERSHIP

- a. The NSU MD Faculty Council will consist of all College Core Faculty members.

2. FACULTY COUNCIL PURPOSE

- a. The purpose of the Faculty Council shall be to represent and serve as a voice for the faculty of NSU MD. The Faculty Council shall provide a forum for discussion and communication and shall collaborate with and advise the Dean, academic leadership, and other appropriate individuals or committees on matters related to the well-being and future of the College as well as its students and faculty. The Faculty Council will report to and be accountable to the faculty and will carry out its responsibilities in collaboration with the Dean and the leadership of the College.
- b. The Faculty Council shall, on its own initiative, consider matters of concern to the College and shall also consider any matter brought before the faculty, the Dean, or other NSU MD committees. Faculty Council will find facts relative to such matters, and formulate principles and objectives so as to report its proposals and recommendations or advise the Dean, or other individuals or groups as appropriate.

3. FACULTY COUNCIL OFFICERS

- a. The officers of the Faculty Council shall consist of a president, a vice president, and the immediate past president, who comprise the Leadership Team of the Council. Terms of office of officers shall begin at the beginning of the Calendar Year.
- b. Officers of the Faculty Council shall be members of the NSU MD Core Faculty. Associate Deans and Chairs of Departments are not eligible for these positions.
- c. The majority of Faculty Council's officers shall be Core Faculty who hold a full-time appointment in NSU MD. There may only be one officer at any one time who holds a joint faculty appointment, but whose primary appointment is within another NSU college.

i. THE PRESIDENT

- 1. The president of the Faculty Council presides over meetings of the Faculty Council.
- 2. The president is a member of all Faculty Council committees, but may vote only to break a tie.
- 3. The president appoints, with the approval of the Leadership Team of the Faculty Council (described below in subparagraph iv), the Chair of any Faculty Council committee.
- 4. The president may appoint ad hoc committees to the Faculty Council.
- 5. The president represents faculty interests as an ex officio in the College's Executive Committee.
- 6. The president serves a term of one year. If the president is unable to complete the term, the vice president shall assume the office and remain in that office for the subsequent term.

ii. THE VICE PRESIDENT

- 1. The vice president of the Faculty Council presides at meetings of the Faculty Council in the president's absence.
- 2. When sitting in place of the president as a member of any Faculty Council committee, the vice president may vote only to break a tie.

3. The vice president represents faculty interests as an ex officio in the College's Executive Committee.
4. The vice president serves for a term of one year and automatically succeeds to the presidency.
5. A vacancy in the office of vice president will be filled through a special election held within 90 days of the vacancy.

iii. IMMEDIATE PAST PRESIDENT

1. The immediate past president chairs the Nominating Committee of the Faculty Council.
2. When sitting in place of the president as a member of any Faculty Council committee, the immediate past president may vote only to break a tie.

iv. LEADERSHIP TEAM

1. Collectively, the president, vice president, and immediate past president constitute the Leadership Team, which is chaired by the president.
2. The Leadership Team, in an advisory role, will meet monthly with the Dean of the College to discuss all issues of interest to the College.

4. OFFICER ELECTIONS

- a. Each member of the Core Faculty shall be entitled to vote for the Officers of the Faculty.
- b. Not less than sixty days before the Annual Meeting of the Faculty, the Nominating Committee of the Faculty Council shall report to the Vice-President the names of candidates for the offices to be filled.
- c. Not less than forty-five days before the Annual Meeting, any five members of the Core Faculty may place the name of any eligible Faculty member in nomination for office.
 - i. Such nominations must be submitted in writing to the Vice President and dated and signed by the five Core Faculty making the nomination and by the faculty member being nominated, indicating consent.

5. FACULTY COUNCIL MEETINGS

- a. The Faculty Council shall meet at least twice annually, generally in October and April. Written notice of the annual meeting will be sent to the faculty and the Dean at least 21 days before the date of the scheduled meeting. The notice will include the time and location of the meeting and an agenda.
- b. The meeting of the Faculty Council will include reports from the officers of the faculty, the standing committees of the Faculty Council listed below and other committees as appropriate. At least annually, the immediate past president will include a report of the accomplishments for the previous year.
- c. The Faculty Council is expected to focus on the essential aims of the College in education, research, clinical and operational activities.
- d. The Core Faculty may vote on any proposal, resolution, or referendum presented to the faculty that requires a vote. Each Core Faculty member is entitled to one vote.
- e. A quorum (for voting) is present if over 50% of the Core Faculty Council members are present at a meeting (in person or by virtual or call-in methods that allow real-time interaction). If a quorum is not present, electronic voting will be used. Votes made through electronic voting will be decided by a majority of those voting within the allotted time period.
- f. Special Faculty Council meetings may be called by the president of the Faculty Council or the Dean. In addition, a special Faculty Council meeting may be called by the Faculty Council upon the request, in writing, by 10% of Core Faculty members. Under ordinary circumstances, notice of a special meeting, specifying its purpose, will be sent to all faculty members and the Dean not less than 15 days before such meeting. If the rare circumstance exists where 15 days' advance notice is not possible, the faculty and Dean will be notified of the meeting as soon as possible.

ARTICLE VI: FACULTY COUNCIL COMMITTEES

1. GENERAL COMMITTEE OPERATIONS

- a. The president, in consultation with the affected Committee Chair and Leadership Team, will appoint members to serve on Faculty Council Committees or as ex officio members of the College's committees.
- b. Each Faculty Council Committee will keep minutes of its meetings, indicating the date and time of the meeting, those in attendance, and actions taken.
 - i. Copies of the minutes will be maintained by the Faculty Council.

- c. Committees will prepare Annual Reports of their activities which shall be submitted to the Dean, the Executive Committee and the Faculty Council. These reports may be presented at Faculty Council Meetings.
- d. Faculty members will have access to Faculty Council Committee minutes and reports.
- e. Unless otherwise specified, committees' terms begin July 1 and end June 30 of the following year.

2. FACULTY COUNCIL NOMINATING COMMITTEE

- a. Members of the Nominating Committee are appointed by the Leadership Team with appropriate representation from the various constituencies of the College. The chair of this committee shall be the immediate past president of the Faculty Council (the President of the Faculty Council in the first year). Members shall serve staggered three-year terms.
- b. The Nominating Committee shall have the responsibility of preparing a slate of candidates from among the Core Faculty for the office of vice president and, when it becomes active, for the positions for the Faculty Council Representative committee. The Nominating Committee is also responsible for making recommendations to the Dean identifying recommended faculty members for service on College committees. To promote a broad viewpoint in all issues affecting faculty, the committee will consider all forms of diversity in its identification of candidates for open positions. Members of the Nominating Committee may not be candidates for these positions.
- c. Nominations may be solicited via written or electronic correspondence, or in person. The Nominating Committee shall confirm the willingness of nominated faculty to serve in positions prior to elections.
- d. The Nominating Committee of the Faculty Council shall report to the Leadership Team the names of confirmed candidates for these positions to be filled by October 1, prior to the start of the term of the open position(s).

3. FACULTY COUNCIL REPRESENTATIVE COMMITTEE

- a. The Faculty Council Representative Committee is composed of the Faculty Council Leadership Team and elected Core Faculty representatives from appropriate units/departments. The Faculty Council Representative Committee charge is to consider and formulate short- and long-term goals of the Faculty Council and NSU MD.
 - i. The Faculty Council Representative Committee will be constituted when the College attains more than 100 Core Faculty members and at least two Academic Units.

- b. The Faculty Council Representative Committee is chaired by the president of the Faculty Council. The Faculty Council Leadership Team will update the Representative Committee on all discussions or activities of the Executive Committee that pertain to the faculty.
- c. The Faculty Council Nominating Committee will recruit candidates to stand for election for representative positions. Two representatives will come from Core Faculty who provide medical education to College students and have joint appointments in other Colleges. Two representatives will come from clinical departments. One representative will come from research. As NSU MD develops more departments/units, additional positions will be added to the Faculty Council Representative Committee on a proportionate basis. At the discretion of the Leadership Team, up to two additional members can be added to the Representative Committee without requiring a formal change to the bylaws.
- d. Representatives will serve two year terms (with the exception of the first year, where half the representatives will serve a one-year term). If an elected representative is unable to complete his or her term, a new election will be carried out within three months to identify a new representative.
- e. The Representative Committee may invite the Dean to attend its meetings to inform and discuss specific issues with the Committee. The Dean may request to meet with the Committee to discuss issues with the Committee.

ARTICLE VII: NSU MD STANDING COMMITTEES

1. GENERAL COMMITTEE OPERATIONS

- a. Appointments to Committees of NSU MD will be for one year, unless longer, staggered terms are set forth in the bylaws. Normally, appointments commence on July 1 and end on June 30 of the following year or years.
- b. The Dean, in consultation with the Faculty Council Leadership Team, will appoint members to serve on Committees of the College:
 - i. At the end of the annual or, as applicable, the multi-year appointment, or
 - ii. When necessary to fill a vacancy.
- c. Chairs of College Committees may create standing or ad hoc sub-committees to address specific needs.

- d. Each College Committee will keep minutes of its meetings, indicating the date and time of the meeting, those in attendance, and actions taken.
- e. Copies of the minutes will be maintained by the designated recorder of each Committee.
- f. College Committees will prepare Annual Reports of their activities which shall be submitted to the Dean, the Executive Committee and the Faculty Council Leadership Team. These reports may be summarized at the Annual Faculty Meeting.
- g. Faculty members will have access to College Committee minutes and reports.

2. NSU MD MERIT AND PROMOTION COMMITTEE

- a. The Merit and Promotion Committee assists the Dean in developing standards for assessing the accomplishments of faculty with regard to faculty promotion.
- b. The Merit and Promotion Committee reviews the credentials of all prospective Faculty who are proposed to be appointed at the rank of Associate Professor or Professor, reviews applications for promotion of Faculty to the rank of Associate Professor or Professor. Following review, the Committee makes recommendations regarding appointments and promotions to the Dean.
 - i. Members of the Committee shall be required to absent themselves from deliberation and vote when the Committee is considering the promotion of a Faculty member from their academic unit.
- c. The Dean appoints the Chair and members of the Committee and determines the appropriate number of members.
 - i. The Dean will ensure the Committee's members include faculty from both foundational sciences and clinical specialties and adequately represent the different constituencies within the College.
 - ii. The Dean will ensure the Committee's membership is comprised of Associate Professors and Professors.
- d. All members of the Merit and Promotion Committee are voting members. Voting for faculty rank will be completed by all committee members that are at or above the rank of the appointment being considered by the applicant.

- e. The Chair of the Merit and Promotion Committee will be responsible for providing data relevant to quality standards and goals with regard to the application/promotion process for faculty and faculty recruitment activities of the College.

3. ADMISSIONS COMMITTEE

- a. The Admissions Committee develops and implements the policies related to the application/admissions process and is responsible for selection of all medical students of the College. The Committee is composed of faculty members, with the addition of student representatives as students enroll and progress in the program.
- b. The Dean appoints the chair and committee members and determines the appropriate number of members and ensures the Committee's composition appropriately represents the different constituencies within the College.
 - i. The Dean will consult with the Leadership Team of the Faculty Council and receive their recommendations for potential members of the Admissions Committee and will appoint to the Committee at least one of the faculty recommended.
- c. The Chair of the Admissions Committee will be responsible for providing data relevant to quality standards and goals with regard to the application/selection/admissions processes and activities of the College.

4. CURRICULUM COMMITTEE

- a. The Curriculum Committee advises the Dean on matters related to undergraduate medical education (UME). The Committee develops, reviews, assesses, and recommends changes to the content, curricular structure, learning environment, assessment methodologies, and educational goals of the UME program and shall evaluate the courses, curriculum, and program outcomes as a whole.
 - i. The Curriculum Committee may create subcommittees to focus on specific areas of the curriculum (clinical, simulation-based, assessment, program outcomes, etc.) and make recommendations to the Committee as a whole.
 - ii. The role of the Curriculum Committee may be extended to GME and CME as may become appropriate.
- b. The Dean appoints the Chair and the members of the Curriculum Committee.
 - i. The Dean will consult with the Leadership Team of the Faculty Council and receive their recommendations for potential members

of the Curriculum Committee and will appoint to the Committee at least one of the faculty recommended.

- ii. The presidents of the first, second, third and fourth year Medical classes or their designees are ex officio members of the Committee.
- c. The Curriculum Committee will update the faculty regularly on changes and program outcomes.
- d. The Curriculum Committee will develop standards for the evaluation and improvement of teaching quality.
- e. The Chair of the Curriculum Committee will be responsible for providing data relevant to quality standards and goals with regard to undergraduate medical education and associated curricular and assessment activities of the College.

5. STUDENT PROGRESS AND ADVISING COMMITTEE

- a. The Student Progress and Advising Committee (SPAC) is responsible for reviewing the progress of each student and determining the status of each student's enrollment and/or academic progress in the College, including continuation, promotion to the next academic year, academic probation, remediation, dismissal, or any variation thereof that the Committee deems appropriate.
 - i. Academic Performance: The Student Progress and Advising Committee continuously monitors a student's academic performance. Information upon which assessment of satisfactory progress is made includes: mastery of competency-based behaviors, skills, and knowledge; letter grades; written evaluations; data submitted by the faculty regarding cognitive and non-cognitive skills; scores on the United States Medical Licensing Examination (USMLE); and scores on Clinical Skills Examinations.
 - ii. Competencies: Students' mastery of the graduation competencies is monitored by the Committee. Students are expected to progress in their attainment of clinical competency. Assessment of student competency during pre-clerkship courses and clerkships will be evaluated independent of the actual course grade.
- b. The Dean appoints the Chair of the Student Progress and Advising Committee and sufficient members involved in the education of students (both didactic and clinical) to ensure a broad range of skills and experience and a robust representation of the interests of the faculty. The length of appointment will be three years (initial appointments to the

Committee will be staggered at one, two or three years) and may be renewed for subsequent terms.

- c. The Dean may appoint one resident or clinical fellow to serve on the Committee.
- d. All members, voting and non-voting, are expected to attend all SPAC meetings in order to contribute to discussion, present information about students with deficiency in their course/clerkship, and maintain familiarity with all committee proceedings.
- e. The Chair of the Student Progress and Advising Committee will be responsible for providing data relevant to quality standards and goals with regard to the evaluation and improvement of academic processes of the College.

6. DIVERSITY COMMITTEE

- a. The Diversity Committee advises the Dean on matters related to diversity in the College, including the identification of diversity goals, the recruitment and retention of diverse students, faculty, administrators and staff, and maintenance of a welcoming environment to all associated with or who come in contact with the College. The Committee develops, reviews, assesses, and recommends changes to College goals, policies and practices related to diversity.
 - i. The Diversity Committee may create subcommittees to focus on specific constituencies, both internal and external, of the College and make recommendations to the Committee as a whole.
- b. The Dean appoints the Chair and the members of the Diversity Committee.
 - i. The Dean will consult with the Leadership Team of the Faculty Council and receive their recommendations for potential members of the Diversity Committee and will appoint to the Committee at least one of the faculty recommended.
 - ii. The presidents of the first, second, third and fourth year Medical classes or their designees are ex officio members of the Committee.
- c. The Diversity Committee will update the faculty regularly on changes and program outcomes.
- d. The Diversity Committee will develop standards for the evaluation and improvement of the College's commitment to and support of diversity.

- e. The Chair of the Diversity Committee will be responsible for providing data relevant to quality standards and goals with regard to the diversity initiatives and outcomes achieved by the College.

7. FACULTY PRACTICE COMMITTEE

- a. The Faculty Practice Committee advises the Dean on matters related to the clinical activities of the College. The Committee develops, reviews, assesses, and recommends changes to College activities related to College's clinical operations (this may include the operation of residency programs/GME). The Committee shall evaluate the need for specific service lines or faculty, the adequacy of the support systems for the faculty's clinical activities, the evolving nature of patient care delivery systems, potential strategies to respond productively in the changing world of health care.
 - i. The Faculty Practice Committee may create subcommittees to focus on specific areas of medical practice and make recommendations to the Committee as a whole.
- b. The Dean appoints the Chair and the members of the Faculty Practice Committee.
 - i. The Dean will consult with the Leadership Team of the Faculty Council and receive their recommendations for potential members of the Faculty Practice Committee and will appoint to the Committee at least one of the faculty recommended.
- c. The Faculty Practice Committee will develop standards for the evaluation and improvement of the delivery of quality care.
- d. The Chair of the Faculty Practice Committee will be responsible for providing data relevant to quality standards and goals with regard to undergraduate medical education and associated curricular and assessment activities of the College.

8. QUALITY AND POLICY COMMITTEE

- a. The Quality and Policy Committee is broadly responsible for coordinating, directing and conducting comprehensive College Continuous Quality Improvement (CQI) activities. Its members will represent both College and NSU constituencies and interests and will work collaboratively to thoughtfully review, assess, and improve the College's activities and ensure they are effective and adhere to LCME accreditation standards and that necessary policies are appropriately adopted and disseminated.
- b. The Dean appoints the Chair and members of the Quality and Policy Committee.

- i. The Dean will consult with the Leadership Team of the Faculty Council and receive their recommendations for potential members of the Quality and Policy Committee and will appoint to the Committee at least one of the faculty recommended.
- c. The Quality and Policy Committee will assess the need for and will develop and oversee the adoption of policies and procedures (“policies”) of the College in appropriate consultation with various NSU constituencies.

9. BYLAWS COMMITTEE

- a. The Committee shall review these bylaws every two years or as needed, and shall consider proposed changes brought to it as well as changes proposed by its own members. The Bylaws Committee will make recommendations regarding such changes to the Faculty Council Leadership.
- b. The Dean will appoint the Chair and members of the Committee, which shall be composed of members of the faculty with fair representation of the departments/units within the College.
 - i. The Dean will consult with the Leadership Team of the Faculty Council and receive their recommendations for potential members of the Bylaws Committee and will appoint to the Committee at least one of the faculty recommended.
- c. The Chair of the Bylaws Committee will be responsible for providing data relevant to quality standards and goals with regard to the effectiveness of the College bylaws to meet the College’s governance needs and to improve academic processes of the College.
- d. The Committee will have five members and its members will be appointed by the Faculty Council Leadership Team. The President of the Faculty Council shall designate the Chair of the Bylaws Committee.

10. AD HOC COMMITTEES

- a. The Dean may appoint Ad Hoc committees to gather information appropriate to their charge and forward advice and recommendations concerning NSU MD policies to the Dean and the Executive Committee for consideration and approval.
- b. Ad Hoc committee members are appointed by the Dean and will generally include one member of the Executive Committee and one member recommended by the Leadership Team of the Faculty Council.

ARTICLE VIII: AMENDMENTS

1. AMENDMENTS TO THE BYLAWS

- a. Proposals to amend these bylaws may be initiated by the Quality and Policy Committee, the Faculty Council, or the Dean. The Bylaws Committee will assess the proposals and create draft amendments.
- b. The faculty will be provided notice of draft amendments and will have 30 days to comment on the draft amendments. At the end of the 30-day comment period, the Bylaws Committee will consider comments and make its final recommendation to the Dean.
- c. Any proposed amendment must be approved by the Dean before it is incorporated into the bylaws.
- d. The bylaws of the College shall automatically stand amended as necessary to comply with policies of Nova Southeastern University or with law.