Our Mission

To train future physicians to serve selflessly and humbly, while emphasizing strong medical ethics and appreciation of human worth and dignity.

Our Goals

To foster and support a vibrant health science learning community for students, faculty, staff, and community partners.

To build an outstanding academic program and experiences, comprehensive scholar support and a campus culture and environment that promotes student, faculty and staff engagement and community participation.

To lead in innovative medical education programs, including education programs for medical students, faculty, and community physicians.

To develop research and scholarly programs with an emphasis in applied research to prevent disease, personalize medicine and improve population health.
Contents

Our Mission ................................................................................................................................. 2
Our Goals .................................................................................................................................... 2

I. Introduction .............................................................................................................................. 6

II. University Organization ......................................................................................................... 7
   A. President .............................................................................................................................. 8
   B. Chief Executive Officer (CEO) ........................................................................................... 8
   C. Chief Academic Officer (CAO)/ Executive Dean ................................................................. 8
   D. Dean of Academic Affairs .................................................................................................. 9
   E. Vice President of Operations .............................................................................................. 9
   F. Chief Financial Officer (CFO) ............................................................................................ 10
   G. Dean of Basic Sciences ...................................................................................................... 11
   H. Dean of Clinical Sciences .................................................................................................. 12
   I. Clerkship Directors/Clinical Department Chairs ................................................................. 13
   J. Registrar ............................................................................................................................. 13

III. Faculty Appointments ............................................................................................................ 16
   A. Categories of Academic Appointment .............................................................................. 16
      1. Full-Time ....................................................................................................................... 16
      2. Part-Time (Visiting) ....................................................................................................... 16
      3. Contributed .................................................................................................................... 16
   B. Ranks and Titles ................................................................................................................ 17
   C. Terms of Appointment ...................................................................................................... 17
   D. Annual Reviews ............................................................................................................... 17

IV. Promotion Process ................................................................................................................ 18
   A. Promotion Standards ......................................................................................................... 18
      1. Teaching ......................................................................................................................... 18
      2. Service ............................................................................................................................ 18
      3. Scholarship and Research .............................................................................................. 19
      4. Health Care/Clinical ...................................................................................................... 19
   B. Promotion Procedures ...................................................................................................... 19

V. Faculty Salary, Benefits, and Indemnification ....................................................................... 20
   A. Pay Schedules ................................................................................................................... 20
   B. Book Allowance ............................................................................................................... 20
   C. Accommodation .............................................................................................................. 20
   D. Vacation ............................................................................................................................ 20
   E. Personal/Sick Leave ......................................................................................................... 21
VI. Policies .......................................................................................................................................... 23
A. Drug and Alcohol Policy ............................................................................................................. 23
   1. Policy ........................................................................................................................................ 23
   2. Enforcement ............................................................................................................................. 23
B. Sexual Harassment Policy .......................................................................................................... 23
   1. Scope of Policy ........................................................................................................................ 23
   2. Definitions ................................................................................................................................ 24
   3. University Responsibilities ..................................................................................................... 24
   4. Policy against Retaliation ........................................................................................................ 24
   5. False Statements ..................................................................................................................... 24
C. Policy on Consensual Faculty-Student Relationships .............................................................. 24
   1. Policy ........................................................................................................................................ 25
   2. Definitions ................................................................................................................................ 25
   3. Procedures .............................................................................................................................. 25
   4. Noncompliance with Policy .................................................................................................... 25
   5. Sanctions .................................................................................................................................. 25
D. Mental Health Counseling ......................................................................................................... 26
E. Student Mistreatment Policies and Procedures ......................................................................... 26
   1. Standard of Conduct ............................................................................................................... 26
   2. Purpose of Policy .................................................................................................................... 26
   3. Definition of Mistreatment Against Students ........................................................................ 26
   4. Procedures for Reporting Mistreatment ............................................................................... 26
   5. Mechanism for Investigating Mistreatment ........................................................................ 27
VIII. Compact between Teachers and Learners of Medicine ......................................................... 28
IX. Faculty Disciplinary Actions .................................................................................................... 30
   A. Grounds for Disciplinary Action ............................................................................................. 30
   B. Faculty Disciplinary Procedures ............................................................................................. 30
X. Bylaws of the Faculty Senate .................................................................................................... 31
   A. Preamble .................................................................................................................................. 31
   B. Medical Faculty Senate ............................................................................................................. 31
      1. Membership .......................................................................................................................... 31
      2. Duties ...................................................................................................................................... 31
      3. Meetings .............................................................................................................................. 31
   C. Standing Committees ............................................................................................................... 32
      1. Admissions Committee .......................................................................................................... 32
      2. Disaster Committee ............................................................................................................. 32
3. Curriculum Committee ................................................................................................................. 33
4. Grievance/Disciplinary Committee ............................................................................................ 34
5. Library Committee ....................................................................................................................... 34
6. Student Promotions Committee ................................................................................................ 35
7. Continuing Medical Education/Research Committee ............................................................... 37
8. Scholarship Committee ............................................................................................................... 37

D. Amendments ............................................................................................................................... 37

XI. Educational Program Objectives .............................................................................................. 38
XII. Exposure to Infectious Disease and Environmental Hazards Policy ........................................... 40
DISCLAIMER .................................................................................................................................... 41
I. Introduction

The International American University ("IAU") College of Medicine Faculty Handbook provides information about faculty appointments with the College of Medicine, responsibilities of the faculty, and the organization and governance of the school. It is not intended to be all inclusive; more detailed or comprehensive information may be obtained from the appropriate department, or University office upon request.

The information contained in this handbook is current as of January 2016. Information in the handbook may be superseded by changes in policy or programs that occur after its publication. Revisions of handbook content will be made periodically and disseminated in print format and/or electronically. The electronic version will be updated at the beginning of each academic year.

International American University reserves the right to change any of the policies contained herein at any time.
II. University Organization

The following organizational charts graphically describe the organization of the College of Medicine.
A. President
The President serves as the chairman of the Board of Trustees. The president represents the College at ceremonies and public events and plays a major role in fund raising. The President also recommends the appointment of executive officers who perform their duties under the President’s general direction.

B. Chief Executive Officer (CEO)
The CEO is responsible for providing general oversight of the University’s teaching and research programs; its campuses and affiliated hospitals; the welfare of the faculty and supporting staff; the business and financial welfare of the College; and for the maintenance of health, diligence, and order among the students.

C. Chief Academic Officer (CAO)/ Executive Dean
The Chief Academic Officer (CAO) reports directly to the President and Chief Executive Officer (CEO). The CAO provides leadership in areas of academic program development, curriculum, research, and organizational effectiveness. The CAO oversees the development of academic policies and teaching effectiveness. The CAO plays a central role in institutional decision making, learning outcomes assessment, and compliance with state, national, and regional regulatory and accreditation agencies. The CAO also serves as Professor of Anatomy and Neurosciences.

Administrative Duties and Responsibilities:

- Advances the academic mission of IAU College of Medicine
- Articulates long-term goals and strategic planning for academic affairs in accordance with the mission of IAU and accrediting agency (e.g. CAAM-HP, ACCM, LCME) regulations
- Ensures academic operations and programming complies with applicable laws and accreditation standards
- Assesses the quality and effectiveness of academic operations
- Provides leadership in the planning, development, and modification of educational programming, policies and procedures
- Oversees campus committees and facilitates communication among Basic Sciences and Clinical Sciences faculty to ensure horizontal and vertical integration of the curriculum
- Directs curriculum development/implementation including the course catalog and scheduling of classes
- Recruits, hires, orients and trains faculty and assigned staff
- Promotes/develops/recommends professional development opportunities for faculty
- Organizes faculty evaluations and peer observations
- Oversees resolutions to student/faculty appeals and grievances to ensure effectiveness of the academic program. Resolves escalated issues by serving as the final authority in Academic Affairs
- Assists the President’s office in developing relationships and forming partnerships to advance the University in accordance with the mission and goals of IAU
• Maintains professional and technical knowledge by attending workshops, reviewing publications, establishing networks and participating in professional societies
• Oversees the allocation and expenditure of resources
• Visits and becomes familiar with each teaching hospital
• Assumes additional responsibilities as required by the President and/or CEO

Academic Duties and Responsibilities:
• Recruits, mentors and evaluates faculty
• Promotes faculty development within the Department
• Maintains excellence in teaching and research
• Creates a strategic vision and plan for the Anatomy and Neuroscience Department
• Participates in committee meetings and collaborates with other Basic Sciences and Clinical Sciences departments to ensure horizontal and vertical integration of the curriculum

D. Dean of Academic Affairs
The Dean of Academic Affairs is responsible for supporting the faculty and curriculum of the institution, by providing academic leadership and managing the instructional and assessment processes through which education is conducted and administered at IAUCOM. The DAA also manages the evaluation processes of the educational program that leads to continuous quality improvement; to ensure the appropriate depth and breadth of the curriculum across all years, that content is current and relevant in terms of disciplines and delivery, and that it reflects the missions of IAUCOM.

Major Duties:
• All matters relating to faculty and the curriculum; works with CAO to ensure longitudinal integration of curriculum and to align the structure and functional aspects of the program with the directives of educational governing bodies
• Coordination of periodic program evaluation
• Oversight of faculty development activities and strategic planning
• Advisory recommendations on academic appointments
• Relationship management at clinical affiliates and development of new sites for clerkship training
• Chair and service on appropriate educational committees

E. Vice President of Operations
Directs and manages the administrative functions of the International American University College of Medicine, ensuring compliance with school and University policies/procedures and relevant administrative regulations, guidelines, and standards. Oversees and coordinates human resources and administration for the school, and serves as a primary liaison and point of coordination with other IAU components and University departments on a wide range of clinical, programmatic, and/or administrative issues.
The President and CEO will direct this position and delegate authority. The position will work closely with the CAO of the University.

Job Description:
1. Directs and coordinates administrative functions and enforces University policy for the College in coordination with all associated University departments; provides administrative support and direction to the instructional, research, and service programs of the college.
2. Directly and administratively supervises unit employees including final approval of hiring decisions, performance appraisals, scheduling, training, employee development, disciplinary actions, and conflict mediation; determines staff salary levels; develops procedures and assigns work tasks to improve efficiency.
3. Participates in decision-making regarding the planning and direction of clinical activities for the College of Medicine; provides operational and policy liaison between the IAU and the various Health centers and Hospitals of St. Lucia.
4. Participates in the development of new projects and/or programs; collects and distributes funding information, and prioritizes funding requests; may provide guidance and assistance in identifying and soliciting funding sources, and grant proposal writing, as appropriate.
5. Coordinates and oversees all IAU staffing issues; serves as liaison on legal issues related to faculty, and makes or participates in disciplinary decisions in the absence of or on behalf of the CAO, as necessary.
6. Acts in the absence of the Dean or Associate Deans on operational and administrative matters; reviews, interprets, recommends, and/or implements school policies; identifies and resolves issues regarding administrative and fiscal matters; develops systems to monitor academic and administrative deadlines; regularly evaluates school administrative systems and services.
7. Researches, reports, analyzes, compiles, and/or completes information such as operational expenses, salaries, student profiles/assessments, enrollments, student costs, and/or curriculum for various surveys and/or accreditation reviews, as appropriate.
8. Serves as a liaison to, government/legislative agencies, funding agencies, and other external constituencies; represents the School at meetings and other functions as requested.
9. Serves on various departmental, divisional, and University policy-making committees; participates directly in the formulation of policy, ensuring that administrative and human resources practices are in compliance with University regulations, policies, and appropriate laws.
10. Additional responsibilities as assigned by the President.

F. Chief Financial Officer (CFO)
This position is necessary to coordinate all financial aspects of the University including, but not limited to procurement of funds, allocation of funds, auditing of the accounts, and preparing financial statements on IAU’s funds, scholarship funds, endowment funds, student loan monies, research funds and charitable funds. He/she will assure proper financial health of the institution and develop short-term and long-term financial goals in keeping with the academic goals set forth by the President and CAO. This position will also deal directly with the President and CEO regarding the financial operations of the University.

Job Description:
1. Directs and controls all financial activities for the University.
2. Works with the financial aid office.
3. Keep abreast of the admissions and financial trends of the medical schools in the United States and Canada.
4. Analyze and maintain all relevant financial records for the University
5. Report to the President and CAO relevant statistics about student admissions, enrollment and student financing
6. Manage scholarship programs and supervise student loan programs for the University
7. Assist the CAO in decision-making regarding admissions, transfers and readmissions
8. Maintain expert knowledge of University human resources systems
9. In the absence of the COO, the CFO assumes his/her responsibilities
10. Other duties as assigned by the President

G. Dean of Basic Sciences
The Dean of Basic Sciences has leadership and administrative responsibilities for student recruitment, admissions program, curriculum, and student retention. The Dean oversees academic standards and academic and student support services. The Dean interacts with faculty on academic matters through committees and the faculty’s respective department heads. The Dean works closely with and answers directly to the CAO on all issues related to academic and student affairs. The Dean of Basic Sciences fulfills the responsibilities of the CAO in the CAO’s absence.

Job Description:
1. Schedules classes in St. Lucia
2. Schedule major and final examinations in St. Lucia
3. Maintains records of the academic program
4. Develops course outlines
5. Maintain enrollment records
6. Interface with the CAO, and faculty
7. Supervise maintenance of accurate academic records for each student
8. Coordinate completion of grade rolls for University files
9. Coordinate review of requests for student transfers to the College
10. Provides leadership for curriculum development and evaluation based on goals and objectives including outcomes measurement
11. Monitors and evaluates quality and cost effectiveness of academic programs
12. Provides leadership for the accreditations processes of the university
13. Monitors faculty workloads in consultation with the faculty of the colleges
14. Provides leadership for instructional improvement through library resources, audio-visual resources, academic computing, and technology to support student learning
15. Evaluates effectiveness of instruction through, course evaluations by students, classroom visits and department chair evaluation reports
16. Coordinates and facilitate retention efforts in the College
17. Maintain records of and monitors academic probation
18. Provides leadership to faculty on retention issues
19. Coordinates student counseling services
20. Maintain faculty academic advisory system
21. Monitor funds and programs of SGA in cooperation with faculty advisor
22. Maintain list of officers of student organizations, class representatives and representatives of commercial companies
23. Supervise Office Manager
24. Develop College academic calendar
25. Prepares agenda for faculty senate meetings
26. Prepares faculty meeting schedule
27. Makes recommendations for revisions of Faculty Handbook
28. Provides leadership in recruitment, selection, orientation, and retention of academic personnel
29. Interviews, approves, and contracts Basic Science faculty
30. Provides leadership in developing objective evaluation of faculty for tenure, advancement in rank considerations, and contract renewals
31. Provides impetus for cooperation and coordination of faculty in its academic endeavors and committee work
32. Encourages professional growth of faculty
33. Seeks sources of funding for faculty development (internal and external)
34. Creates a climate conducive to scholarly inquiry in an atmosphere committed to mission and ministry
35. Works with faculty in planning and developing sabbatical and study leaves
36. Perform other duties as assigned by the CAO

H. Dean of Clinical Sciences

Reporting to the CAO, supervises the clerkship directors within the Clinical Sciences department. The Clinical department and students are spread out among various teaching hospitals in US. The Dean is responsible for designing, implementing and evaluating a competency-based clinical skills teaching program across all clerkship sites.

Job Description:
1. In coordination with clerkship directors, designs and implements a competency-based clinical skills curriculum for IAU medical students
2. Responsible for maintaining the contents of curriculum updates
3. Integrates early clinical skills teaching during the foundational sciences curriculum with clinical teaching activities during clinical rotations
4. Communicates with Basic Sciences faculty and gives feedback about Basic Sciences teaching and
5. Ensures that the academic department is in compliance with the latest developments in clinical medicine as they will be reflected in USMLE Step 2
6. Serves on bodies to assure accreditation is maintained
7. Evaluates faculty performance, holds faculty accountable and mentors and provides support for faculty members toward promotion
8. Responsible for the development and rollout of training and development programs and faculty orientation
9. Evaluates and reports on all departmental data, and provides enterprise data for the department for inclusion in the annual report
10. Effectively and responsibly manages all aspects of departmental administration
11. Remains current on developments and best practices in clinical medicine
12. Researches emerging industry trends, new technologies, concepts and techniques and works with the appropriate personnel to integrate these items into department goals
13. Teaches as needed within the discipline
14. Oversees the activities of clerkship directors, across teaching sites
15. With assistance from Clerkship Directors, makes sure that the same level of clinical skills are taught at every clinical site
16. Completes other projects and duties as assigned by the CAO
I. Clerkship Directors/Clinical Department Chairs

Clerkship Directors coordinate all aspects of the Advanced Introduction to Clinical Medicine (AICM) course and all subspecialties. Clerkship Directors prepare departmental budgets and coordinate and monitor clerkships. Clerkship Directors will assure compliance with standards set forth by the University for each medical specialty. Those in this position will provide assistance to the Dean of Basic Sciences by contributing feedback in the coordination of the Basic Sciences curriculum with the Clinical Sciences curriculum. This includes CPR, ACLS & PALS training.

Job Description:

1. Be in charge of the overall operations of the department
2. Keep abreast of the trends in medical education in the United States and Canada
3. Identify areas of weakness in clinical objectives, suggest changes to the Curriculum Committee, and implement changes to the curriculum effectively
4. Update departmental faculty of recent trends in medical education in AICM
5. Assist the CAO and Dean of Clinical Sciences in implementing any major redirection in the academic program when necessary
6. Assess the strengths and weaknesses of AICM and recommend corrective measures to the CAO
7. Assess the need for faculty development and propose to the Dean of Clinical Sciences, the means of achieving high quality clinical experiences for students through uniform programs that are in line with clinical objectives
8. Assess the effectiveness of clerkships using student evaluations, examination results, log-books, case write-up, etc. and make any necessary improvements.
9. Review student satisfaction and cost efficiency in terms of time and resources and report the findings to the Dean of Clinical Sciences
10. Assure that examinations are based on program objectives and are prepared in a confidential, efficient, and timely manner
11. Supervise continuous assessments and assure high standards
12. Keep up a feedback system that improves communications with students regarding educational processes
13. Assist clerkship sites with AICM at least once every year alternating with the Dean of Clinical Sciences. Assist Course Directors in preparing reports and self-evaluations.
14. Work with the Dean of Clinical Sciences to coordinate all educational efforts
15. Work with the Dean Clinical Sciences to initiate and report on learning outcomes
16. Participate in teaching activities of the Clinical Sciences program in AICM commensurate with his/her specialization and training
17. Evaluate faculty members in the department and make recommendations regarding appointment, promotion, retention, discipline and removal
18. Respond to student complaints regarding members of the department and refer complaints to the Grievance Committee when appropriate
19. Other duties as assigned by the Dean of Clinical Sciences

At the end of each calendar year, the Dean of Academic Affairs - Clinical Sciences will assess the efficiency of the office and its occupant and corrective measures could be taken when necessary.

J. Registrar

Provide leadership to plan, organize and manage all of the activities related to the Records and Registration Department, including serving as the official authorized keeper of the University's student
Job Description:

1. Direct activities of the University Registrar's Office to provide a central and consistent registration operation, ensuring integrity of the University's academic and student record keeping; develop systems that enhance the efficiency and effectiveness of registration services; interpret registration management practices to students, faculty, parents and other constituencies.

2. Develop policies and practices for registration management; monitor developments in technology and maintain technological systems to support registration and record keeping functions; assume leadership in the development, implementation and supervision of student information systems university-wide.

3. Serve on or chair University committees as appropriate.

4. Direct daily operations of the office to include maintenance of student enrollment records and transcripts, organization of registration procedures, scheduling classes and supervising preparation of course schedule, evaluating transfer credits, and administering awarding of advanced placement credits.

5. Work closely with Assistant Registrar in collection and dissemination of data, providing academic and student data for institutional research, preparing and publishing official enrollment statistics, and other related activities.

6. Review course scheduling practices on an ongoing basis to ensure efficient use of class day and academic facilities.

7. Refer requests for changes to permanent record to faculty committee and/or CAO's Office as appropriate.

8. Direct various personnel functions including, but not limited to, hiring, performance appraisals, promotions, transfers and vacation schedules.

9. Hire, supervise and evaluate the Records and Registration staff.

10. Organize and administer the records, registration and graduation functions, including transcript evaluations, admissions and the ECFMG certification process in order to provide maximum service to students while ensuring efficient and effective workflow.

11. Participate and serve as part of the Student Services Team.

12. Supervise the coordination, evaluation and certification of all graduation applications, while overseeing the complete graduation process to include all elements of the rehearsal and ceremony.

13. Responsible for collecting, recording, maintaining and reporting of student records within IAU guidelines, e.g., grades, registration data, transcripts, mid-term verification, and other associated requirements.

14. Provide leadership and develop appropriate recommendations for the implementation of related technology application in support of enhanced services offered through Registration and Records.

15. Develop and administer the departmental budget.

16. Problem-solve through research, analysis and resolution of student disputes as they relate to records and registration.

17. Collaborate with administrators, deans, faculty, IT and counselors to facilitate and improve services to students, including catalog and registration/records policy questions.

18. Administer the collective bargaining agreement for the support staff contract.
19. Serve as ex-officio member of Curriculum Committee

This job description is not intended to be all inclusive and the employee will also perform other reasonably related duties as assigned by the CEO or President.
III. Faculty Appointments

International American University is an equal opportunity educator and employer. It is engaged in a program of affirmative action that seeks to ensure appropriate representation of minorities and women among both academic and non-academic employees.

All applications for faculty positions in the Basic and Clinical Sciences are reviewed by an ad-hoc search committee comprised of the Dean of Basic Sciences or Dean of Clinical Sciences, and respective faculty members. After review, the committee forwards their recommendation(s) to the Chief Academic Officer who will then consult with the President. On behalf of the University Board of Trustees, the President must approve all faculty appointments.

Faculty members holding full-time appointments at International American University should not hold faculty appointments of any type at other educational institutions or organizations without written approval from the President, except for adjunct or visiting appointments. Part-time and contributed service faculty members may hold multiple appointments, but must disclose such educational appointments at the time of their initial appointment or request approval from the President prior to accepting such appointments.

A. Categories of Academic Appointment

Faculty appointments are classified as full-time, part-time (visiting), or contributed service.

1. Full-Time

Individuals who receive one hundred percent of their mutually agreed professional compensation for all professional and academic service from the University or any combination of entities approved by the University and who work a minimum of thirty-five hours per week may be recommended for a full-time faculty appointment.

2. Part-Time (Visiting)

Individuals who work for less than 35 hours per week are classified as part-time appointments. Adjunct faculty members are eligible to receive a portion of the professional compensation from the University.

3. Contributed

Faculty appointments for individuals who volunteer to participate in the academic activities of the medical school without direct financial compensation are classified as contributed service appointments.
B. Ranks and Titles

The medical school has six medical faculty ranks:

<table>
<thead>
<tr>
<th>Title</th>
<th>Qualifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emeritus</td>
<td>Any Assistant, Associate, or full Professor who retires after age 55 and has had a minimum of ten years of continuous service to the University, subject to approval by the Board of Trustees</td>
</tr>
<tr>
<td>Professor</td>
<td>M.D. with license to practice in the U.S. and board certification in any specialty with ten years teaching experience OR M.B.B.S. with Masters in a medical specialty plus ten years teaching experience and two years clinical or research experience OR Ph.D. in medical subjects with fifteen years teaching or research experience</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>M.D. and passed USMLE part 1, 2, &amp; 3 and board certification in any specialty with five years teaching experience OR M.B.B.S. with Masters in a medical specialty plus five years teaching experience with one year clinical or research experience OR Ph.D. in medical subjects with ten years teaching or research experience</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>M.D. and passed USMLE parts 1, 2, &amp; 3 with two years teaching experience OR M.B.B.S. with Masters in a medical specialty plus two years teaching experience with one year clinical or research experience OR Ph.D. in medical subjects with five years teaching or research experience</td>
</tr>
<tr>
<td>Senior Lecturer</td>
<td>M.D. with one year clinical experience OR M.B.B.S. with one year clinical experience OR Ph.D. with one year teaching experience OR Masters in medical subjects with five years teaching experience</td>
</tr>
<tr>
<td>Junior Lecturer</td>
<td>M.B.B.S. OR a Masters in medical subjects with no prior teaching experience</td>
</tr>
</tbody>
</table>

C. Terms of Appointment

Faculty members holding appointments at the rank of lecturers and instructors are appointed for a period of one year. Faculty members at the rank of Assistant Professor and Associate Professor usually are appointed for three years. Faculty members at the rank of Professor usually are appointed to five-year terms. Under unusual circumstances, the CAO may request a shorter appointment for faculty members holding these professorial ranks. Reappointment of faculty members holding professorial ranks must be initiated by the department chair.

D. Annual Reviews

All faculty members will receive a formal written annual performance appraisal by the Dean of Basic Sciences or their Clinical Department Chair. This review will address the accomplishments of the goals established for the previous year, progress toward the achievement of promotion, and goals for the upcoming academic year. Copies of these reviews will be kept in the faculty member’s personnel file.
IV. Promotion Process
Promotion at International American University is the result of demonstrated and significant additional attainments after a faculty member has been appointed or last promoted. No rigid schedule exists for promotion. Eligibility for promotion is open to all full-time faculty members of Instructor or higher rank. The decision to pursue promotion may be initiated by the faculty member.

A. Promotion Standards
Teaching, service, and scholarship/research are three areas examined in all appointment and promotion considerations. As we are a medical school, contributions to health care and human welfare are also a substantial area of consideration for many of the faculty. Interdisciplinary work is a core value of a medical school and needs to be accounted for in the evaluative process. Some individuals of great value to our institution have truly outstanding performance and contributions in one area when compared with the norm of faculty performance in that area, yet the performance in other areas may be satisfactory only. A recommendation for appointment or promotion of a nominee with such an asymmetrical mix of qualifications must be justified by the CAO. In all cases, the minimum requirements must be met. Longevity in a rank or position is not sufficient evidence of accomplishment or merit for promotion.

1. Teaching
Essential qualifications for appointment or promotion are personal integrity and the ability to teach one’s professional area of knowledge to relevant learning groups. Critical elements to be evaluated include experience, knowledge of subject matter, skill in presentation, interest in students, ability to stimulate youthful minds, capacity for cooperation, mentorship, and enthusiastic devotion to teaching.

A teaching portfolio helps convey the scope of instructional accomplishment. The full responsibility of the teacher as a guide and friend extends beyond the walls of the classroom, laboratory, or clinical arena into other phases of the life of the student as a member of the University and world community. Outcomes of instruction in the form of teaching evaluations can be described. Pedagogical research and funding are strong evidence of teaching expertise. The spectrum of instruction spans the gamut from premedical students and graduate students to established practitioners.

2. Service
Service may consist of organizational service in the College of Medicine and University, in the public sector, or in the national organizations of a faculty member’s peer group. Service may include participation in committee work and other administrative tasks, counseling, internal review boards, and special training programs within the College of Medicine and University. The University also anticipates that many of its instructional faculty will render extramural services to other schools, industry, relevant professional organizations, governmental agencies, and the public at large. These services may be paid (within University guidelines), advisory, or volunteered.

Organizational and volunteer services are of importance, although given less weight in promotion and appointment decisions than are teaching, scholarship, and clinical activities, when relevant to the faculty member’s professional career.
3. Scholarship and Research
All faculty members must be individuals of scholarly ability and achievement. Scholarship may be categorized in terms of the scholarship of discovery (basic research), scholarship of integration, scholarship of application, and scholarship of education. Although International American University is not a research university per se, faculty members still must be committed to extending and understanding the knowledge base of humanity. Accomplishment in scholarship is typically demonstrated by the quality and quantity of published and other creative work. Interdisciplinary work, participation and leadership in professional associations, and editing of professional journals and other publications are measures of success and stature in scholarship. Peer-reviewed papers and grant funding are strong evidence of scholarship with high impact. There should be a strong prediction of continued excellence throughout the faculty member’s professional career.

4. Health Care/Clinical
Many faculty members have a professional role related to health care, generally in terms of clinical responsibility, teaching or research. Competence is expected at entry levels in the faculty ladder and excellence is expected at the higher levels. Excellence is evidenced by documentation from independent authorities in the relevant field, regional reputation, and published work of clinical successes, innovations, or insights.

B. Promotion Procedures
The first level of Promotion Review in the candidate’s division is conducted by full-time members holding rank at least as high as that for which the candidate is considered. The chair of this ad-hoc committee reports the result of the faculty review as well as his/her own recommendation to the CAO. The CAO then refers the recommendation with comment to the President. The decision of the President is final.

The candidate shall, at his/her request, be given copies of reports and rationales from each level of the promotion review process. To facilitate this procedure, reports and rationales are formulated to preserve the anonymity of participants in the judgment (to the extent that this is consistent with the communication of the basis of judgment) at each level. The candidate is not given access to individual evaluations submitted in confidence.

The candidate being reviewed for promotion has the right to appeal a negative recommendation of the CAO to the President, indicating the grounds of his/her dissatisfaction with the negative recommendations. Appeals from faculty members relating to reappointments and/or promotions are considered by the ad-hoc committee. This right of appeal does not extend beyond the President.
V. Faculty Salary, Benefits, and Indemnification

A. Pay Schedules
The University's fiscal year begins on the first date of January and terminates on the last date of December. University faculty salaries are paid in 12 monthly installments during the fiscal year. Salary checks are distributed on the first day of every month. If the first day of the month is a holiday, salary checks are distributed on the last business day of the previous month. Salaries are reviewed annually. Subject to the availability of funds, merit increase in salaries, derived from University accounts are given to faculty members on an annual basis at the beginning of each fiscal year. Unbudgeted mid-year salary increases are not allowed, with two exceptions: increases built into grant budgets if they are included in the annual department budget at the time of its preparation or mid-year salary increase resulting from position redefinition or promotion.

A promotional salary increase may be generally given to each full-time faculty member who is promoted to a professorial rank or from one professorial rank to another. The increase is calculated on the portion of the faculty member's salary that is paid from University accounts. The promotional increase is in addition to any annual merit increase that the faculty member may receive.

A merit increase is for performance in the previous year whereas a promotional increase is a cumulative addition based upon performance over a span of previous years.

B. Book Allowance
Each Faculty member is allowed an allowance of $250.00 per year towards the purchase of text books and other instructional materials subject to the approval either the Dean of Basic Sciences or Dean of Clinical Sciences. The benefits will be prorated and the calendar year will be counted from the date of appointment and thereafter.

C. Accommodation
Provisions for accommodation will be honored as outlined and explained in the contract, if any. If the accommodation clause is not mentioned in the contract, or the employee has not been given a contract, the package will not include any provisions for accommodation.

D. Vacation
During the first two years of the employment, the faculty is eligible for two weeks of paid vacation as well as the other holidays as outlined in the following paragraph. After completing two years of service without break, they become eligible for three weeks of paid vacation. The academic interest of 'The Institution' is paramount in this situation and the Dean of Basic Sciences or Dean of Clinical Sciences should schedule their vacation accordingly. The vacation has to be taken in conjunction with the University breaks in between terms. Vacation can be accrued for a maximum period of two years.

In the event that the faculty member has to use extra days for vacation with the permission of the CAO, such vacation shall be considered as a leave of absence (LOA) without pay and shall not be considered as break of service.

All vacation requests should be made in advance and the Dean of Basic Sciences or Dean of Clinical Sciences has to approve the request before the faculty member makes any sort of travel arrangements. The University cannot be held responsible for any damages that may be suffered by the faculty by
making travel arrangements without the prior approval of the Dean of Basic Sciences or Dean of Clinical Sciences.

Any vacation during a term will not be approved unless supported by proof of family emergencies. Faculty members who are not on vacation during the term breaks must report to the College during normal operating hours.

E. Personal/Sick Leave
Each faculty is eligible for five paid personal holidays (floating) which could be availed at any time of the year. Employees have the liberty to choose these as per their personal needs but cannot take more than two consecutive days. The intention to avail personal holidays other than sick days has to be worked out with the Dean of Basic Sciences or Dean of Clinical Sciences as it is very crucial to accommodate leave for all employees of any one particular department. Personal or sick days cannot be accumulated or carried over. If the employee is sick for more than three consecutive days, he/she has to produce a medical certificate to become eligible for the sick pay. If the staff member has to avail more sick days than allowed, that could be counted as Leave of Absence without pay, with the approval of the CAO.

Regular paid vacation cannot be combined with personal/sick leave.

University Policy allows for a paid maternity leave of two weeks for all full-time female faculty members. Unused sick and/or vacation leave can also be claimed at the time of the maternity leave. When these hours are depleted, any additional time required will be recorded as approved leave without pay. Paternity Leave is not granted to male faculty members.

F. Leave of Absence
A leave of absence may be granted for academic/professional reasons (academic leave), or personal reasons (personal leave). The request for a leave of absence has to be forwarded to the CAO in advance and has to be approved by the CAO. A faculty member may be granted a leave of absence (without pay) by the CAO based on the circumstances. The CAO's decision is final.
G. Resignation and Retirement
To ensure appropriate staffing and continuity for the school's education and research programs, a faculty member who desires to resign/retire is expected to notify the department chair and CAO of the school, no fewer than 120 days before the date of the intended resignation/retirement. The employment contract specifies the minimum number of days to inform the University about the resignation.

H. Holidays
St. Lucia Independence Day, Christmas and New Years’ Day are University-sanctioned Holidays.

I. Continuing Medical Education
The University policy encourages the faculty to avail the opportunities for continuing education and acquire CME credits as much as possible through the following:

- IAU-coordinated seminars, workshops and conferences
- Audited courses
- National and international conferences

The University will reimburse the expense for conferences after one year of successful completion of service at IAU. Faculty members are encouraged to attend multiple conferences. But each faculty member is allowed to go for ONE seminar, paid by the University for continuing medical education. IAU will pay for the registration, accommodation, airfare and will provide a daily allowance of $20.00 for meals. IAU will allow up to a week (five working days) with full pay for attending these seminars.

The subject of the seminar should be beneficial for the College and the department for which the faculty member is working. Any seminar request has to be approved by the CAO who will give high priority to administrative and academic operations before granting permission to attend any conferences.
VI. Policies

A. Drug and Alcohol Policy

1. Policy

- Unauthorized purchase, manufacture, distribution, possession, sale, storage or use of an illegal drug or controlled substance while on campus, while in or on premises or property owned or controlled by the University, or while in vehicles used for University business are prohibited.
- The unauthorized use or possession of alcohol or inhalants while on campus or while in vehicles used for University business is prohibited.
- Use of alcohol, inhalants, or an illegal drug or controlled substance while not on campus which adversely affects class performance or may adversely affect the health or safety of other students, employees, visitors, or patients is prohibited.
- Use of alcohol at an authorized University function, in the course of official University business, or at an authorized University site which adversely affects performance or may adversely affect the health or safety of any other person is prohibited.
- Warnings about prescribed or over-the-counter medication and its impact on class performance or safety must be heeded by the employee. An advisor's advice and assistance may be necessary when adjustments are required to ensure a student's ability to perform assigned work in a safe manner because of use of such medications.
- Distribution to others of a drug or controlled substance obtained pursuant to a prescription, except by duly licensed and certified persons, while on campus or on premises or property controlled by the University is prohibited.
- Faculty members who use illegal drugs or abuse controlled substances or alcohol are encouraged to seek help from available resources.

2. Enforcement

A faculty member who violates the above policy may be subject to disciplinary action, including termination of employment by the University. At the discretion of the University, the faculty member may be referred to an assistance program and/or may be required to participate in and satisfactorily complete a chemical abuse rehabilitation program.

B. Sexual Harassment Policy

The purpose of this policy is to inform all employees and students that sexual harassment in the University is strictly prohibited. International American University College of Medicine is committed to an academic and working environment free from inappropriate conduct of a sexual nature. Sexual misconduct and sexual harassment are unprofessional behaviors and individuals who engage in such conduct will be subjected to disciplinary action, including removal from the University.

1. Scope of Policy

This policy applies to all administrators, faculty, staff and students affecting employment with the University and student/academic status. It applies not only to unwelcome conduct that violates the state laws of Texas, the federal laws of the United States and the governing laws in St. Lucia proper (where applicable) in concerning sexual harassment, but also to inappropriate conduct of a sexual nature. It is also applicable regardless of the gender of the complainant or the alleged harasser. In certain circumstances, harassment based upon gender can be deemed as sexual harassment, regardless of the sexual content.
2. Definitions
Sexual harassment is defined as unwelcomed sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature if:

- Submission to such conduct is an explicit or implicit term or condition of an individual's employment
- Submission to or rejection of such conduct is used as a basis for employment decisions affecting such individual
- Such conduct has the purpose or the effect of unreasonably interfering with an employee's work performance or creating an intimidating, hostile or offensive work environment

Sexual misconduct includes unwelcomed sexual advances, requests for sexual favors, or verbal or physical conduct of a sexual nature directed towards another individual.

3. University Responsibilities
International American University College of Medicine is responsible for maintaining a working and learning environment free from sexual harassment. The administration is responsible for making widely known that sexual harassment is prohibited both legally and by this policy, and that appropriate procedures for dealing with allegations of sexual harassment are available.

Students should know that the University is concerned about such behavior and is prepared to take preventive and corrective action. Persons who engage in such misconduct are subject to appropriate disciplinary action, which may range from a reprimand, suspension, or dismissal. The severity of the discipline may depend on the severity, frequency, or repetition of the violation.

4. Policy against Retaliation
Reprisal or retaliation against an individual for making a complaint of sexual harassment, non-discrimination or for using or participating in the informal or formal complaint process is a violation of this policy and state and federal laws, and any such action may be cause for disciplinary action up to and including termination and removal from the University.

5. False Statements
Any person who knowingly and intentionally files a false complaint or makes false statements in the course of an investigation is subject to disciplinary action up to and including dismissal from the University.

The process to report complaint for sexual harassment or non-discrimination is available at the office of the Dean of Student Affairs or CAO.

C. Policy on Consensual Faculty-Student Relationships
Interactions between the faculty and students at International American University College of Medicine are guided by mutual trust, confidence, and professional ethics. Professional faculty-student relationships have a power differential between faculty members and students; personal faculty-student relationships carry risks of conflict of interest, breach of trust, abuse of power, and breach of professional ethics.
1. **Policy**

Faculty members shall not engage in consensual relationships with students whenever a faculty member has a professional "position of authority" with respect to the student in such matters as teaching a course or in otherwise evaluating, supervising, or advising a student as part of a school program. Should a consensual relationship develop, or appear likely to develop, while the faculty member is in a position of authority, the faculty member and/or the student shall terminate the position of authority. Even when the faculty member has no professional responsibility for a student, the faculty member should be sensitive to the perceptions of other students that a student who has a consensual relationship with a faculty member may receive preferential treatment from the faculty member or the faculty member’s colleagues.

2. **Definitions**

Faculty, for purposes of this policy only, consists of all full- or part-time faculty, and all other personnel who teach, coach, evaluate, allocate financial aid to, or guide research by students.

Students are all full- or part-time students.

A consensual relationship is any dating, romantic, sexual, or marriage relationship.

Position of authority includes but may not be limited to situations in which the faculty member makes or is responsible for an evaluation of a student for admission, coursework, promotion, financial aid, research funding, suspension, expulsion, or other discipline. (Faculty members providing instruction without evaluation are not necessarily in positions of authority.)

3. **Procedures**

When a faculty-student consensual relationship exists or develops, a faculty position of authority with respect to the student must be avoided or terminated. Avoidance or termination includes but is not limited to the student not enrolling in a course; a qualified alternative faculty member or teaching assistant taking the position of authority; transfer of the student to another course, section, seminar, etc. taught by a different faculty member or teaching assistant; assigning or transferring the student to another academic advisor; the student dropping a course.

4. **Noncompliance with Policy**

Any credible allegation of a faculty member's failure to avoid or terminate a position of authority while in a consensual faculty-student relationship obligates the Department Chair, CAO, or other responsible person to conduct a prompt and thorough inquiry to determine whether the allegation is true. Where it is concluded that a position of authority in a faculty-student consensual relationship exists and the faculty member and/or the student involved refuse(s) to terminate the position of authority, the Department Chair or CAO shall terminate the position of authority and can impose sanctions against the parties involved.

5. **Sanctions**

Persons in violation of this policy shall be subject to sanctions ranging from verbal warnings to dismissal or termination. Persons who knowingly make false allegations that a faculty-student consensual relationship overlaps with a position of authority between the two shall be subject to the same sanctions.
D. Mental Health Counseling
IAU Faculty do not provide mental health counseling to students. Students in need of mental health counseling must be referred to an external provider.

The Dean of Student Affairs, Dr. Rasheed Agboola (ragboola@iau.edu.lc) maintains a list of external mental health providers that students can use to seek assistance while they are located on St. Lucia.

The Chief Executive Officer, Dr. Manish Nair (manish@iau.edu.lc) is available to Clinical Sciences students to help them seek out external providers that are covered under their health insurance.

E. Student Mistreatment Policies and Procedures

1. Standard of Conduct
All members of the educational community in the International American University College of Medicine have the right to function in a respectful educational environment. This environment will be conducive to learning, respecting the diversity of opinion, race, gender, religion, sexual orientation, age, disability and socioeconomic status. The environment will be free of belittlement, humiliation, or hostility.

2. Purpose of Policy
The College of Medicine is committed to addressing the issue of mistreatment of students by residents and faculty. The purpose of this policy is to provide mechanisms and procedures for students to report mistreatment against them or mistreatment that students observe against others. This policy also informs students what happens to their reports of mistreatment.

3. Definition of Mistreatment Against Students
Mistreatment is defined on the Association of American Medical Colleges Graduation Questionnaire as follows: “Mistreatment arises when behavior shows disrespect for the dignity of others and unreasonably interferes with the learning process. It can take the form of physical punishment, sexual harassment, psychological cruelty, and discrimination based on race, religion, ethnicity, sex, age or sexual orientation”.

Specific examples of mistreatment include (but not limited to) being:
- belittled or humiliated
- spoken to in a sarcastic or insulting manner
- intentionally neglected or left out of the communications
- subjected to offensive sexist remarks or names
- subjected to racist or ethnically offensive remarks or names
- required to perform personal services (i.e. babysitting, shopping)
- threatened with physical harm (e.g. hit, slapped, kicked)

4. Procedures for Reporting Mistreatment
A. Evaluation Procedure to Report Mistreatment
Students evaluate faculty and residents with whom they have worked through either the faculty and course evaluation form (Basic Sciences) or clerkship review form (Clinical Sciences). The mechanism for medical students to report mistreatment is by the use of the two “Respect” questions below, which are embedded in each evaluation:

1. Respect and concern for me.
2. Respect and concern for others.
The Dean of Student Affairs (Basic Sciences) or the Dean of Clinical Sciences receives the low “Respect” responses, which are defined as “Poor” or “Fair.”

The Deans monitor those receiving low marks ("Poor" and “Fair”) on the two Respect questions. These low marks are brought to the attention of the departments in order to provide feedback to individual faculty and residents to determine whether these teachers are the appropriate individuals to be interacting with medical students.

B. Informal Procedure to Report Mistreatment
Students can report concerns about mistreatment or their learning environment to any of their instructors, faculty, mentors, the Dean of Student Affairs or Clerkship Directors. Students may also make reports confidentially or anonymously via student representatives to curriculum committees or the student government association (SGA); the student representatives will then take these reports to the Dean of Student Affairs or Dean of Clinical Sciences.

C. Administrative Procedure for Reporting Mistreatment
The Dean of Student Affairs and the Dean of Clinical Sciences are the academic administrators responsible for the oversight of the respectful learning environment for the medical students. Basic science students (i.e. those in St. Lucia) may report mistreatment directly to the Dean of Student Affairs and clinical science students may report mistreatment directly to the Dean of Clinical Sciences should they choose not to use the reporting mechanisms described in A or B above or in addition to using those reporting mechanisms.

5. Mechanism for Investigating Mistreatment
The Dean of Student Affairs and the Dean of Clinical Sciences are responsible for the oversight of mistreatment against students. They will monitor trends by departments, as well as by individual faculty and residents. They will report trends to the appropriate department chairs (or their designee) and/or to the associate deans at the involved sites so that the departments or deans can investigate the issues and decide if and what action is warranted. The Dean of Student Affairs and the Dean of Clinical Sciences will also report individual reports of mistreatment that come through mechanisms other than the “respect” evaluation tool described above to the appropriate department chairs (or their designee) and/or to the associate deans at the involved sites.
VIII. Compact between Teachers and Learners of Medicine

The standards of conduct for the faculty student relationship are based on the AAMC’s “Compact Between Teachers and Learners of Medicine” which is reprinted in its entirety below.

Preparation for a career in medicine demands the acquisition of a large fund of knowledge and a host of special skills. It also demands the strengthening of those virtues that undergird the doctor/patient relationship and that sustain the profession of medicine as a moral enterprise. This compact serves both as a pledge and as a reminder to teachers and learners that their conduct in fulfilling their mutual obligations is the medium through which the profession inculcates its ethical values.

GUIDING PRINCIPLES

Duty: Medical educators have a duty, not only to convey the knowledge and skills required for delivering the profession’s contemporary standard of care, but also to inculcate the values and attitudes required for preserving the medical profession’s social contract across generations.

Integrity: The learning environments conducive to conveying professional values must be suffused with integrity. Students learn enduring lessons of professionalism by observing and emulating role models who epitomize authentic professional values and attitudes.

Respect: Fundamental to the ethic of medicine is respect for every individual. Mutual respect between learners, as novice members of the medical profession, and their teachers, as experienced and esteemed professionals, is essential for nurturing that ethic. Given the inherently hierarchical nature of the teacher/learner relationship, teachers have a special obligation to ensure that students and residents are always treated respectfully.

COMMITMENTS OF FACULTY

- We pledge our utmost effort to ensure that all components of the educational program for students and residents are of high quality.
- As mentors for our student and resident colleagues, we maintain high professional standards in all of our interactions with patients, colleagues, and staff.
- We respect all students and residents as individuals, without regard to gender, race, national origin, religion, or sexual orientation; we will not tolerate anyone who manifests disrespect or who expresses biased attitudes towards any student or resident.
- We pledge that students and residents will have sufficient time to fulfill personal and family obligations, to enjoy recreational activities, and to obtain adequate rest; we monitor and, when necessary, reduce the time required to fulfill educational objectives, including time required for “call” on clinical rotations, to ensure students’ and residents’ well-being.
- In nurturing both the intellectual and the personal development of students and residents, we celebrate expressions of professional attitudes and behaviors, as well as achievement of academic excellence.
- We do not tolerate any abuse or exploitation of students or residents.
- We encourage any student or resident who experiences mistreatment or who witnesses unprofessional behavior to report the facts immediately to appropriate faculty or staff; we treat all such reports as confidential and do not tolerate reprisals or retaliations of any kind.
COMMITMENTS OF STUDENTS AND RESIDENTS

- We pledge our utmost effort to acquire the knowledge, skills, attitudes, and behaviors required to fulfill all educational objectives established by the faculty.
- We cherish the professional virtues of honesty, compassion, integrity, fidelity, and dependability.
- We pledge to respect all faculty members and all students and residents as individuals, without regard to gender, race, national origin, religion, or sexual orientation.
- As physicians in training, we embrace the highest standards of the medical profession and pledge to conduct ourselves accordingly in all of our interactions with patients, colleagues, and staff.
- In fulfilling our own obligations as professionals, we pledge to assist our fellow students and residents in meeting their professional obligations, as well.

The reporting of incidents that violate appropriate teacher-student relationships will be strictly confidential and are dealt with accordingly by the Dean of Basic Sciences and Dean of Clinical Sciences. Persons who violate such policy will be subject to sanctions ranging from verbal warnings to either dismissal or termination.
IX. Faculty Disciplinary Actions

A. Grounds for Disciplinary Action

Disciplinary procedures provide an administrative mechanism to determine whether actions by a faculty member breach the standards. Grounds for disciplinary action include, but are not limited to, the following:

- Incompetent performance of professional duties
- Neglect of academic duty
- Misconduct in research, including falsification, fabrication, or theft of data or samples
- Unauthorized use of privileged information
- Abuse of authorship/plagiarism
- Significant failure to comply with federal, state, or University rules governing research
- Conviction of a felony
- Unprofessional conduct sanctioned by a lawfully constituted authority, such as, but not limited to, loss of the license to practice medicine in any state
- Sanction by a professional entity such as a hospital, grant-funding agency, or professional society
- Unlawful conduct that obstructs the orderly functioning of the medical school
- Gross personal misconduct
- Other egregious conduct that violates the Faculty Rules of the medical school.

B. Faculty Disciplinary Procedures

The office of the President (President, CEO, CAO, CFO and Registrar) appoints ad-hoc committees to consider matters concerning disciplinary proceedings initiated by the administration. This committee also deals with charges against faculty members initiated by the administration that may lead to the imposition of a major sanction such as suspension or dismissal. Such charges are referred first to the ad-hoc committee by the CAO. This committee also deals with appeals from faculty members in cases where the administration has imposed a minor sanction such as a reprimand.
X. Bylaws of the Faculty Senate

A. Preamble

The educational, service and scholarly mission of the International American University College of Medicine is accomplished through the cooperative and interdependent activities of the faculty and the administration. The success of this partnership hinges directly upon open communications between all participants since the free exchange of knowledge, experience, hopes, history and plans form the matrix upon which effective governance is based.

The purpose of these bylaws is to provide the framework by which the Faculty Senate governs itself and participates in the development and implementation of policies and procedures related to the missions of the International American University College of Medicine.

B. Medical Faculty Senate

1. Membership

All full-time professors, associate professors, assistant professors, and senior lecturers are eligible to vote in faculty elections and serve as elected committee members.

2. Duties

The responsibilities of the Faculty Senate carried out through appropriate governance structures include but are not limited to the following:

a) to establish the general goals of the educational policies of the College of Medicine relative to student admission, curricular requirements, promotions, graduation and other educational activities
b) to make recommendations to the CAO about the impact on educational programs of changes in the conduct of clinical practice and scientific research in facilities used by the College
c) to make recommendations to the CAO regarding policies for allocation of College of Medicine resources
d) to establish criteria for promotion and/or tenure in accordance with the Handbook for Faculty
e) to establish ad hoc committees as deemed necessary
f) to be the approving body for all changes/amendments in the Faculty Senate Bylaws.

3. Meetings

The Faculty Senate is in session during the Monthly Meetings, Special Meetings, and Emergency Meetings.

a) Monthly Meetings: The Faculty Senate will meet monthly to receive the reports of standing committees and of the CAO. Notice of the time and place of the monthly meeting will be sent to all faculty members at least one week prior to the date of the meeting, with such notice including the agenda for the meeting.

b) Special Meetings: Special meetings of the Faculty Senate may be called by the President, CAO, Dean of Basics Sciences, Dean of Clinical Sciences, or by a signed petition of 20% of the Faculty Senate. Notice of the time and place of special meetings will be sent to all faculty members at least one week prior to the date of the meeting, with such notice including an explanatory agenda for the meeting.

c) Emergency Meetings: When the CAO or President deems that an emergency meeting of the Faculty Senate is indicated, it may be called with prior notice of two working days. Notice of
such a meeting will be distributed to faculty members through each Department Chairperson.
Business transacted must be limited to the reason the meeting was called.

d) **Meeting Agenda:** The Dean of Basic Sciences shall prepare the agenda for faculty meetings in consultation with the other concerned faculty members. The Dean of Basic Sciences, or his/her designee, will preside at meetings of the Faculty Senate.

e) **Quorum:** Twenty percent of the voting Faculty Senate shall constitute a quorum.

C. **Standing Committees**

The College of Medicine has a number of committees, both standing and ad-hoc, charged with review, planning, and advisory functions. The CAO is responsible for setting direction, establishing priorities, and recommending policy, plans, and programs for the school. The CAO appoints members of the faculty to these committees and may delegate this function to the Dean of Basic Sciences. Membership on committees is a requirement of full and part-time faculty members. Contributed service faculty members are encouraged to share in the work of committees when offered the opportunity. Service on committees is one of criterion considered when a faculty member is evaluated for promotion.

All committee members are appointed by the CAO or Dean of Basic Sciences. The Chairman of each committee will only be able to cast a vote in case of a tie. All committees are advisory to the CAO. All committee appointments are renewed annually. Each committee must maintain minutes and other records along with related statistics.

1. **Admissions Committee**

   a) **Committee Goal:** As an institution of professional graduate education in medicine, it is very important to select the students with proper motivation, aptitude and character for training as a physician. With this goal in mind the College has set up an Admissions Committee. The admissions committee gives serious consideration to all candidates showing the potential to meet the rigorous academic requirements of a highly structured curriculum.

   b) **Members:** The Admissions Committee shall be headed by a Chair and consists of faculty and students and the distribution shall be as follows:

   i. Five Faculty Members from Basic Sciences
   ii. Three Faculty Members from the Clinical Sciences
   iii. Four Student representatives from Basic Science
   iv. Two Student representatives from Clinical Science

   c) **Transfer of students:** In the case of transfer students, the Admissions Committee works closely with the Promotions Committee to award proper credits and place them in the right semester.

   d) **Meeting Schedule:** The committee shall meet on an as needed basis. All proceedings, including minutes, of the committee meetings are confidential and release of any information contained in the application form, minutes or recommendations are to be held strictly confidential, and cannot be released to anyone without the expressed consent of the CAO.

   e) **All decisions of the Admissions Committee are final.**

2. **Disaster Committee**

   a) **Structure:** This committee is based in the campus at St. Lucia. The committee is in charge of the emergency action decision making at the time of disaster and evacuation. In the event of an emergency or serious incident, all directives of the plan shall be implemented by the Disaster Committee, beginning with emergency notification and gathering of all College personnel at the main campus. In the event of a natural disaster or impending hurricane or other serious event, notification of all personnel shall be carried out at once if evacuation is necessary. The Disaster
Committee shall keep all College faculty and administration abreast of any life threatening developments.

b) Members: The Disaster Committee shall consist of members from the faculty, students, and administration. The structure shall be as follows:
   i. Two Faculty Members from the Basic Sciences
   ii. Two Staff Members from the campus
   iii. Two Student Representatives

c) Frequency: The committee shall meet on an as needed basis.

3. Curriculum Committee

The Curriculum Committee is the driving force behind the medical education programs of the College of Medicine and is expected to uphold the values, rules and regulations promulgated by the University in general and the College of Medicine in particular.

a) The focus of the Committee shall be to study the ongoing changes in medical education in the United States and other developed countries and make the necessary changes to the curriculum and the manner in which it is administered.

b) Implementation:
   i. The implementation of the curriculum is the sole responsibility of the CAO and the Faculty Senate.
   ii. The committee shall be required to monitor the implementation and notify deficiencies if any to the CAO.
   iii. The committee shall also be responsible for maintaining a unified curriculum across all its divisions including the Premedical, Basic Sciences and the Clinical Science programs at various clinical centers.

c) Members: The Curriculum Committee shall consist of faculty and students as follows:
   i. Three Faculty Members from the Basic Sciences
   ii. Two Faculty Members from the Clinical Sciences
   iii. Two Assistant Deans of Clinical Sciences
   iv. One Student Representative from the Basic Sciences
   v. One Student Representative from the Clinical Sciences

d) Meeting Frequency: The committee meets at least once in every term, and as needed throughout the term. All curricular changes approved by the Curriculum Committee must be reviewed by the Faculty Senate, approved by the CAO, President, and the Board of Trustees.

e) Basic Sciences curriculum Sub-Committee: The curriculum committee members representing the basic sciences shall form a sub-committee to address required changes in the basic sciences. This sub-committee shall meet as frequently as required and present the suggestions before the full curriculum committee.

f) Clinical Sciences curriculum Sub-Committee: The curriculum committee members representing the clinical sciences shall form a sub-committee to address required changes in the clinical sciences. This sub-committee shall meet as frequently as required and present suggestions before the full curriculum committee.
4. Grievance/Disciplinary Committee
All students and faculty members have the right to present grievances to the Grievance/Disciplinary Committee. The Grievance/Disciplinary Committee is the investigative and judicial arm of the CAO’s Office.

a) Authority: The Grievance/Disciplinary Committee has the authority over all matters referred by the CAO, Deans, Student Government Association, or any individual student or faculty member, wishing to file a grievance.

b) Meeting Frequency: The committee meets on an as needed basis and the majority members constitutes the quorum
c) Members: The Disciplinary/Grievance Committee is made up of faculty, preferably with the following minimum members:
   i. One senior member of the faculty
   ii. One faculty member from the Behavioral Science department
   iii. One female faculty member

Disciplinary actions are also addressed by the Grievance/Disciplinary Committee. The policies and procedures related to disciplinary actions, including the appeals process, are outlined below and are also included in the Student Handbook.

Disciplinary Actions
For a student who has engaged in cheating, unprofessional conduct, or other improper behavior, occurring within or outside the confines of the teaching programs, dismissal or other specified disciplinary action may be recommended after a review by the Grievance/Disciplinary Committee.

Accusations against students are to be submitted in writing to any member of the Grievance/Disciplinary Committee. If the committee finds the accused guilty, the CAO, on review of the case, specifies the action to be taken.

The student has the right to appeal a decision of the CAO, providing that the appeal occurs within five days of receiving notification of the disciplinary action. In cases of appeal, the student is given the opportunity to appear before a Student Faculty Appeals Committee of four, including: the SGA president, a faculty member chosen by the student initiating the appeal, a faculty member chosen by the CAO, and a faculty member chosen by the three other members of the committee who serves as Chairman. The Appeals Committee reviews the transcripts of the Grievance/Disciplinary Committee and may hear further arguments by the parties involved. Recommendation of the action of the committee is submitted to the CAO. The decision of the appeal reached by the CAO represents the highest level of due process available in the College of Medicine.

5. Library Committee
a) Function: The Library Committee shall be responsible for overseeing the operations of the Library and Learning Resource Center.
   i. Main function is to advise the Chief Librarian on matters of library policy and to act as a consultative and recommendatory body in making decisions on day-to-day operations.
   ii. The committee shall aim to improve the collection and services on a continuing basis in consultation with users.
   iii. The committee shall collect, evaluate and compile procurement lists based on input from faculty, students, the Curriculum Committee, Department Heads and the CAO.
b) Members: The Library Committee shall consist of faculty, students, and members from the administration as follows:
   i. Four Faculty Members from the Basic Sciences
   ii. Librarian(s)
   iii. One Staff Member in St. Lucia
   iv. Three Student Representatives from the Basic Sciences

c) Meeting Frequency: The committee meets on an as needed basis at least once in every semester and the majority members constitutes the quorum

6. Student Promotions Committee
   a) Power of Authority: All academic matters, including grades, grading policies and probationary standings, are within the purview of the College of Medicine's Promotions Committee.
   b) Final: The decision of the CAO, after consultation with the Promotions Committee, shall be final.
   c) Academic review: The committee shall be responsible for reviewing the progress of each student at appropriate points in the educational process to identify any academic difficulties that may exist or develop.
   d) Good standing: The committee verifies the good standing of students in the Basic Sciences and Clinical Sciences programs and shall make sure to comply with all academic rules and regulations, and remain current in financial obligations.
   e) Members: The Promotion Committee shall consist of only experienced faculty members. The committee shall consist of at least three faculty members from the basic sciences, and three from the clinical sciences.
   f) Frequency: The committee shall meet at least two times per term. The majority members constitute a quorum for the meeting.

The policies and procedures for grade appeals, which are addressed by the Promotions Committee, are outlined below, and are also included in the Student Handbook.

Capricious Grading
Students are responsible for meeting the standards of academic performance established for each course/clerkship in which they are enrolled, as established by the University. The grade-appeal procedure is available only for the review of allegedly capricious grading and not for review of the instructor's evaluation of the student's academic performance. Capricious grading, as that term is used here, comprises any of the following:
   • The assignment of a grade to a particular student on some basis other than the performance in the course/clerkship
   • The assignment of a grade to a particular student according to more exacting or demanding standards than were applied to other students in the course/clerkship.
   • The assignment of a grade by a substantial departure from the instructor's previously announced standards.

Appeal Procedures
A student has the right to appeal a grade received in an individual examination, project or paper, or any other grade given by a course or clerkship instructor based upon work that is submitted as part of a grade in a course. The appeal process has several stages that must be completed in their entirety in order for the appeal to be considered properly completed and appropriate for submission as a grievance. The number of stages is dependent on whether the appeal is submitted during the term for
course examinations, or at the end of the term, when the appeal is being made regarding a final grade in a course.

While a course or clerkship is in progress, the student or students shall present a written petition to the instructor with the intent to clarify to the instructor a course-related concern. If a resolution of a student(s) concern is not reached after submitting the concern directly to the instructor, the student(s) may submit a written petition to the Dean of Basic Sciences or Clinical Sciences. After reviewing the case along with all evidence presented, the Dean shall render a decision as to whether due process was followed in the original case. If necessary, a new review may be conducted if the Dean finds in favor of the student(s) making the appeal based on lack of due process.

For appeals made at the end of the semester for a final grade, the student shall present the appeal in writing to the Promotions Committee within one week after receiving the course or clerkship grade. The appeal must specify the exact nature of the appeal and suggest mutually beneficial ways to resolve the appeal. The Promotions Committee will only hear appeals presented in writing that include the names of the aggrieved student(s). If the appeal involves issues of a general nature to an entire class, then the aggrieved student or students may request a representative to participate in bringing the matter before the Promotions Committee.

The objective of the Promotions Committee shall be to examine the evidence and identify a resolution that will promote the overall academic integrity of the College’s educational process. The Promotions Committee will determine a resolution to the appeal in accord with this objective, and present this resolution in the form of a recommendation to the CAO. Upon receipt of this recommendation, the CAO shall render a decision in this case and report the decision to the grieving student(s). The decision of the CAO shall be final regarding the form and substance of the resolution.

Academic dismissal is also addressed by the Promotions Committee. The policies and procedures related to academic dismissal, including the appeals process, are outlined below and are also included in the Student Handbook.

**Academic Dismissal**

If the Promotions Committee concludes that a student be dismissed because the student has failed to meet academic requirements satisfactorily, a recommendation for dismissal will be sent to the CAO of the College of Medicine. After review, the CAO must choose either (1) to uphold the dismissal as recommended, or (2), if extenuating circumstances warrant, to reconvene the committee and investigate the student’s record further.

A student dismissed from the rolls of the College of Medicine has the right to appeal the decision of the CAO, providing such appeals occur within 15 calendar days of notification of dismissal. The student may appeal the decision for dismissal directly to the CAO. The CAO may reconvene the Promotions Committee if new information, not previously considered by the committee which has bearing on the case, is revealed. At that meeting the student may call upon a faculty advocate to support his or her case. At the conclusion of that meeting the Promotions committee refers its recommendation to the CAO for final decision. In other cases the CAO may seek counsel from a faculty committee. The student is given the opportunity to appear before a committee of three faculty members, one chosen by the CAO, one chosen by the student, and a third chosen by the first two. This committee gathers and evaluates the facts of the case, which are the substance of the appeal, and recommends an action to the
CAO, whose decision is then final. The decision of appeal reached by the CAO represents the highest level of due process available in the College of Medicine.

7. Continuing Medical Education/Research Committee
   a) The CME/Research Committee shall be responsible for the enhancement of the College’s research environment, management of research resources, and support and coordination of research program activities. This committee approves all the research projects of the university.
   b) Members: The members of the committee shall be as follows:
      i. Four Faculty Members from the Basic Sciences
      ii. One Staff Member in St. Lucia
      iii. Three Student Representatives from the Basic Sciences
      iv. One U.S.-based Research Scientist/Consultant

8. Scholarship Committee
   a) International American University College of Medicine offers a number of scholarship programs to recognize outstanding performance of applicants in various fields. Scholarships are awarded to new incoming students and are credited to basic sciences tuition for semesters one to four. The Scholarship Committee, which works closely with the Admissions Committee, is responsible for granting all scholarships.
   b) Members:
      i. Premed Advisor
      ii. Director of Student affairs
      iii. Director of finance
      iv. Director of admissions
   c) Meeting Frequency: The committee meets at least once during each term or on an as needed basis and the majority members constitutes the quorum for making decisions.

D. Amendments
The Bylaws of the Faculty Senate may be amended at any regular meeting of the Faculty Senate by the affirmative vote of not less than two-thirds (2/3) of the members of the Senate, provided that notice of any proposed amendment including a draft thereof shall have been mailed to each member of the Senate at least ten (10) days prior to the meeting at which the amendment is to be voted upon. All amendment shall be sent to the CAO for final approval without which the amendments shall not become final and legal.
**XI. Educational Program Objectives**
Graduates of the International American University College of Medicine are expected to demonstrate competency in six areas, or domains, adopted by the ACGME and by most U.S. medical schools. The following six tables, list each competency and the objectives which should be met along the path towards completing MD degree. The tables are also available on our website at [http://iau.edu.lc/program-objectives/](http://iau.edu.lc/program-objectives/).

<table>
<thead>
<tr>
<th>General Competency</th>
<th>Educational Program Objective(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Competency</td>
<td>(The graduate will be able to...)</td>
</tr>
<tr>
<td><strong>Medical Knowledge</strong></td>
<td>Engage in clinical reasoning to solve clinical problems</td>
</tr>
<tr>
<td></td>
<td>Apply knowledge of fundamental sciences to clinical problems</td>
</tr>
<tr>
<td></td>
<td>Recognize the central importance of discovery and understand the scientific foundations of medicine, and apply that understanding to the practice of evidence-based medicine</td>
</tr>
<tr>
<td><strong>Patient Care</strong></td>
<td>Gather complete and focused histories in an organized fashion, appropriate to the clinical situation and specific population</td>
</tr>
<tr>
<td></td>
<td>Conduct relevant, complete, and focused physical exams</td>
</tr>
<tr>
<td></td>
<td>Present encounters including reporting of information and development of an assessment and plan efficiently and accurately</td>
</tr>
<tr>
<td></td>
<td>Document encounters including reporting of information and development of an assessment and plan efficiently and accurately</td>
</tr>
<tr>
<td></td>
<td>Perform common procedures safely and correctly with attention to patient’s comfort</td>
</tr>
<tr>
<td></td>
<td>Follow universal precautions and sterile technique</td>
</tr>
<tr>
<td></td>
<td>Demonstrate confidence and efficacy with the primary provider role in the acute and ambulatory settings and the provision of longitudinal care</td>
</tr>
<tr>
<td></td>
<td>Manage and prioritize patient care tasks for a group of patients</td>
</tr>
<tr>
<td></td>
<td>Anticipate patients’ needs, conduct discharge planning, and create individualized disease management and/or prevention plans including patient self-management and behavior change</td>
</tr>
<tr>
<td><strong>Systems-Based Practice</strong></td>
<td>Participate effectively as a member of the healthcare team with physicians and healthcare providers</td>
</tr>
<tr>
<td>---------------------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Understand basic principles of healthcare delivery, organization and finance, how costs affect healthcare delivery, and incentives methods for controlling costs</td>
</tr>
<tr>
<td><strong>Professionalism</strong></td>
<td>Form doctor-patient relationships demonstrating sensitivity and responsiveness to culture, race/ethnicity, age, socioeconomic status, gender, sexual orientation, spirituality, disabilities, and other aspects of diversity and identity, and advocate for care for the underserved</td>
</tr>
<tr>
<td></td>
<td>Demonstrate respect, compassion, accountability, dependability, and integrity when interacting with peers, healthcare providers, patients, and families</td>
</tr>
<tr>
<td></td>
<td>Be responsive to the needs of patients and society and appropriately balance these needs with one's own</td>
</tr>
<tr>
<td></td>
<td>Show accountability and reliability in interactions with patients, families, and other health professionals</td>
</tr>
<tr>
<td></td>
<td>Practice ethically and with integrity, including maintaining patient confidentiality, obtaining appropriate informed consent, and responding to medical errors</td>
</tr>
<tr>
<td></td>
<td>Adhere to institutional and professional standards and regulation for personal, patient and public safety, adhere to principles of ethical research, and manage conflicts of interest</td>
</tr>
<tr>
<td><strong>Interpersonal and Communication Skills</strong></td>
<td>Establish collaborative and constructive relationships with patients and families</td>
</tr>
<tr>
<td></td>
<td>Communicate effectively with patients and families of diverse background and cultures</td>
</tr>
<tr>
<td></td>
<td>Effectively and empathetically discuss serious, sensitive, and difficult topics</td>
</tr>
<tr>
<td></td>
<td>Share information and negotiate treatment plans with patients and their families</td>
</tr>
<tr>
<td></td>
<td>Elicit and address patients' concerns, needs and preferences and incorporate them into management plans</td>
</tr>
<tr>
<td>Practice-Based Learning and Improvement</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Communicate effectively with diverse patients and ensure patient understanding</td>
<td></td>
</tr>
<tr>
<td>Present patient information efficiently in an organized, accurate, and logical fashion appropriate for the clinical situation, including assessment and plan</td>
<td></td>
</tr>
<tr>
<td>Communicate oral and written clinical information that accurately and efficiently summarizes patient data</td>
<td></td>
</tr>
<tr>
<td>Communicate effectively and respectfully with all members of the inter-professional team involved in a patient’s care</td>
<td></td>
</tr>
<tr>
<td>Use information technology to access online medical information, manage information, and assimilate evidence from scientific studies in patient care</td>
<td></td>
</tr>
<tr>
<td>Identify clinical questions as they emerge in patient care activities and identify and apply evidence relevant to answering those questions</td>
<td></td>
</tr>
<tr>
<td>Appraise, assimilate, and apply scientific evidence from the literature to the care of individual patients</td>
<td></td>
</tr>
<tr>
<td>Apply clinical evidence appropriately in patient care</td>
<td></td>
</tr>
<tr>
<td>Critically reflect on one’s own performance to identify strengths and challenges, set individual learning and improvement goals, and engage in appropriate learning activities to meet those goals</td>
<td></td>
</tr>
<tr>
<td>Employ strategies for seeking and incorporating feedback from all available resources</td>
<td></td>
</tr>
<tr>
<td>Use a portfolio to document professional and personal development in the IAUCOM MD competencies</td>
<td></td>
</tr>
</tbody>
</table>

**XII. Exposure to Infectious Disease and Environmental Hazards Policy**

The health and safety of students is a priority for IAU. Education regarding proper safety protocols in clinical environments begins at orientation and is reemphasized throughout the Basic Sciences prior to clinical activities. In addition, infection control is addressed during orientation of each of the core clinical clerkships.

The Dean of Clinical Sciences in consultation with the Department Chairs will determine the extent of student participation in academic activities when there is a substantial potential for exposure to
infectious or environmental hazards. The educational potential of these activities will be weighed against safety concerns to determine if and to what extent students will participate. Students will only be involved according to their level of clinical competence.

Students may not volunteer for clinical activities for which there exists a substantial potential for exposure to infectious or environmental hazards without the written approval of the Dean of Clinical Sciences.

Faculty, staff and students are required to notify, in a timely manner, the Dean of Clinical Sciences of any hazardous environment affecting medical students.

In the event of exposure, students must notify the Dean of Basic Sciences or Clinical Sciences as soon as possible and seek any necessary medical attention. The Deans of Basic/Clinical Sciences in consultation with the Executive Dean will determine the student’s future plan of action regarding course absences and the completion of coursework.

Students are required to carry health insurance and are responsible for any financial responsibilities related to evaluation and treatment following exposure.

DISCLAIMER
The International American University Faculty Handbook is subject to change without notice. New versions, will be distributed as they are published.

It is the responsibility of each faculty member to be familiar with the information contained in this handbook.