



KAISER PERMANENTE®  
SCHOOL OF MEDICINE



APPENDIX 1-05 Draft Faculty Bylaws

**DRAFT**

**Faculty Bylaws for the  
Kaiser Permanente School of Medicine**

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Ratified BY KPSOM FACULTY ASSEMBLY: \_\_\_\_\_

Approved by SOM BOD: \_\_\_\_\_

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## Article 1: Preamble, Mission, Vision, and Values

### 1.1 Preamble

The faculty of Kaiser Permanente School of Medicine (KPSOM) share, embody, and act in accordance with the mission, vision, and values of KPSOM and Kaiser Permanente (KP). We, the faculty, focus on educating the next generation of physicians who will not only demonstrate the competencies to advocate and practice medicine for the well-being of patients and their communities, but will also center these relationships with humanism, compassion, and respect.

### 1.2 Our Mission

To provide a world-class medical education that ignites a passion for learning, a desire to serve, and an unwavering commitment to improving the health and well-being of patients and communities.

### 1.3 Our Vision

Our graduates will be a diverse community of compassionate healers, lifelong learners, and courageous leaders of change within the profession and in society. They will have the skills, capabilities, and resilience to lead the transformation of healthcare delivery in the nation and a lifelong commitment to the highest values of the profession.

### 1.4 Our Values

We are committed to:

- Teaching the delivery of person-centered, evidence-informed healthcare in true partnership with patients;
- Assuring accountability for the quality, safety, and appropriateness of care, and the ethical stewardship of patients' and families' health and resources;
- Achieving health equity for all and the elimination of health disparities wherever they exist;
- Promoting inclusiveness and diversity in the health professions;
- Developing courageous leaders who challenge the status quo with inquiry and innovation;
- Advocating for change in medical education, the profession, and the healthcare system;
- Creating and promulgating new knowledge in service to patients and communities; and
- Establishing a learning environment that supports the health, well-being, and resilience of our graduates and enables them to serve as exemplars for patients and the profession.

## Article 2: Definitions

### 2.1 General Definitions and Abbreviations

- Academic Year:** Defined as July 1 to June 30
- Administrators:** The Dean, Senior Associate Deans, Associate Deans, Assistant Deans, Department Chairs, and Directors at KPSOM
- BOD:** KPSOM Board of Directors

- d. **BPPE:** California Bureau for Private Postsecondary Education; conducts qualitative reviews of educational programs in private postsecondary institutions to ensure adherence to quality operating standards.
- e. **KFH:** Kaiser Foundation Hospitals; a California non-profit public benefit corporation that owns and operates separately licensed general acute care hospitals in California, Oregon, and Hawaii.
- f. **KFHP:** Kaiser Foundation Health Plan; a California non-profit public benefit corporation that operates a healthcare service plan in California. With its contracts with KFH and Permanente Medical Groups, KFHP provides and arranges covered hospital and medical services for its enrolled members (KP members). KFHP, itself and through subsidiary corporations, operates health plans in Hawaii, Washington, Oregon, Colorado, Georgia, Maryland, Virginia, and the District of Columbia.
- g. **KP:** Kaiser Permanente; is the trade name used for the integrated healthcare delivery system comprising KFHP, KFH, and the Permanente Medical Groups.
- h. **KPSOM:** Kaiser Permanente School of Medicine; California non-profit public benefit corporation that will operate the medical education program in conjunction with the Permanente Medical Groups. KFHP is the sole corporate member of the Kaiser Permanente School of Medicine, Inc.
- i. **LCME:** Liaison Committee on Medical Education; reviews and accredits MD programs in the United States and Canada through a voluntary, peer review process. It ensures quality educational standards while also fostering institutional and programmatic improvement.
- j. **Officers:** Individuals serving in elected or appointed roles on faculty committees, such as chair, vice chair, and secretary.
- k. **Phase 1:** Year 1 of the curriculum, including the initial Longitudinal Integrated Clerkship (LIC).
- l. **Phase 2:** Year 2 of the curriculum; a continuation of the courses of Phase 1 and clinical training, including the Longitudinal Integrated Clerkships (LICs).
- m. **Phase 3:** Years 3 and 4 of the curriculum; directed towards more advanced clinical training.
- n. **PMGs:** Permanente Medical Groups; refers generally to one or more of the eight Permanente Medical Group entities. These entities are separately organized and operate in their respective Kaiser Permanente Regions. They are all affiliated through the Permanente Federation.
- o. **SCPMG:** Southern California Permanente Medical Group; an autonomous partnership of physicians that contracts with KFHP to provide and arrange for medical services for KP members, primarily in KFH facilities.
- p. **Senior Executive Cabinet:** Members of the Dean's cabinet who are responsible for the daily operations of KPSOM.
- q. **WASC:** Western Association of Schools and Colleges; responsible for the accreditation of public and private secondary and elementary schools in the western region of the United States.
- r. **WSCUC:** WASC Senior College and University Commission; division of WASC that is responsible for the accreditation of colleges and universities.

### Article 3: Accreditations and Authority to Grant the MD Degree

KPSOM is a California non-profit public benefit corporation providing the educational program leading to the MD degree. The School is currently seeking accreditation by WSCUC in the western region, by BPPE in the State of California, and by LCME programmatically. The duties, privileges, and responsibilities of the faculty of the medical school, as stated or implied in these bylaws, will be exercised in accordance with the regulations, policies, and procedures of KPSOM, the KPSOM Board of Directors (BOD), and the provisions of any relevant WSCUC, State of California, or LCME regulatory requirements.

## **Article 4: Prevailing Authority and KPSOM Policies**

The term “KPSOM Policies” refers to (1) any action, resolution, or policy of the KPSOM BOD or (2) any administrative policy or procedure that may be adopted pursuant to the authority granted by the BOD or the Dean.

All policies that affect faculty of KPSOM, but do not involve patient care, are approved by the KPSOM BOD, or are adopted under delegation from the KPSOM BOD. In all matters regarding patient care, the faculty of KPSOM are governed by the KP policies applicable to the KP site at which patient care is delivered. KP employees (staff) and Permanente Medical Group (PMG) physicians continue to be governed by KP rules and policies. They will adhere to the terms of the Affiliation Agreements for the Clinical Education of Medical Students in Kaiser Permanente Facilities between KPSOM and the entities responsible for the KP sites of care (KFH or KFHP) to govern the education of medical students in the KP clinical setting.

In the event of conflict or contradiction between these Faculty Bylaws and KPSOM policies, KPSOM policy and procedure will govern.

## **Article 5: Faculty Ranks, Appointment and Promotion Criteria, and Responsibilities**

### **5.1 Faculty**

The terms “faculty” or “faculty member” denote individuals appointed by the Dean and approved by the BOD who have a role in the curriculum, instruction, and assessment of medical students at KPSOM. Minimal expectations for a faculty appointment include active engagement annually in KPSOM educational activities, documented service to the School, participation in required faculty development activities, completion of an annual career conference with a department chair or her/his/their designee, and compliance with rules and regulations as specified in the Faculty Handbook.

### **5.2 Faculty Responsibilities**

Serving at the discretion of, and in collaboration with, the Dean, the faculty will participate in academic matters including, but not limited to:

- a. Promulgation of regulations and procedures under which the faculty function and carry out their responsibilities;
- b. Implementation, evaluation, and revision of the curriculum;
- c. Establishment of criteria and procedures for recruitment and selection of students;
- d. Setting of standards for attendance, examinations, grading, remediation, academic standing, honors in courses;
- e. Establishment of requirements for degrees and certificates;
- f. Recommendation through the dean and the KPSOM BOD of those candidates who have fulfilled the requirements for promotion and for the awarding of the medical degree;
- g. Review of standing committee actions;
- h. Conduction of educational, clinical, community service, continuous improvement, and scholarly activities;

- i. Establishment of professional and community relationships; and
- j. Service as role models for inclusion, professionalism, and citizenship.

### **5.3 Faculty Rank and Appointment and Promotion Criteria and Procedures**

Appointment and promotion criteria and procedures are detailed in Section 7 of the *Faculty Handbook: Faculty Ranks, Appointment, and Promotion*.

Faculty rank is determined by a faculty member's performance in educational activities, service to the institution, scholarly achievements, and professional reputation. Contributions to teaching, curriculum development, and mentoring of students are highly valued.

## **Article 6: Organizational Structure**

### **6.1 Dean**

The Dean is the Chief Academic and Administrative Officer, the Chief Executive Officer, and President of KPSOM. The Dean will have such authority and duties as are usually vested in the office of dean of a school of medicine and as may be prescribed by the KPSOM BOD, the KPSOM Bylaws, and these Faculty Bylaws. (*See Article 7: Role and Responsibilities of the Dean.*)

### **6.2 Senior Executive Cabinet (SEC)**

The Senior Executive Cabinet (SEC) will be composed of the Dean, the Senior Associate Deans, Associate Deans, Senior Vice President for Administration and Finance, and the Department Chairs of KPSOM. The SEC is chaired by the Dean or, in the Dean's absence, by the Dean's designee, and ordinarily meets on a regular basis to discuss all matters of administrative and/or academic importance to the School. The SEC has primary responsibility for assisting the Dean with the day-to-day operations of KPSOM.

### **6.3 Offices and Departments**

KPSOM is organized through administrative offices led by members of the Senior Executive Cabinet, and through the departments of Foundational Science, Clinical Science, and Health Systems Science, each led by a Department Chair. Leaders of the offices and departments are responsible for the organization and implementation of the programs, policies, and procedures under their purview as approved by the Dean.

## **Article 7: Role and Responsibilities of the Dean**

### **7.1 Role of the Dean**

As provided in the Bylaws of KPSOM (Article VI, Section 4), the Dean is responsible for the general supervision, direction, and control of the academic, administrative, and business affairs of KPSOM. The Dean has such authority and duties as are usually vested in the office of the dean of a school of medicine and as may be defined by the KPSOM BOD, the KPSOM Bylaws, and these Faculty Bylaws.

The Dean is responsible for the conduct and quality of the medical education program provided by KPSOM, the development and expansion of the School consistent with the School's mission to ensure the adequacy of faculty to achieve the goals of the medical education program, and the functional integration of all programmatic components. The Dean may appoint additional administrators to assist in discharging these duties, including, but not limited to, senior associate, associate, and assistant deans.

The Dean is responsible for implementing the policies established by the BOD and has a leading role in developing a strategic plan for KPSOM. The Dean oversees teaching, research, and outreach activities of, and curricular requirements for, the School of Medicine, including seeking and maintaining accreditation by the WSCUC, BPPE, and the LCME.

The Dean will ensure that any clinical or administrative appointments of individuals who are, or who have been members of the PMG, are made in consultation with the appropriate regional Medical Director or her/his/their designee, and that any candidates for positions within KPSOM meet the clinical faculty requirements established by the BOD in accordance with the Faculty Bylaws.

The Dean's qualifications as the Chief Academic Officer of the school will include experience and accomplishments commensurate with such a role. The Dean will hold a faculty appointment as approved by the BOD at a rank consistent with the criteria defined in Section 7 of the *Faculty Handbook: Faculty Ranks, Appointment, and Promotion*. Her/his/their service to KSPOM will include an appropriate academic leadership role within SCPMG, as determined by the SCPMG Executive Medical Director in consultation with the BOD to ensure that the dual roles are mutually supportive and enable the Dean to fulfill her/his/their responsibilities as Dean.

The Founding Dean and any immediate successors, as appointed by the BOD, will be responsible for leading the implementation and start-up phase of the KPSOM.

Specific duties of the Dean will include, but are not limited to:

- a. Designing, implementing, managing, and ensuring the quality of the KPSOM's educational program, and facilitating changes in curriculum when necessary, subject to approval by the BOD;
- b. Engaging with SCPMG and other PMGs to promote, develop, and ensure a sufficient pool of qualified SCPMG and PMG physician faculty to meet the clinical instruction and academic services needs of the KPSOM to the fullest extent possible, and to look first to SCPMG and other PMGs to fill clinical faculty positions. If all clinical faculty needs cannot be met from the pool of SCPMG and PMG physicians, the Dean will consult with the SCPMG Executive Medical Director or her/his/their designee to recruit other clinical faculty;
- c. Holding faculty accountable to both academic and clinical performance standards (in conjunction with PMG leadership for clinical teaching performance);
- d. Recommending to the BOD the appointment, reappointment, non-reappointment, and promotion of faculty and other academic staff in a manner consistent with the KPSOM's policies;
- e. Seeking and ensuring appropriate BOD sub-committees obtain input from SCPMG and, as applicable, other PMGs regarding the appointment, reappointment, non-reappointment, and promotion of faculty and other academic staff;
- f. Ensuring that the School has sufficient and appropriate information to evaluate the qualifications and capacity of SCPMG and other PMG physicians to satisfy the responsibilities of faculty;
- g. Overseeing development of the KPSOM's budget and business operations;

- h. Establishing working committees (including charters describing respective goals, roles, and guiding principles) to promote integration, coordination, and synergy between the KPSOM and the KP delivery system, which may include, without limitation, the following working committees: Academic Training; Clinical Training; Curriculum Development; Admissions and Student Affairs; Equity, Inclusion, and Diversity; Facilities; Faculty and Staff Development; Community Engagement; and Finance; and Research;
- i. Interfacing with KFH/HP and PMG leaders to enhance the efficacy of KFH/HP and PMG facilities as the Corporation's sites for clinical teaching opportunities, in furtherance of educational excellence;
- j. Being accountable for the success of the KPSOM medical education program and the integration of SCPMG, other PMGs, KFH, and KFH/HP into the development of the KPSOM, including leading the resolution of inter-organizational challenges; and
- k. Providing regular reports to the BOD regarding the foregoing, and the overall management and operations of the KPSOM and its medical education program.

## Article 8: Academic Freedom

Kaiser Permanente School of Medicine (KPSOM) is committed to, advocates for, and supports academic freedom. The School subscribes to the American Association of Universities definition of academic freedom, "the freedom of university faculty to produce and disseminate knowledge through research, teaching, and service, without undue constraint."

*(Association of American Universities, Statement on Academic Principles, April, 2013.*

<https://www.aau.edu/sites/default/files/AAU%20Files/AAU%20Documents/Academic-Principles.pdf>)

The BOD, administrators, faculty, staff, and students of KPSOM acknowledge that facts and truth are of primary importance, and that professional integrity requires the protection of freedom for all constituents. KPSOM respects the rights of faculty and students to examine all pertinent data and information, question assumptions, and be guided by evidence without fear of retaliation. This basic right will be exercised by the faculty in their roles and their performance of responsibilities in accordance with current KPSOM Policies and Regulations.

The following areas of academic freedom will be observed:

1. Scholarship: KPSOM faculty and students are entitled to exercise full freedom in research and publication of scholarly activity.
2. Teaching: KPSOM faculty members are entitled to exercise full freedom in the educational setting, as long as the content, manner, and style of presentation of the subject matter being delivered to students are consistent with the KPSOM curriculum and its mission, vision, and values. *(See Article 1).*
3. Learning: KPSOM students will receive and experience comprehensive learning with academic accommodation or assistance from faculty and student advisors consistent with the mission, vision, values, and policies of KPSOM.
4. Citizenship: KPSOM faculty members are free to express individual opinions (oral or written), free from any censorship or discipline, provided they clearly indicate that they do not speak for, or on behalf of, KPSOM or KP, unless explicitly designated to represent KPSOM or KP on a given subject.
5. Association: KPSOM faculty, staff, and students will be free to associate through membership

with professional, political, religious, and social organizations of their choosing, provided they clearly indicate that they do not speak for, or on behalf of, KPSOM or KP, unless explicitly designated to represent KPSOM or KP on a given matter.

## **Article 9: The Faculty Assembly**

### **9.1 Roles and Responsibilities**

The Faculty Assembly will consider all academic and faculty related matters that are of significance to the academic community. The Faculty Assembly will ensure adequate representation of the faculty in the operations of the School of Medicine and will make recommendations to the Dean regarding appointments to at-large faculty positions for all standing committees.

### **9.2 Membership**

- a. Core faculty at the rank of Assistant Professor, Associate Professor, and Professor are voting members of the Faculty Assembly.
- b. Instructors may attend meetings of the Faculty Assembly but may not vote.
- c. Adjunct, Visiting, and Lecturer faculty are not considered members of the Faculty Assembly. They will have opportunities to voice their opinion and participate, but will not have voting rights.

### **9.3 Meetings**

- a. The Faculty Assembly will meet at least annually to discuss and recommend KPSOM policies and practices and to advise the Dean on matters related to teaching, service, and scholarship.
- b. Each voting member of the faculty will have one vote in any matter coming before the Assembly.
- c. The Faculty Assembly will have an annual opportunity to review the objectives of the educational program. Such advice will be made to the Dean in writing, with copies sent to the KPSOM BOD, the SCPMG Executive Medical Director, and the KFH/HP Regional President (because of the close relationship between KPSOM and the KP delivery system that furnishes most of the sites of clinical instruction and clinical experience). The faculty will work together in a cooperative effort to maintain the highest standards of educational methodology and practice. Meeting notifications will be communicated via recorded official email addresses and will be posted on the Academic and Community Affairs website. The annual meeting will be scheduled and communicated 30 days in advance.
- d. Voting will be done electronically by quorum (51% of eligible faculty members participating in the vote) over a three-day process, and is required for final actions of the Faculty Assembly.
- e. Votes of the Faculty Assembly will be considered advisory to the Dean and BOD.
- f. The Faculty Assembly will be led by the Chair of the Faculty Executive Committee. (*See Article 9.4*). Meetings will be recorded and made available to all members of the Faculty Assembly by the Secretary of the Faculty Assembly. The Chair of the Faculty Executive Committee, as Chair of the Faculty Assembly, will schedule the agenda to include all matters brought before it by any of its members, the Dean, and any member of the Senior Executive Cabinet, and/or any of the KPSOM standing committees, as defined below. Written minutes from the meeting will be

recorded by the Secretary of the Faculty Assembly and posted on the KPSOM website through the Office of Academic and Community Affairs.

- g. Special meetings of the Faculty Assembly may be called by the Dean, the Chair of the Faculty Executive Committee, or by the written request of five of its voting members. Special meetings will be scheduled and communicated with as much notice as possible.

#### 9.4 The Faculty Executive Committee

- a. **Charge:** The officers of the Faculty Executive Committee (FEC) serve as liaisons between the Faculty Assembly and the Dean, members of the Senior Executive Cabinet, and the BOD. On behalf of the Faculty Assembly, it will advise and recommend policies and procedures governing KPSOM. Working in collaboration with the Dean's Cabinet, the Faculty Executive Committee will make recommendations to the Dean (or her/his/their designee) regarding appointments to KPSOM committees and will ensure a diverse and balanced slate of candidates. They also will review appeals and grievances from faculty regarding adverse decisions or disciplinary actions and will make recommendations to the Dean on such matters.
- b. **Membership:** The Faculty Executive Committee is composed of seven faculty members and will equitably include broad representation of the Faculty Assembly. The FEC is elected by the Faculty Assembly.
- c. **Officers:** The Officers of the Faculty Executive Committee include a chair, vice chair, and a secretary. They are elected and may be re-elected as detailed below by a simple majority vote of the Faculty Assembly.
- d. **Officer Roles, Responsibilities, and Terms:**
  - i. The Faculty Executive Committee Chair:
    - Presides at all meetings of the Faculty Assembly and Faculty Executive Committee except as noted below.
    - Votes on Faculty Executive Committee recommendations only to break a tie.
    - May attend any KPSOM committee meeting as a non-voting member.
    - May appoint *ad hoc* committees of the Faculty Assembly, subject to approval by the Dean.
    - Serves for a term of 3 years and may be re-elected for one additional term, for a total of 2 consecutive terms. If the Chair is unable to complete the term, the Vice Chair will assume the office and remain in that office for the subsequent term.
  - ii. The Faculty Executive Committee Vice Chair:
    - Presides at meetings of the Faculty Assembly and Faculty Executive Committee in the Chair's absence.
    - Serves for a term of 3 years and may be re-elected for one additional term, for a total of 2 consecutive terms. A vacancy in the office of Vice Chair will be filled through a special election of the Faculty Assembly to be held within 90 days of the effective date of the vacancy.
  - iii. The Faculty Executive Committee Secretary:
    - Records the minutes of all meetings of the Faculty Assembly, conducts the correspondence, and keeps the records of the Faculty Assembly.
    - Notifies the faculty of each meeting, gives all notices required by these bylaws or by order of the Faculty Assembly, and performs other duties as the Chair may assign.
    - Solicits agenda items for the Faculty Assembly meetings, prepares the agenda for these meetings in consultation with the Chair, and distributes the agenda to membership prior to these meetings.

- Serves as parliamentarian, consistent with Robert's Rules of Order, Latest Edition. (*Robert HM, et.al, Robert's Rules of Order Newly Revised, 11<sup>th</sup> Edition, 2011, ISBN: 978-0-306-82021-2*)
- Supervises voting and other administrative procedures at Faculty Assembly meetings
- In the absence of the Chair and Vice Chair, the Secretary will preside at meetings of the Faculty Assembly and Faculty Executive Committee.
- Serves a term of 3 years and may be re-elected for one additional term, for a total of 2 consecutive terms. A vacancy in the office of Secretary will be filled through a special election of the Faculty Assembly, to be held within 90 days of the effective date of the vacancy.

## Article 10: Academic Departments

### 10.1 Department

KPSOM has three academic departments, the Departments of:

1. Foundational Science
2. Clinical Science
3. Health Systems Science

The academic departments report to the Dean (or her/his/their designee) through the respective Department Chair. The Department Chair is responsible for recommending an academic plan for teaching, service, and scholarship/research; managing a formal, annual system of evaluation of professional competence of each member of the departmental faculty; and overseeing the activities of departmental committees regarding appointment, reappointment, and promotion.

### 10.2 Recruitment of the Department Chairs

The Department Chairs are recruited through a search process conducted by KPSOM administration overseen by the Dean and in accordance with the policies and procedures in effect at KPSOM.

A selection committee will be appointed by the Dean. After due process and review of candidates, the selection committee will make a recommendation to the Dean of KPSOM, who in turn will seek approval for the appointment from the BOD. The Dean's recommendation may or may not follow the recommendation of the selection committee but will give due regard to the selection committee's recommendations.

### 10.3 Performance Evaluation of Department Chairs

Department Chairs are subject to an annual performance evaluation executed by the Dean. In addition, every five years, a committee that is appointed by the Dean and includes representatives of core faculty will perform a review of chair performance. Department Chairs are appointed without term limit and must be supported by consistent performance evaluations of satisfactory or above.

## Article 11: Standing Committees

### 11.1 Service on Faculty Committees

The faculty will participate in KPSOM standing committees as described in these bylaws and charged by the Dean, and in such *ad hoc* committees as the Dean may appoint when seeking pertinent recommendations.

Unless otherwise specifically stated, all committees, with the exception of the Admissions Committee, are advisory to the Dean. The Admissions Committee is the final authority on all decisions regarding student admissions.

All core faculty members with voting privileges are eligible to serve on committees. The Faculty Executive Committee will review and recommend all nominations to the Dean (or her/his/their designee) to ensure appropriate and diverse representation on individual committees. The FEC will present to the Faculty Assembly a slate of candidates for election to specific committees. The members of each standing committee will select a chair of that committee and submit the individual's name to the Dean (or her/his/their designee) for approval.

Members of committees will serve terms as stipulated for each committee. Terms will begin after the annual assembly of the faculty and will become effective on July 1 unless otherwise specified. *Ex officio* members serve without departmental designation. Members may not be represented by alternates unless specifically stipulated as an exception within the policies and procedures of the respective committee.

In the event that any elected standing committee member must be replaced, the committee chair will confer with the committee members to recommend a replacement to the Dean for approval. The replacement will serve until the next committee election cycle.

A member of a standing committee who is absent for four consecutive meetings, or who fails to attend over one-half of the scheduled meetings of the committee within an academic year, may be replaced on the recommendation of the committee chair after discussion of the matter with that member and the Dean.

## **11.2 Standing Committees**

Standing committees, as defined in these Faculty Bylaws, will have responsibilities in the specified areas. Except where otherwise specified, resolutions may be passed, provided a quorum of members is present (>50% of voting members). Policies of any committee are open to review and approval by a majority vote of the Faculty Assembly.

The standing committees of the faculty will include:

1. Admissions Committee
2. Advisory Committee on Appointments and Promotions (ACAP)
3. Curriculum and Education Policy Committee (CEP)
4. Learning Environment and Professionalism Committee (LEAP)
5. Program Evaluation, Assessment, and Improvement Committee (PEAI)
6. Student Progress and Promotion Committee (SPPC)

See Article 9 for definitions of:

7. Faculty Assembly

8. Faculty Executive Committee (FEC)

Committee chairs will submit annual reports of committee activities to the Faculty Assembly.

### 11.3 Committee Chairs

All standing committees will select a chair from their voting membership and will recommend the chair to the Dean for approval. No person may serve as chair of more than one standing committee at any one time. Standing committees are committees of the faculty, and the Dean will not chair any of these committees.

### 11.4 Other Committees

The Dean, the Faculty Assembly, and/or a standing committee may add *ad hoc* or other subcommittees deemed necessary and appropriate for the continued progress of the School or the parent committee's mission. Such committees will in no case have powers exceeding those of its parent body, and they may be dissolved or reconstituted at any time by the parent body.

### 11.5 Admissions Committee

#### a. Charge and Responsibilities

The Admissions Committee holds the responsibility of applying the requirements for admission to the KPSOM MD program on behalf of the faculty. The Admissions Committee will decide which of the candidates meeting these requirements will be admitted. All decisions made by the Committee are final. An annual report on admissions will be presented to the faculty at a regularly-scheduled meeting of the faculty. Informal updates may be provided as needed and warranted.

#### b. Membership

Using as inclusive a process as possible to ensure diversity and equity of membership, the Admissions Committee will be comprised of 18 members total, with 16 voting members.

Voting membership of the Admissions Committee:

##### Elected (5):

- 2 faculty members
- 3 students members

##### Appointed (11):

- 8 faculty members
- 3 community members

Non-voting membership of the Admissions Committee

##### Ex officio (2)

- Associate Dean for Admissions
- Associate Dean for Equity, Inclusion, and Diversity

Voting members of the admissions committee will include 10 faculty members (2 elected, 8 appointed) from all KPSOM departments (Foundational Science, Clinical Science, and Health Systems Science). The Faculty Executive Committee will present a slate of candidates to the Faculty Assembly for election to the Admissions Committee. From this slate of candidates, 2 will ultimately

be chosen. The remaining 8 faculty members will be appointed by the Dean from a pool of candidates who will be nominated by a committee composed of the Department Chairs and the Associate Dean for Admissions. Three community members will be appointed by the Dean of the School of Medicine. Three students, elected by the charter class, will be added as members to the Admissions Committee during their fourth academic year. Only two students will be required to attend each admissions committee meeting. The Associate Dean for Admissions and the Associate Dean for Equity, Inclusion, and Diversity will be *ex officio*, non-voting members of the Committee.

**c. Chair of the Admissions Committee**

During the first admissions cycle, the Admissions Committee will be chaired by the Associate Dean for Admissions. In following cycles, the Admissions Committee will select a Chair from the 10 faculty members serving on the Committee. The Chair of the Admissions Committee will serve a three-year, renewable term. The Chair may appoint another committee faculty member to lead the Admissions Committee meetings when they are unable to attend.

**d. Meetings**

The Admissions Committee will meet regularly from the opening of American Medical College Admissions Service (AMCAS) applications until all seats are filled for the incoming class. Additional meetings of the Admission Committee will be convened as needed to review issues related to the admissions committee, processes, review of applications, or consideration of wait-listed candidates. A quorum is considered to be more than 50% of voting faculty members present and is required for all decisions.

**11.6 Advisory Committee on Appointments and Promotions (ACAP)**

**a. Charge and Responsibilities**

The ACAP advises the Dean on appointments and promotions of faculty. Following review of the faculty member's promotion or appointment dossier, the appropriate Department Chair will provide the ACAP with her/his/their recommendation for appointment to, or promotion of, any faculty member to an academic rank. Any rank above Instructor must be reviewed by this committee.

**b. Membership**

Using as inclusive a process as possible to ensure diversity and equity of membership, the ACAP will consist of no fewer than five and no more than seven members with representation from each of the three KPSOM departments (Foundational Science, Clinical Science, and Health Systems Science). Faculty members will be appointed by the Dean from a pool of candidates who will be nominated by a committee composed of the Department Chairs and the Senior Associate Dean for Academic and Community Affairs. All members must hold the rank of Associate Professor or Professor. Members of the ACAP may vote on any application for appointment or promotion up to the rank currently held by the committee member, but may not vote for appointment or promotion to a rank higher than their own. The Senior Associate Dean for Academic and Community Affairs will be an *ex officio*, non-voting member.

**c. Term**

Members will serve three-year terms and may serve up to a total of two consecutive terms. After a one-year hiatus, members are eligible for re-appointment to the committee. Membership terms

will be staggered after the first two years of the committee's initial charge so that no more than one-third of the members will be replaced each year.

**d. Meetings**

The committee meets at scheduled intervals. The ACAP may be called upon to meet on an *ad hoc* basis as needed for new faculty recruitment and hiring.

Meetings will be convened by the Dean or her/his/their designee in collaboration with the ACAP Chair and occur as needed for new appointees, and at scheduled intervals for promotions. A quorum is considered to be more than 50% of voting members present and is required for all decisions.

For details on the appeals process for promotion requests not supported by ACAP, see Section 7.4.2 of the Faculty Handbook.

**11.7 Curriculum and Educational Policy Committee (CEP)**

**a. Charge and Responsibilities**

The Curriculum and Educational Policy Committee (CEP) is responsible for the design, implementation, management, assessment, and enhancement of the medical school curriculum to ensure that it meets the mission, vision, and values of KPSOM, and that the program is in compliance with WSCUC, BPPE, and LCME licensing and accreditation standards to award the MD degree. The CEP is responsible for the review of all subcommittee reports and recommendations, policies and standards, and votes on final recommendations to the Dean regarding all elements of the curriculum.

The CEP has the responsibility of representing the faculty in the following areas:

- Establishment of an academic calendar
- Establishment of the technical standards for student admission and retention at KPSOM
- Establishment of requirements for the MD degree
- Establishment and approval of program-level competencies and objectives
- Evaluation and approval of course and clerkship objectives
- Sequencing of curricular content
- Curriculum mapping
- Integration of courses, clerkships, the phases of the curriculum, and the curriculum as a whole
- Establishment of educational policies
- Monitoring of implementation and outcomes of quality improvement measures for the educational program

Changes to course or clerkship level objectives, program domains and competencies, or major shifts in pedagogy require CEP approval. All subcommittee, PEAI, and course and clerkship recommendations must be reviewed and approved by the CEP. The CEP will provide quarterly reports with updates and recommendations to the Dean. The Dean may decline CEP approved changes if they are not aligned with the School's mission, vision, values, or competencies, are not consistent with accreditation standards, or if they affect the budget in a manner that cannot be accommodated. If the Dean declines the CEP recommendations for the reasons stated, she/he/they

will request that the CEP and faculty provide revised recommendations. Any significant changes in the curriculum, such as policies, pedagogy, duration of educational program, graduation competencies, or standards of achievement must receive final approval by the Dean.

The CEP will provide quarterly reports with updates and recommendations for approval to the Dean.

**b. Membership** (20 voting; 6 non-voting)

Using as inclusive a process as possible to ensure diversity and equity of membership, the CEP Committee will comprise 26 members total, with 20 voting members.

Elected (9):

- Foundational Science Educator (2)
- Clinical Science Educator (2)
- Health Systems Science Educator (2)
- Students (3, with one representative for each of years 2–4)

Appointed (6):

- Interprofessional Educator (e.g., Nurse, Pharmacist, Therapist, etc.) (1)
- Interprofessionalism Thread Lead
- Equity, Inclusion, and Diversity Thread Lead
- Health Promotion Thread Lead
- Leadership and Innovation Thread Lead
- Librarian

Ex officio voting (5)

- Phase 1 and 2 Subcommittee Chair
- Phase 3 Subcommittee Chair
- Clinical Experience Subcommittee Chair
- REACH Subcommittee Chair
- PEAI Committee Chair

Ex Officio non-voting (6)

- Senior Associate Dean for Medical Education
- Associate Dean for Clinical Integration
- Assistant Dean for Wellness and Clinical Integration
- Associate Dean for Equity, Inclusion, and Diversity
- Associate Dean for Assessment and Evaluation
- Patient Advisory Committee Representative

**c. Terms of Membership**

Students will serve a term of two years. Faculty will serve a term of three years. Members may serve up to a total of two consecutive terms. After a one-year hiatus, members are eligible for re-election to the committee. Membership terms will be staggered after the first two years of the committee's initial charge so that no more than one-third of the members will be replaced each year.

**d. Meetings**

The CEP will meet a minimum of 10 times per year. A quorum will be considered to be more than 50% of the voting members present. A quorum is required for all decisions.

**11.8 Learning Environment and Professionalism Committee (LEAP)**

**a. Charge and Responsibilities**

The Learning Environment and Professionalism (LEAP) Committee is responsible for setting and monitoring the standards of professional behavior for faculty, students, administrators, staff, and others who engage in the learning environment for KPSOM. It will review all surveys and feedback regarding the learning environment, including both positive and negative influences, and will provide annual reports to the Cabinet and the Dean to be included in continuous improvement planning.

The LEAP Committee will hear allegations of misconduct and ensure the due process rights of the individual in question. It will review allegations of serious lapses and continued unprofessional behavior, make determinations of fact, and, when appropriate, make recommendations to the appropriate leadership for action and improvement.

The LEAP Committee will conduct all deliberations in accordance with the policies of KPSOM. In the case of a KFH or PMG faculty member, the Committee will notify and consult with the appropriate senior executive in Kaiser Permanente.

Faculty being reviewed for any breach in professionalism will recuse themselves from serving on any committee until the issue is resolved.

**b. Membership**

Using as inclusive a process as possible to ensure diversity and equity of membership, the LEAP Committee will comprise 13 members total, with 10 voting members.

Elected (7)

- Faculty members, with representation from each of the KPSOM departments (5)
- Students (2)

Appointed (3)

- Cabinet member appointed by the Dean
- Resident appointed by the Associate Dean for Clinical Integration
- Nurse appointed by the Associate Dean for Clinical Integration

Ex officio non-voting (3)

- Senior Associate Dean for Medical Education
- Associate Dean for Equity, Inclusion, and Diversity
- Senior Associate Dean for Academic and Community Affairs

**c. Term**

Members will serve three-year terms and may serve up to a total of two consecutive terms. After a one-year hiatus, members are eligible for re-election to the committee. Membership terms will be staggered after the first two years of the committee's initial charge so that no more than one-third of the members will be replaced each year.

**d. Meetings**

Meetings will be convened by the chair or at the request of the Dean and meet on a quarterly basis at a minimum. A quorum is more than 50% of the voting members present, and is required for all decisions.

## 11.9 Program Evaluation, Assessment, and Improvement Committee (PEAI)

### a. Charge and Responsibilities

The Program Evaluation, Assessment, and Improvement Committee (PEAI) is an independent committee responsible for supporting the Dean, faculty, CEP, and the Student Progress and Promotion Committee (SPPC) through collecting, monitoring, and reviewing all evaluation and assessment data, both internal and external, related to KPSOM's delivery of the curriculum. Based on its review of data and outcomes, the PEAI will recommend quality improvement activities and projects that support continuous improvement of the curriculum; as well as assessment policies and procedures that align with accreditation standards related to the educational program and the mission, vision, and values of the School. This committee recommends the implementation of data-driven quality improvement initiatives, educational experiences, and activities as appropriate, and monitors and reports on their outcomes. The Chair of the PEAI serves as a voting member of the CEP.

### b. Membership

#### Elected (7)

- Faculty (5) – to include representation from each of the departments
- Students (2) – one from Phase 2 and one from Phase 3 of the educational program

#### Ex officio non-voting (2)

- Senior Associate Dean for Medical Education
- Associate Dean for Assessment and Evaluation

Using as inclusive a process as possible to ensure diversity and equity of membership, the PEAI Committee will consist of five faculty members who are elected by the Faculty Assembly. These core faculty will include at least one representative from each of the areas of: Foundational Science, Clinical Science, and Health Systems Science.

Two student members will also serve on the PEAI Committee, ideally from separate phases of the curriculum. In the first year of KPSOM, the committee will include two student members from the charter class. In the second year of KPSOM, the committee will include one student member from each of the first two classes. In the third year of KPSOM and beyond, the committee will ideally include one student in Phase 2 and one student in Phase 3 of the educational program.

### c. Terms

Students will serve a term of two years. Faculty will serve a term of three years. Members may serve up to a total of two consecutive terms. After a one-year hiatus, members are eligible for re-election to the committee. Membership terms will be staggered after the first two years of the committee's initial charge so that no more than one-third of the members will be replaced each year.

### d. Meetings

The PEAI will meet a minimum of 10 times per year. A quorum will be considered to be more than 50% of the voting members present. A quorum is required for all decisions.

## 11.10 Student Progress and Promotions Committee (SPPC)

**a. Charge and Responsibilities**

The SPPC is established to monitor, assess, and determine the academic standing of KPSOM medical students. In collaboration with the CEP, the SPPC will formulate and publish the Academic Rules and Regulations, which provide the guidelines under which the committee functions.

The SPPC will make the determination of whether a student has satisfactorily met the requirements for each academic phase in the MD program; it will present to the Faculty Assembly and the Dean the list of candidates it recommends for the MD degree; it will consider individual requests for exceptions to the existing Grading and Promotions Policy; and it will determine recommended academic actions for each individual student.

**b. Membership**

Using as inclusive a process as possible to ensure diversity and equity of membership, the SPPC consists of 13 members total, with 10 voting members.

Voting membership of SPPC (10):

Elected (5):

- 5 faculty members

Appointed (5):

- 5 faculty members

Non-voting membership of the SPPC

Ex officio (3)

- Senior Associate Dean for Medical Education
- Senior Associate Dean for Student Affairs
- Associate Dean for Equity, Inclusion, and Diversity

Voting members of the SPPC will include 10 faculty members (5 elected, 5 appointed) from all KPSOM departments (Foundational Science, Clinical Science, and Health Systems Science). The Faculty Executive Committee will present a slate of candidates to the Faculty Assembly for election to the SPPC. From this slate of candidates, 5 faculty members will ultimately be chosen. The remaining 5 faculty members will be appointed by the Dean from a pool of candidates who will be nominated by a committee composed of the Department Chairs and the Senior Associate Dean for Medical Education. The Senior Associate Dean for Medical Education, the Senior Associate Dean for Student Affairs, and the Associate Dean for Equity, Inclusion, and Diversity will serve as *ex officio*, non-voting members of the Committee. The Associate Dean for Assessment and Evaluation will attend all meetings to provide academic data for consideration by the committee.

**c. Term**

Members will serve three-year terms and may serve up to a total of two consecutive terms. After a one-year hiatus, members are eligible for re-election to the committee. Membership terms will be

staggered after the first two years of the committee's initial charge so that no more than one-third of the members will be replaced each year.

**d. Meetings**

The SPPC will meet 10 times per academic year at a minimum. Special meetings may be called as necessary by the Chair or through written request to the Chair by any course, block, or clinical experience director. A quorum is defined as more than 50% of the voting members present and is required for all decisions.

## **Article 12: Amendments**

An amendment may be proposed to the KPSOM Faculty Bylaws only by the BOD, the Dean, a member of the SEC, or a member of the KPSOM faculty. Any proposed amendment will be referred to the Faculty Executive Committee, which will have the responsibility of framing a formal statement for approval by the Faculty Assembly.

For adoption, the proposed amendment requires approval at a meeting at which there is a quorum or by two-thirds of the entire Faculty Assembly, before it can be moved to the Dean and BOD for final consideration and approval.

Approval by the BOD requires a two-thirds majority vote of BOD members present at any regular meeting, provided prior written notice of the proposed amendment was given to all members of the BOD.