

Stritch School of Medicine Bylaws

MISSION

Loyola University Chicago Stritch School of Medicine (SSOM) is committed to scholarship and the education of medical professionals and biomedical scientists. Our school, including its faculty, trainees, and staff are called to go beyond facts, experimentation, and treatment of disease to prepare people to lead extraordinary lives and treat the human spirit in an environment that encourages innovation, embraces diversity, respects life, and values human dignity.

PREAMBLE

The purpose of these SSOM bylaws is to formalize the mechanism of internal governance for SSOM. At all times, the procedures and provisions in these bylaws are supplemental and subordinate to the University's governing documents and policies, including the University's Articles of Incorporation, Bylaws, the Faculty Handbook, as well as University policies and rules now in existence, and hereafter amended or adopted from time to time. If there is any inconsistency between these SSOM bylaws and the University's governing documents and policies, the University's governing documents and policies shall take precedence.

PURPOSE/BACKGROUND

POLICY

Article I. ORGANIZATION AND GOVERNANCE

A. THE BOARD OF TRUSTEES

The governing body of the University is its *Board of Trustees*, which manages the affairs of the University, including the election of the President and all vice presidents and other officers. The Board holds regular meetings four times a year. In the intervals between the meetings of the Board, the *Executive Committee of the Board of Trustees* may exercise the powers of the Board in the management of the University, with certain exceptions. In addition to the Executive Committee, the Board of Trustees has also established committees charged with making recommendations to the Board of Trustees in the following areas: Academic, Academic Health Sciences, Advancement, Audit, Facilities and Capital Assets, Finance, Governance and Trusteeship, Investment Policy, Jesuit and Catholic Identity, and Student Development and Success. These committees make use of the officers, regents, faculty, staff, students, and others in the University community as resources for their work. Through its committees, the Board exercises its oversight responsibilities.

The *Academic Health Sciences Committee* provides oversight of academic programs and activities for Health Sciences, reviewing academic matters in need of action by the full Board, including the creation of new degrees. The members of the Academic Health Sciences Committee are members of the Board of Trustees. Resource persons to the Academic Health Sciences Committee include the Provost, the Dean of SSOM, the Dean of the Marcella Niehoff School of Nursing ("MNSON"), the Dean of the Parkinson's school of Health Sciences, and the Dean of the graduate biomedical programs, as well as other key members of University administration, faculty and staff.

B. THE PRESIDENT

The President of the University is the chief executive officer of the University, serves at the pleasure of the Board of the Trustees, and is an ex officio member of the Board.

C. THE PROVOST

The Provost is the chief academic officer for the Health Sciences Campus (“HSC”), including SSOM, the MNSON, the Parkinson School of Health Sciences and the graduate degree programs offered by HSC faculty of the University. The Provost reports to the President of the University, and works in partnership with deans, vice presidents, faculty, staff and others in the University community who report to him/her to achieve the University’s mission.

D. RESPONSIBILITIES OF THE DEAN, CHAIRS, INSTITUTE DIRECTORS, AND FACULTY

The scope of responsibilities for the dean, chairs, institute directors, center directors, and faculty of the University are outlined in the University’s Faculty Handbook (“Faculty Handbook”) which can be found at <http://www.luc.edu/academicaffairs/resources/facultyhandbook/>. The HSC administrative information is found at <https://hsd.luc.edu/facultyadmin/>.

Article II. DEAN OF SSOM

The Dean of SSOM (the “Dean”), a full-time faculty member, must be qualified by education and experience, and is the chief academic officer of SSOM. S/he is appointed by the President of the University after consultation with the Provost. The Dean of SSOM is responsible to the Provost for leadership within the school and for administering the policies and regulations of the University. In addition, the Dean of SSOM has the other responsibilities set forth in the Faculty Handbook. The Dean reports directly to the Provost; s/he works with other University officials, but also has the right of direct access to the University President and other University officials as necessary to fulfill her/his responsibilities. With approval from the Provost, the Dean has the responsibility and authority to implement University and SSOM policies to achieve excellence in research, education (including curricular development), and community service.

A. EDUCATIONAL AND RESEARCH PROGRAMS

The Dean is responsible for oversight of SSOM scholarship, including education and research programs in undergraduate medical education and, in cooperation with the Graduate School Deans, Graduate School program directors and the SSOM Research Leadership, the curriculum of the SSOM graduate degree programs.

B. FINANCIAL

The Dean is responsible for the financial health of SSOM and for long-range financial and program planning. Subject to approvals through the *Budget Review Team* process and the Board of Trustees, the Dean, with the Provost, the University Senior Vice President for Finance and CFO, and the University President, has the:

- Authority to approve or disapprove all proposed expenditures of budgeted funds whether from University or Research and Education accounts;
- Authority to approve or disapprove all transfers of budgeted funds between budget categories; and
- Responsibility to prepare, in consultation with SSOM leadership (educational and research deans, academic department chairs, and institute/center directors) the proposed annual budgets (salary and non-salary operations) of all departments and to transmit such budgets to the Provost.

C. ADMINISTRATIVE APPOINTMENTS, STANDING, AND AD HOC COMMITTEE MEMBERS

- Vice, Associate and Assistant Deans are appointed by, and serve at the request of, the Dean.
- Standing and ad hoc committee members are appointed by, and serve at the request of, the Dean.

D. ACADEMIC DEPARTMENT CHAIRS AND FACULTY APPOINTMENTS, EVALUATIONS, AND ASSESSMENTS

- Academic department chairs at SSOM are appointed by the Dean of SSOM after consultation with the Provost, any other appropriate dean, and the full-time faculty of the department. Academic department chairs have the

responsibilities set forth in the Faculty Handbook including submitting recommendations for faculty appointments, and promotions in rank and tenure to the Dean.

- The Dean will assess the performance of every academic department chair and those faculty member if further review by the Dean is requested by the faculty member or at the chair's request, including individuals holding endowments to support their academic positions, in accordance with the Faculty Handbook and the policies referenced in the Faculty Handbook.

E. STAFF

In accordance with approved University policies and procedures, and in concurrence with the University's Human Resources Department, the Dean has the authority to approve all aspects of the employment of SSOM non-faculty personnel, including selection, discipline, and dismissal.

F. SPACE AND FACILITIES

The Dean will work with the Provost and the *Senior Vice President for Capital Planning and Campus Management* to allocate space allotted to SSOM and to supervise its property and physical plant within the Health Sciences Campus space.

ARTICLE III. DEAN'S CABINET

A. Purpose

The internal governing body for SSOM is the Dean's Cabinet ("Cabinet"), which is organized exclusively for the purpose of advising on matters pertinent to the administration, regulation, and management of SSOM. The Dean's Cabinet will be assigned responsibilities that, in the Dean's judgment, are necessary to carry out its duties.

The Dean's Cabinet, chaired by the Dean of SSOM, will:

- Serve as the primary advisory body for formal SSOM matters, including policies;
- Provide thoughtful, evidence-based recommendations to enhance SSOM's stature; and
- Advise on other matters considered appropriate by the Dean.

There will be regularly scheduled meetings each year, at least monthly, utilizing a schedule selected by the Dean of SSOM. The Dean of SSOM may call special meetings.

Cabinet members can include the following faculty and other staff members as determined by the Dean of SSOM:

- Highest ranking dean for Medical Education
- Highest ranking dean for Student Affairs
- Highest ranking dean for Diversity and Inclusion, if the meeting is held in the Deans absence and in that case chaired by a designee chosen by the Dean
- Vice dean of Research
- Director of Business Operations, SSOM
- Vice Dean of Administration for SSOM
- Vice Dean of Professional Formation
- Associate Director, Marketing and Communications
- Assistant Provost, Faculty Administration

Other members who may be invited to meetings of the Dean’s Cabinet include the Standing SSOM Committee Chairs listed on the SSOM webpage, including, but not limited to:

- **Standing Committee chair, SSOM Admissions**
 - Members approve appointments of committee members to all admission process committees. Members write and ratify admissions policies, hear appeals, and assist in any unforeseen decisions or determinations pertaining to the admissions process. They have the authority to identify policy or procedural violations and overturn decisions.
- **Standing Committee chair, Central Curricular Authority (CCA)**
 - The Central Curricular Authority (CCA) mission is to develop, review, execute and evaluate all curricular matters relevant to medical education within the SSOM; to be informed of and to consider proposed changes within the educational environment that could impact the curriculum; to formulate recommendations including appropriate resources to implement necessary curricular reform and innovations.
It is the responsibility of the CCA to follow educational outcomes to ensure that a SSOM education provides those students awarded the Doctor of Medicine Degree with the essential knowledge, skills, values and attitudes necessary to practice high quality, efficient, safe, and compassionate medicine as they transition to graduate medical education. Ultimate decisions concerning the curriculum, rest with the CCA.
- **Standing Committee chair, Committee on Academic Rank and Tenure (CART)**
 - The purpose of the Committee on Academic Rank and Tenure (CART) is to ensure that faculty appointments are appropriate for the Loyola University of Chicago (LUC) HSC SSOM , and that faculty are promoted and/or granted tenure according to the guidelines developed by CART and approved by the SSOM/HSC and by LUC. Actions and decisions of CART are made in accordance with the LUC Faculty Handbook. The final decisions of CART are considered as recommendations made to the Dean of SSOM in accordance with the LUC Faculty Handbook.
- Other institute directors, including but not limited to:
 - **Director, Center for Community and Global Health (CCGH)**
The CCGH at Loyola supports a service and experiential learning framework for future health care providers who aspire to improve the health of vulnerable populations locally, nationally, and globally. The CCGH strives to prepare students in the Jesuit traditions of advocacy, solidarity, and passion for social justice. Our faculty and staff work collaboratively with community partners and across departments to promote health equity, education, and service.
 - **Director, Neiswanger Bioethics Institute**
The primary values of the Institute, a regard for social justice and a commitment to understanding the roles of religion and spirituality in medicine, give rise to a research and teaching focus for institute faculty that includes addressing racial and ethnic disparities in healthcare, fostering cultural humility and competence, contributing to global health, promoting public health, and advocating a renewal of medical professionalism that evidences a concern for the common good.

The Dean may invite non-Cabinet members to any meeting in order to provide the opportunity for faculty input.

B. Standing Committees

A standing committee, or permanent committee, is a subunit of the Dean’s Cabinet established to consider and recommend actions and propose policies in the functional areas under their direction that aid the Dean’s Cabinet in its governance and operation. A standing committee supports a particular operational area of SSOM and provides reports to the Cabinet, via one Cabinet representative, on its recent activities and actions. In addition to currently

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existing standing committees, the Cabinet may create or terminate standing committees or form separate ad hoc committees.

The Dean of SSOM has overall responsibility for appointment and approval of standing committee membership, and the Dean's office manages the annual appointment process. The Dean of SSOM will solicit recommendations for standing committee membership from existing standing committee chairs, SSOM academic departmental chairs, SSOM institute and center directors, and SSOM students. The Office of the Dean of SSOM will provide final recommendations to the Dean's Cabinet for approval. The term of office for standing committee members is three years and renewable, using staggered terms to provide continuity. Committee appointments and re-appointments are effective July 1 through June 30.

All standing committees must have a charge statement, membership description, general meeting schedule, and rules and procedures. In addition, some committees may make their agenda and minutes easily available to faculty. Standing committees are found at <http://ssom.luc.edu/committees/>

Article IV. ACADEMIC DEPARTMENT CHAIRS

Academic chairs at SSOM report to the Dean and have the responsibilities set forth in the Faculty Handbook and the policies referenced in the Faculty Handbook. The Academic Chairs meet with the Dean on a monthly basis; it is expected that all departments are represented. Academic Chair responsibilities generally include:

- Chairs consult with and inform department members of all major matters of policy affecting faculty in their department.
- Chairs make recommendations to the Dean for initial and emeriti faculty appointments, tenure, promotions in rank, salary increases, leaves of absence, notices of intent not to renew appointments of non-tenured faculty, and terminations. It is a responsibility of the chair in ensuring they communicate, to their entire faculty, their non-negotiable commitment to professional standards of behavior.
- In matters of faculty promotion and tenure, the recommendations submitted to the Dean by the chair must include an explanation of the basis for the recommendation and any department vote.
- Chairs review each full-time faculty member's performance annually and discuss the completed written evaluation form with the faculty member and if indicated undergoes further review by the Dean at the faculty member or chair's request.
- Chairs develop and review, in consultation with tenured and tenure-track faculty, written departmental standards and guidelines for promotion and tenure. Once approved by the appropriate deans, the University Rank and Tenure Committee, and the Senior Academic Officer, these guidelines are disseminated to all full-time faculty in the department and are available at <https://ssom.luc.edu/cart/>.
- At the direction of the dean, and in consultation with the faculty, chairs assign faculty members to teach at prescribed times and places.
- Chairs call and preside at meetings of their departments at least monthly during the academic year.
- Chairs nominate faculty in their department to the graduate dean for membership on the graduate faculty.
- Chairs appoint departmental committees and student advisors.
- Chairs consult with their Dean to establish an annual operating budget for the department.
- Chairs are responsible for the efficient use of all departmental resources including the operating budget.
- In addition to their responsibilities to the Dean of SSOM, department chairs that are engaged in scholarly and educational activities in the Graduate School of the University are also responsible to the Dean of the Graduate School.

Article V. SSOM INSTITUTE AND CENTER DIRECTORS

SSOM institute directors and center directors report to the Dean of SSOM and have the responsibilities set forth in the Faculty Handbook and the policies referenced in the Faculty Handbook. These responsibilities generally include:

- Administrative oversight;
- Development and assessment of the curriculum and mission of their academic unit;
- Development and scheduling of appropriate courses;
- Publicizing their academic unit and recruiting and advising students; and
- Managing their academic unit budgets (if applicable).

Generally, the responsibilities of institute directors and center directors include faculty evaluations, but do not include recommendations regarding promotion and tenure.

The **SSOM Research Leadership Council (RLC)** advises the SSOM Dean regarding research-related matters, including strategic recruitment for the research enterprise, philanthropic priorities and resource utilization. The Dean attends a **Quarterly Research Leadership** meeting that includes all Chairs and Institute Directors, chaired by the Vice-Provost of Research. (There is a separate **Clinical Research Advisory Council** within the Clinical Research Office, chaired by a Medical Director and whose role is to work with the deans of the Stritch School of Medicine and the Marcella Niehoff School of Nursing to improve the clinical research environment for all staff, faculty, and students. The director will also work with leadership at the Loyola University Health System to foster and facilitate clinical research on our campus and work closely with clinical scientists to prioritize research protocols and improve communications within the Clinical Research Office). The RLC is composed of:

- SSOM Research Institute Directors and Co-Directors
- Chairs of Research-engaged SSOM Departments
 - Required: Chairs with >50% faculty on Academic Research Track.
 - Optional: Other Chairs with faculty on Academic Research or Academic Clinical Research Tracks.

Article VI. FACULTY

The Faculty Handbook governs faculty. Each faculty member will have a primary appointment in an SSOM academic department and may have a joint appointment in another SSOM academic department. In cases where a faculty member has a joint appointment, one department shall be specified as the faculty member's primary department, and the other as secondary. In these cases, the academic department in which the faculty member holds a primary appointment will be the locus for annual evaluation. Teaching schedules, office hours, and other logistical considerations must be coordinated among the academic departmental chairs in whose areas the faculty member has work responsibilities for a given academic term, all as described in the Faculty Handbook.

Academic department chairs will hold departmental faculty meetings on a regular basis, at least monthly during the academic year.

Faculty members shall be given reasonable access, by appointment, to their department chair. Faculty members are also provided with an opportunity to participate in the discussion of issues being considered by the University through the elected representatives of the University Senate, the University's Faculty Council, or other faculty representative bodies. These faculty representative bodies provide input and, when appropriate, make policy recommendations on issues being considered by the University. Additionally, SSOM faculty can also participate in discussions regarding policies and procedures at SSOM through their representatives on the SSOM Faculty Ambassador Council.

The **Faculty Ambassadors Council** is a dean's office organization established to enhance bi-directional faculty communication between SSOM departments and the SSOM Dean. Each department is allocated 1-3 representative slots

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based on the number of full-time faculty in the department. Elections are held every summer for two-year terms, beginning July 1, rotating for departments with more than one representative. Faculty Ambassadors meet monthly and represent the concerns of their constituent group of faculty members; present a Faculty Ambassador report at their department meetings (alone, or in collaboration with other Ambassadors within the department); collaborate on ways to improve faculty communication; and communicate group discussions and SSOM activities to their faculty constituents. Up to 4 of the elected members of the Faculty Council are invited to participate, including an executive faculty session.

The **Faculty Advisory Council on Diversity and Inclusion (FACDI)** facilitates policy and culture change in areas that concern faculty recruitment, development and retention of underrepresented faculty at Stritch. The FACDI reports to the SSOM Dean/Chief Diversity Officer, and functions to advise and assist in the design and implementation of strategies that advance faculty diversity for the School of Medicine. The council will identify institutional impediments to faculty diversity (through assessment of institutional climate and demographics) and develop strategies to address barriers. The FACDI serves as a guiding coalition that communicates the diversity vision to the entire SOM community and support its implementation. **Faculty Diversity Advocates** work with their Department Chairs and faculty to conduct SWOT analyses and identify strategies to address opportunities and threats through the development of data-driven planning and implementation planning: to bolster core aspects of DEI work (e.g., URiM recruitment and retention, promotion and leadership, gender equity, community partnership, allyship, policy, and professional development/training programs). They serve as ambassadors who model and foster the Stritch community's cultural wealth. Collectively, they bring together faculty from different backgrounds, tenures, ethnicities, genders, sexual orientations, and other areas.

Article VII. STUDENT LEADERSHIP COUNCIL

The **Student Leadership Council** is formed to mentor student leadership and facilitate expression and exchange of student opinions concerning those matters dealing primarily with research, educational activities, student services/campus life, and policies and procedures.

A. Composition

The Student Leadership Council is composed of:

- Students (10 Members)
 - Medical Student Union president
 - Class president (or representative) from the first, second, third, and fourth year class
 - Current co-presidents of the Graduate Student Council
 - Student representative elected by the MD/PhD students
 - Student representatives from the Organization of Student Representatives
- Other Leadership and Administration (3 Members)
 - MD/PhD Program Director or designate
 - Graduate School Program Director or designate
 - Director of the Health Sciences Library
- Education and Research Deans and staff
 - Highest ranking dean(s) for Education
 - Highest ranking dean(s) for Student Affairs
 - Highest ranking dean(s) from the Office of Diversity and Inclusion or designate
 - Assistant Dean for Admissions
 - Director of Student Life

B. Functions

- Meetings of the Student Leadership Council, occur on a regular basis, an agenda and brief minutes are kept. At the discretion of the Dean, specific topics, updates or follow-up on issues or concerns are also included.

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- Agenda item suggestions from members at each meeting are listed under “new business.”
- The function of the Student Leadership Council shall include, but not be limited to:
 - Facilitating expression of student opinions and concerns;
 - Ensuring open communication among students, SSOM leadership and the Dean; and
 - Providing input regarding effectiveness and cooperation of SSOM departments in addressing common educational, scholarly and research needs.

Article VIII. AMENDMENT OF SSOM BYLAWS

The Dean, pursuant to advice from the Dean’s Cabinet, may amend these bylaws. Any such amendment shall become operative and effective only upon the approval of the Provost or of such person or committee as the Provost, or the President of the University may appoint.

Bylaw changes will be communicated by email and as an agenda item at the regularly scheduled meetings of the Academic Chairs, Research Leadership Council and Faculty Ambassadors.

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REVIEW

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Department and title of individual who is accountable for revision: Office of the SSOM Dean

APPROVAL SIGNATURES

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Title: Dean, Stritch School of Medicine Date: July 1, 2023

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