

POLICIES AND PROCEDURES
for the
FACULTY AND STUDENTS
of the
COLLEGE OF HEALTH SCIENCES
for the
RULES FOR GOVERNANCE
of
RUSH UNIVERSITY

Notation: Each Article, Section, and Paragraph number used in the Policies and Procedures of the College of Health Sciences refers to a specific Article, Section, and Paragraph in the “Rules for Governance of Rush University” as approved by the Rush University Board of Overseers on May 21, 2008 and the Rush University Medical Center Board of Trustees on October 8, 2008.

These College of Health Sciences Policies and Procedures are in conformance with the Rush University Rules for Governance and provide specifics related to the College of Health Sciences with regard to particular Articles and Sections in the Rush University Rules for Governance. A complete understanding of the College of Health Sciences Policies and Procedures for the Rush University Rules for Governance requires reading the relevant Articles and Sections in the Rush University Rules for Governance.

ARTICLE I

THE COLLEGE OF HEALTH SCIENCES

Section 1. Purpose

The purposes of Rush University are to educate students as practitioners, scientists and teachers who will become leaders in advancing health care and to further the advancement of knowledge through research. The College of Health Sciences, as an integral component of the University, seeks to prepare superb practitioners and leaders in the allied health professions to provide the very best care for our patients. In addition, the College seeks to make meaningful and significant contributions in advancing health care through excellence in research, scholarship, and service. In keeping with the Rush University practitioner-teacher model, the College integrates patient care, research, scholarship and service into the teaching-learning process of developing future allied health professionals and leaders.

Section 2. Mission Statement

The Mission of the College of Health Sciences is to advance the quality and availability of health care through excellence in education, research and scholarship, service and patient care. The College promotes the values of diversity, access and inclusion in all of its endeavors.

Section 4. (d) The Senior Representative Body of the faculty of the College of Health Sciences shall be referred to herein as the Faculty Council of the College of Health Sciences.

The Chairpersons' Council of the College is constituted as the Senior Management Body of the College. The members of the Chairpersons' Council shall be appointed by the Dean and shall include: the Dean as Chairperson, the Chairpersons of the College Departments, the Chairperson of the College of Health Sciences Faculty Council and other senior management positions, such as the CHS Director of Academic and Student Affairs, and Associate/Assistant College of Health Sciences Deans. The Dean may appoint additional members to the Chairpersons' Council at his or her discretion who will serve in an ex-officio capacity.

The Senior Management Body is advisory to the Dean for the administration of the College of Health Sciences.

Section 6. Approval of Policies and Procedures for the College of Health Sciences

In the College of Health Sciences (CHS), the Faculty Council serves as the Senior Representative Body. The Faculty Council is responsible for developing the College of Health Sciences Policies and Procedures for the Rush University Rules for Governance. Following approval of the College of Health Sciences Policies and Procedures for the Rush University Rules for Governance by a majority vote of the Faculty Council and subsequent to review and approval of the University Council, the faculty of the College will vote on the proposed College of Health Sciences Policies and Procedures for the Rush University Rules for Governance by a secret ballot at any regularly or specially called Faculty meeting or anonymous ballot using available current technology. After approval by a majority of the faculty of the College voting, the College of Health Sciences Policies and Procedures for the Rush University Rules for Governance are to be submitted for approval by the Provost, the President, and the Governing Body of Rush University, as stipulated in the Rush University Rules for Governance.

ARTICLE II

FACULTY ORGANIZATION

Section 2. Faculty Conditions

a) Active Faculty

Active faculty in the College shall be made up of duly appointed members whose titles, in order of seniority are: (i) Professor; (ii) Associate Professor; (iii) Assistant Professor; and (iv) Instructor.

Active faculty status in the College is conferred only to individuals who contribute a minimum of 10% time to the University. This will correspond to a commitment to the College of a minimum of four (4) hours per week, on average.

(b), (c), (d), (e) Faculty holding appointments as Honorary Faculty, Visiting Faculty, Adjunct Faculty, Clinical Faculty or Assistant shall not be considered active faculty for voting purposes. These faculty may take part in College faculty meetings but do not have the right to vote.

The privileges of honorary, visiting or adjunct faculty include: listing on the faculty roster, access to educational resources, and attendance at college and departmental faculty meetings. The privileges and responsibilities of honorary, visiting or adjunct faculty shall be for those academic and/or clinical duties as defined by the department.

(f) Recommendations for Appointments, Reappointments and Promotions of Assistant Professors and Below.

All recommendations for faculty appointments, reappointments and promotions for Assistant Professor or below shall originate with the Department Chairperson and shall be presented to the Dean for consideration of approval.

Recommendations that are supported by the Dean shall be transmitted with a recommendation for approval to the Faculty Council within thirty (30) days of receipt by the Dean.

(g), (h) Recommendations for New Appointments, Reappointments and Promotions of Associate Professor or Professor

All recommendations for initial appointments, reappointments and promotions to positions on a faculty as Associate Professor or Professor shall originate with the Department Chairperson and, after review and approval by the Committee on Senior Faculty Appointments and Promotions (COSFAP), shall be presented to the Dean for consideration of approval.

Initially, applications for such appointments and promotions must be transmitted from the Department Chairperson to the Dean. The Dean will then transmit the application to the COSFAP or return it to the Department Chairperson if the application appears to be incomplete. Following review by the COSFAP, the application will be presented to the Dean with the recommendation of the Committee. The Dean may then transmit the application with a recommendation for approval to the Faculty Council within thirty days (30) of receipt by the Dean or return the application to the Department Chairperson.

(i) Terms and Conditions of Appointment

(2) There shall be a written understanding between the Department Chairperson and all salaried departmental faculty members as to the contributions they intend to make to the College. When a faculty member receives a salary, either full-time or part-time, the terms and conditions of the receipt of such salary, including anticipated time to be spent in teaching, research and scholarly activities, service and patient care, including administration in each category, will be stated and confirmed in writing in a letter of appointment signed by the faculty member, the Department Chairperson and the Dean. In the case of joint appointments, the college of primary appointment and the time allocated to each college and department shall be stated. For instructors and assistant professors, the faculty member's letter of appointment should include the term of appointment. At the end of each term of appointment, the Department Chairperson is free to choose one of the following three options: (1) non-

renewal of the appointment, (2) recommendation of reappointment for another term, or (3) recommendation for promotion.

(6) Terms of Appointment

(c) The College of Health Sciences has a tenure system and tenured terms of appointment as Professor or Associate Professor are indefinite.

(14) The Rush University Rules for Governance present the process to be followed by department Chairpersons should a faculty member not be recommended for reappointment and/or for suspension and discharge procedures (Article II, Section 3 (a-c)). Faculty grievance procedures are specified in Article II, Section 3 (d) of this document. If a grievance is filed consistent with the Rules for Governance, appointment as a faculty member in the CHS will be terminated officially when the grievance is not upheld and all grievance procedures have been exhausted.

(16) Leave of Absence

(b) Scholarly Leave of Absence. Article II, Section 2, Subsection f (17) of the Rules for Governance of Rush University provides conditions for the granting of scholarly leaves of absence to faculty. As stated in the Rules for Governance, “scholarly leaves of absence are for the purpose of improving one’s knowledge of an area relevant to one’s primary academic field of endeavor, doing research or other pursuits felt to fall within the generally accepted range of activities with approval of the Department Chairperson.” The conditions for faculty eligibility and the responsibilities associated with scholarly leaves of absence include the following:

- i. Assistant, Associate, and Full Professors are eligible for consideration after six or more continuous years of full-time salaried experience in the College at the level of Instructor or above.
- ii. The leave may be granted to a faculty member who has an appointment that would continue after the leave was completed and who intends to return to the College.
- iii. A salaried faculty member with six years or more of full-time service is eligible for a scholarly leave of absence of six months at full salary or a twelve month leave of absence at half salary. Faculty who are full-time employees of Rush University Medical Center may be eligible for a scholarly leave of absence. Salary paid by the College for leaves of absence will be adjusted based on the percentage of the faculty member’s salary paid for his or her academic contribution to the College. For example, a full-time salaried employee of Rush University Medical Center

may hold a faculty appointment in the College at a 0.60 effort. This individual would be paid by the College at the same rate for an approved leave of absence.

iv. Each person who has been on a scholarly leave of absence shall, on the termination of his/her leave, submit a written report to his/her Department Chairperson concerning the nature of his/her studies, research, or other scholarly work undertaken during the leave of absence.

v. No one to whom a leave of absence has been granted shall be permitted while on such leave to accept remunerative employment or engage in remunerative professional practice or work which shall exceed his/her compensation prior to the date of the leave of absence at Rush University.

vi. All such requests for leave shall be submitted to the appropriate Department Chairperson for consideration and then forwarded to the Dean with recommendations. The requests must also include the proposed plans to carry out the functions of the faculty member while he/she is on leave. The granting of all requests for scholarly leaves is based upon the provision that adequate fiscal and personnel resources are available as determined by the Dean.

vii. The following is a recommended timeline that may be followed when requesting a scholarly leave of absence:

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|---|--|
| 12 months prior to the quarter requesting leave | Application for scholarly leave, including a Statement of Plans, due in Department Chairperson's office |
| 9 months prior to the quarter requesting leave | Application transmitted to Dean |
| 6 months prior to quarter requesting leave | Applicants will be notified of the status of their application by the Dean of the College of Health Sciences |
| within 60 service days of return | Report of scholarly leave to be submitted to the Department Chairperson who transmits the report to the Dean |

The application form for a scholarly leave of absence may be found in Appendix A.

(b) Personal Leaves of Absence. A salaried member of the faculty may take a personal leave of absence without compensation from the Medical Center with the written approval of his/her Department Chairperson and the Dean. The terms of the leave of absence, including the terms for the resumption of duties and maintenance of faculty appointment, shall be negotiated between the Department Chairperson and the faculty member and shall be stated in writing. Such a leave of absence shall not exceed one year unless approved by the Department Chairperson and the Dean. Military leaves of absence shall be an exception to this rule.

(17) Creation or Elimination of a College or a Department
See Article II, Section 6.

Section 3. Termination, Suspension and Appeal

(a) Appointments to the faculty may be terminated by (i) non-renewal of the specified term of appointment; (ii) retirement; (iii) acceptance of resignation; or (iv) discharge for cause.

(b) Faculty in the College of Health Sciences holding appointments as Associate Professor or Professor are tenured, with such tenured terms of appointment being indefinite. When a faculty member with an appointment for a nontenured term is not to be recommended for reappointment, the member must be notified in writing by the Department Chairperson. For Instructors, this notice must be at least three (3) months prior to the expiration of the appointment. For assistant professors, this notice must be at least six (6) months prior to the expiration of the appointment if the appointment has been held for three years or less and one (1) year prior to the expiration of the appointment if the appointment has been held for more than three (3) years.

(d) Policies and Procedures for Actions Against and Appeals by a Faculty Member

(1) Actions against a faculty member are termination or suspension of employment. A recommendation for actions against a tenured faculty member, or one with a non-tenured appointment before the end of a specified term, must be for cause and will be initiated by the department Chair. Such recommendation can be made only after discussion between the faculty member and his/her department Chair in an attempt to reach a mutually acceptable agreement. If a mutually acceptable agreement is not reached there will be an informal inquiry by a departmental committee appointed by the Chairperson of the department. The committee will issue a nonbinding opinion regarding the proposed action(s) to the Department Chairperson and the faculty member. Following review of the non-binding

opinion of the committee, the Chairperson may choose to recommend termination or suspension of the employee or to dismiss the proposed action. Should the department Chairperson determine that the termination or suspension of the faculty member is warranted, he or she shall provide the faculty member and the Dean the reason(s) for the action(s), in writing, within ten (10) working days of receipt of the opinion.

(2) Upon receipt of such a statement from the Chairperson, the faculty member shall have the right within ten (10) working days, to request in writing a review before an Appeals Committee of the Faculty Council. Such a request is to be addressed to the Dean. The Appeals Committee shall consist of three members of the Faculty Council chosen by the Council, three department Chairs chosen by the Dean, and one additional faculty member chosen by the Dean. No individuals from the department involved will serve on the Appeals Committee. Members of the committee may disqualify themselves for any reason and shall not be included on the committee. The Appeals Committee members will elect a chair from their members.

(3) The Appeals Committee will hold joint pre-review meetings with the parties and their legal counsel, if any, in order to clarify issues, effect stipulations of fact, provide for exchange of documents or other information, and achieve such other pre-review objectives as will make the hearing fair, effective, and expeditious.

(4) Service of notice of the review by the Appeals Committee will be made at least ten (10) working days prior to the review. Notice will be provided by certified mail or by a commercial carrier that can establish receipt of notice to the faculty member's last known address. The faculty member may waive appearing before the Appeals Committee for a hearing and may respond to the charges in writing at any time before the date scheduled for the review. If the faculty member waives a hearing but denies the charges against him/her, or asserts that the charges do not support a finding of adequate cause, the Appeals Committee will evaluate all available evidence and rest its recommendation upon the evidence in the record. The Appeals Committee will submit a written report of its findings and the evidence used to the faculty member, the Department Chair, the Dean and the Provost.

(5) The Appeals Committee will hold the hearing in executive session.

(6) Pending a decision by the Appeals Committee, the faculty member may be suspended from some or all duties by the Department Chairperson, with approval of the Dean, or be assigned to other duties in lieu of suspension. If the faculty member received a salary, such salary may continue during suspension.

(7) During a hearing, the faculty member will be permitted to have legal counsel, at his or her own expense, present and may request that witnesses appear before the committee. The Chairperson and the Appeals Committee may also request that counsel be present during the hearing.

(8) Minutes of the hearing will be taken and a copy of the minutes will be made available without cost to the appealing faculty member, the Department Chair and the Dean.

(9) Public statements and publicity about the case by either the faculty member or administrative officers will be avoided so far as is possible until the proceedings have been completed. The Appeals Committee members, the faculty member, and the Dean or his/her representative will have the right to question all witnesses. Where the witnesses cannot or will not appear, the Appeals Committee has the discretion to admit their statements into the hearing record. The Dean, the Department Chair, the Provost, and the faculty member will be notified of the Appeals Committee's decision in writing.

(10) If the Appeals Committee concludes that adequate cause for suspension or dismissal has been established, it will be so recommended. If the Appeals Committee concludes that adequate cause for suspension or dismissal has been established but that a lesser penalty would be more appropriate, it will be so recommended with supporting reasons. If the Appeals Committee should conclude that adequate cause for suspension or dismissal has not been established by the evidence in record, it will so report. The Department Chairperson, with the advice of the Dean, will have the option either to accept the findings, to not accept the findings or to withdraw the suspension or dismissal action. If the Department Chairperson should not accept the findings and recommendations of the Appeals Committee, his/her reasons for doing so shall be submitted in writing to the Appeals Committee, the Dean, the Provost, and the faculty member within ten (10) working days of receipt of the Appeals Committee Report.

(11) Should the faculty member disagree with the outcome of the appeals process as described above, he/she may appeal to the University Council in a letter addressed to the Chair of the University Council as specified in the Rules for Governance, Article II, Section 11 (c) (5).

Section 4. Academic Functions of a Faculty

(a) Requirements for Appointments and Promotions to Senior Faculty Ranks

Part I: The Committee on Senior Faculty Appointments and Promotions and Its Deliberations

Approved by the Faculty of the College of Health Sciences: March 18, 2008
Approved by the Rush University Council: April 16, 2008
Approved by the Board of Overseers: February 4, 2009

- I. The Committee on Senior Faculty Appointments and Promotions (COSFAP)
 - A. The Committee on Senior Faculty Appointments and Promotions (COSFAP), a standing committee of the College of Health Sciences, is charged with:
 - 1. Reviewing recommendations for primary or conjoint appointment or promotion to a senior academic rank (Professor or Associate Professor) and
 - 2. Reviewing other appointments or promotions upon request by the Dean or the Faculty Council.
 - B. The Committee will make its recommendations to the Dean and the Faculty Council.
 - C. The Committee shall develop policies and procedures that it will use in reviewing candidates for appointment or promotion and shall present such policies and procedures to the Chairpersons' Council and Faculty Council for approval, rejection and/or suggested modification. Any changes in the policies and procedures shall also be presented to the Chairpersons' Council and Faculty Council for approval prior to their implementation. Criteria for appointment or promotion to the rank of Instructor or above will include demonstration of excellence in teaching. Criteria for appointment or promotion to the ranks of Assistant Professor, Associate Professor and Professor will include the following:
 - 1. Assistant Professors must demonstrate the potential to become national or international leaders in their field.
 - 2. Associate Professors must demonstrate that they are emerging national or international leaders in their field.
 - 3. Professors must demonstrate that they are established national or international leaders in their field.
- II. COSFAP Membership
 - A. Criteria of Membership
 - 1. The Committee shall consist of nine members, with each department of the College of Health Sciences having one representative from its faculty on the Committee.

2. The majority of the members of the Committee shall have their primary faculty appointments in the College of Health Sciences.
3. Departmental representatives will be faculty who hold the rank of Associate Professor or Professor. In the event that a department has no faculty holding a primary appointment at the rank of Associate Professor or above, the department may elect to have a representative who holds the rank of Assistant Professor, or to choose a representative at the rank of Associate Professor or above who holds a primary appointment in another department or college, so that no one department would be represented only or primarily by junior faculty.

B. Preparation of Slate and Election of Members

1. Except as described in II. A. 3 above, faculty members of each department shall nominate at least one faculty member, but no more than two faculty members, who hold the rank of Professor or Associate Professor.
2. These names shall be submitted to the Faculty Council, who shall approve the nominees for each department, assuring that the criteria outlined in "A" above are fulfilled.
3. The slate shall be presented to the active faculty for election by written ballot, either at a faculty meeting or by e-mail ballot. The slate must be accepted or rejected by the faculty as a whole. If rejected, the process will begin anew and continued until the faculty has approved the membership of the Committee.
4. Elections shall be held by May 1st of each year.

C. Terms of Office

1. Terms of office on the Committee shall be for three years. Under ordinary circumstances a member may be re-elected to the Committee for one succeeding term. A special circumstance may occur, for example, when a department only has one faculty member at the senior rank.
2. The term of office will officially begin on July 1st and end on June 30th.
3. Rotation

The following departments will nominate representatives by April 1st in odd numbered years:

- a) Clinical Nutrition
- b) Communication Disorders and Sciences
- c) Health Systems Management
- d) Perfusion Technology

The remaining departments will nominate representatives by April 1st in even numbered years:

- a) Occupational Therapy
- b) Medical Physics
- c) Clinical Laboratory Science
- d) Religion, Health and Human Values
- e) Vascular Ultrasound

4. The Chairperson of the Committee will orient every new member to policies and procedures prior to the beginning of their term.

D. Ex-officio Members or Pro-tem Advisors

With the consent of the Committee, ex-officio members or advisors to the Committee may be consulted or invited to the meeting. They cannot cast a vote.

E. Resignations

1. Requests for resignation from COSFAP must be addressed in writing to the Chairperson, who will in turn notify the Dean and the Faculty Council.
2. When a representative from a department resigns from the Committee, the department will elect a person to fill the unexpired term.

III. COSFAP Organization

- A. The officers of the Committee shall be the Chairperson, the Vice-Chairperson and the Secretary. By April 15th of each year, the Committee will elect the officers for the term of office to begin the 1st of July.
- B. Members of the Committee will become eligible to serve as an officer after one year of service on the Committee.
- C. The term of office for the Chairperson, Vice-chairperson and Secretary will be for one year to begin July 1st. Officers may be re-elected for additional

one-year terms, provided that they are re-nominated to the Committee by their departments

D. Chairperson responsibilities:

1. Determine the agenda for meetings.
2. Complete preliminary review of dossier to determine that all required elements have been provided. Communicate with Department Chairperson and/or candidate as necessary.
3. Call special meetings as required.
4. Keep the Dean informed of all Committee meetings.
5. Prepare the final report concerning decisions of final actions (FORM 601) to be kept in COSFAP files and sent to the Dean.
6. Maintain all COSFAP files and transfer them to the new Chairperson in their transition year.

E. The Vice Chairperson will serve as Chairperson of the Committee in the absence of the Committee Chairperson.

F. The Secretary of the Committee will perform the following functions:

1. Record and distribute the minutes of all Committee meetings.
2. Maintain confidentiality in the performance of all functions.
3. Copy and distribute information to COSFAP members and the Dean as needed.
4. Distribute schedule of COSFAP meetings for the year,
5. Maintain and distribute to the candidate and/or the Department Chair, upon their request, the full complement of forms (as outlined in FORM 100, the checklist).
6. Maintain complete Committee files/records.
7. Copy and hand deliver dossiers to Committee members two weeks before the next scheduled meeting.

IV. COSFAP Meetings

A. Calling of Meetings

1. The Committee will convene in July each year to review policies and guidelines and to establish a schedule of meetings for the coming year.
2. At the beginning of each academic year, the Committee will announce the meetings for the entire year. The secretary will prepare a memo for distribution to the faculty of CHS. This memo will include the schedule of meetings and inform CHS faculty members about the process of senior faculty appointment/promotion.
3. If no applications require the Committee's consideration, the Chairperson may cancel a meeting.
4. Under exceptional circumstances, the Chairperson or a majority of the Committee membership may request a special meeting.

B. Attendance

1. Committee members are required to notify the Chairperson in advance of a meeting if unable to attend.
2. Repeated absence from scheduled meetings shall be cause for the Chairperson to initiate appropriate communication with that member. A request for resignation from Committee membership may result.
3. The minutes of meetings will constitute a record of attendance that shall be made available to the Faculty Council upon request.

C. Rules of Order

The meeting will be conducted according to Robert's Rules of Order by the Officers of the Committee in their sequence.

D. Quorum

A quorum shall consist of more than half of the voting members of the Committee.

E. Consideration of Applications

1. Applications will be considered at the scheduled meetings. In order for materials to be considered, the complete dossier must be received by the chairperson three weeks prior to that scheduled meeting.

2. Ex-officio members and specially appointed pro-tem advisors may be permitted to participate in the deliberations by invitation of the Committee.
3. A member of the Committee who is not a member of the applicant's department will prepare a formal review of the dossier, using FORM 600.
4. All Committee members are required to be thoroughly familiar with all circulated documents and are encouraged to seek additional information from the designated reviewer.
5. Committee members who are unable to attend may submit opinions in writing.
6. Committee members may write letters of recommendation for nominees.
7. If persons who hold conjoint appointments are recommended for promotion in both departments, these applications will be considered separately regardless of the time of submission.

F. Action on Applications

1. A simple majority of a quorum is required for passage of any vote.
2. If there is no quorum, the Committee may receive and discuss information pertaining to an applicant but may not make any formal decisions or recommendations.
3. A concise summary (FORM 600 and 601) of the Committee decisions on each applicant will be made on the basis of the College criteria for Senior Faculty Appointment and Promotion showing how the guidelines were satisfied or not. A copy will be made for the Dean's office and one copy will be kept in the Secretary's files. The summary will be attached to the dossier that the Faculty Council receives.

V. COSFAP Minutes/Files

- A. The Secretary shall record and distribute minutes of the meetings to the Committee members and the Dean within one week following a meeting (Form 601).

- B. The minutes will include the following:
 - 1. Name of Committee
 - 2. Date of Meeting
 - 3. Attendance
 - a. Members present
 - b. Members excused or absent
 - 4. Business
 - a. The names of persons whose applications were recommended for approval or nonapproval (without breakdown of the vote) as well as candidates with an incomplete application.
 - b. Summaries of Committee action (FORM 601). All members who were present for the vote on an application will sign FORM 601.
 - 5. Signature of secretary
 - 6. Date of submission of minutes
- C. The COSFAP files will consist of minutes, correspondence, and summary information on applications, including FORM 100, 600 and 601, with the candidates' CV.

VI. COSFAP Recommendations

- A. The Committee will forward approved recommendations to the Dean for his/her consideration. If the Dean agrees with the recommendation of the Committee, he/she will transmit that recommendation to the Faculty Council for its approval.
- B. In the event that the faculty appointment or promotion is rejected by the Committee, the Committee will transmit that recommendation to the Dean. If the Dean agrees with the Committee recommendation, the Dean will inform the candidate's Department Chairperson in writing regarding the Committee's decision. A photocopy of the checklist (FORM 100) will accompany the Dean's letter. The person receiving the Dean's letter (at the Dept. Chairperson's office) will initial and date the photocopy of the checklist, which will then be returned to the Dean's office and attached to the dossier. The Dean may also inform the Chairperson orally.

- C. The Dean may forward his/her recommendation for appointment or promotion to the Faculty Council for their approval, at his/her discretion.
- D. All Committee members are required to hold in confidence any discussion and the vote concerning an application.

VII. Appeals of Not Recommended Applications

- A. The Department Chairperson may within sixty days of receipt of the letter from the Dean appeal the decision of COSFAP to the Appeals Committee of the Faculty Council to determine that COSFAP procedures were followed according to the College of Health Sciences Policies and Procedures.
- B. Applications resubmitted to COSFAP after sixty days will be reviewed as a new application.

VIII. Faculty Council Recommendations

- A. The Faculty Council will vote to accept or reject the Dean's recommendation to promote or appoint a faculty member at the requested senior rank.
- B. The Faculty Council shall inform the COSFAP Chairperson and Dean regarding their decision on the candidate.
- C. The Dean will send a letter to the Candidate informing him/her of his/her appointment or promotion to the requested senior rank.

Part II: COSFAP Requirements for Appointments and Promotions

- I. All appointments to and promotions within the College of Health Sciences shall be based on the Guidelines established by the College of Health Sciences.
- II. The Committee will recognize the variability that exists within the departments of the College of Health Sciences and will measure excellence according to the criteria stated in the Guidelines.
- III. The Guidelines for Faculty Appointments and Promotions of the College of Health Sciences shall apply to conjoint appointments in this College. Academic rank in a conjoint department will generally, but not necessarily, correspond to the person's rank in his/her primary department.

PART III: THE COMPILATION OF THE DOSSIER

- (Completeness of dossier may be verified against Form 600, which is used by the primary reviewer of COSFAP for candidate evaluation.)
- I. The candidate will submit a letter to his/her Department Chairperson requesting a promotion/appointment, the reasons why he/she feels such a promotion/appointment is justified, and what services he/she expects to provide to the College.
 - II. With this letter, the candidate will include his/her current CV.
 - III. A minimum of three of the most recent and significant publications or evidence of other major scholarly endeavors must also be submitted by the candidate.
 - IV. The Department Chairperson will solicit letters of evaluation.
 - A. A minimum of three letters of evaluation is required. Additional letters may also be used to support the candidate's application.
 - B. Letters of evaluation are those from individuals outside the institution.
 1. A minimum of one letter should be from an individual holding senior faculty rank.
 2. At least one letter of evaluation should be from an individual who has not worked directly or published with the candidate.
 - V. The names and titles/degrees of all individuals providing letters of evaluation for the candidate, their expertise and the nature of the association with the candidate must be provided to the Department Chairperson.
 - VI. The Department Chairperson will provide a letter of recommendation which, in turn, will include the following:
 - A. Exact title for which the candidate is recommended.
 - B. The letter should address the following criteria and provide evidence of excellence where possible:
 1. Academic/Professional Credentials (degrees, certification, licensure)
 2. Teaching (supporting information such as experience, course directorship/faculty preceptorship, teaching awards, evaluations by students/peers, counseling/advising, invited lectureships, etc.).
 3. Scholarship (identification of publications, especially those in refereed journals; audiovisual materials and computer programs; principal or co-investigator for grant or project with scholarly outcomes; journal reviewing or editorial service; presentation/leadership at professional/scientific conferences, etc.).

4. Operational activities (recognized excellence in direct and indirect patient care).
 5. Professional/institution/community service: Evidence of membership in professional societies, department/college/university committee or task force membership; active participation in community activities.
- C. A summary statement indicating the candidate's past service and anticipated contributions to the Department, College, and University.
- D. The Department Chairperson must define the percentage of time devoted to each criteria/function by the candidate.

Section 5. The College Dean

(d) Responsibilities of the College Dean

The Dean of the College of Health Sciences has responsibility and accountability for administration of the College and shall exercise the chief executive function of the College. The Dean reports to the Provost of Rush University. The Dean: (i) shall call meetings of the faculty at such times as he/she or the Faculty Council may deem necessary, at least two such meetings must be held each year; (ii) shall formulate and present policies to the College faculty for its consideration; (iii) shall serve as the medium of communication for all official business of the College with other Medical Center/ University authorities, students, and faculty; (iv) shall prepare the budget of the College and (v) shall provide consultation and recommendations concerning College matters such as: program/departmental evaluation, faculty appointments/promotions, and student admissions and progression.

Responsibilities:

- (1) Establishes the administrative structure of the College of Health Sciences with approval of the Board of Overseers.
- (2) Serves as the medium of communication for all official business of the College and externally with other Medical Center/University authorities, students and faculty.
- (3) Represents the College on the Corporate Management Committee, the Council of Deans, and other related groups.
- (4) Maintains high educational standards in compliance with accreditation guidelines and the mission of the College.

- (5) Provides leadership in the development, updating and implementation of the College Strategic Plan.
- (6) Performs regular departmental reviews.
- (7) Oversees the continuous improvement of a curriculum that reflects the current/future needs of the students, clients, and the health care system in a cost-effective manner.
- (8) Supports a comprehensive student recruitment and retention program to attain a qualified, diverse student body.
- (9) Fosters research in the disciplines that comprise the College.
- (10) Supports the recruitment and retention of highly qualified and diverse faculty and provides an environment that develops their potential.
- (11) Fosters a culturally sensitive environment in the College and University.
- (12) Seeks increased endowment funds and expendable support monies for student scholarships, endowed chairs, and programs in research, education, and practice that relate to the mission of the College.
- (13) Develops a budget and allocates resources to support the College.
- (14) Promotes a culture of shared governance with the faculty.
- (15) Assures the involvement of students, faculty and staff in the evaluation process for the Dean, the Associate and Assistant Deans, and the Chairperson of their department.

Section 6.

A College Department

(a) Procedures for Creating and Abolishing Departments and/or Divisions

(1) A department is established to provide instruction and research in a particular health science area. The members of a department may include persons of all ranks who, upon the nomination of its Chairperson, are appointed or assigned to it by the Dean. Members of a department are responsible to the Chairperson for all activities performed within the scope of the department.

(2) A department may be created or abolished by the Governing Body on the recommendation of the President in consultation with the Provost and the Dean of the College. When a department is eliminated, the University

shall be responsible for continuing faculty members' appointments and for continuing salaried faculty members' academic salaries, at their current level until another compensated position is taken or according to the University Rules for Governance (Article II, Section 2, 18(a-d).

(3) The Dean shall propose creation or dissolution of a department to the Faculty Council, allowing at least one month for discussion and vote. The Faculty Council will distribute the proposal to the College faculty for discussion and advisement. The Faculty Council will discuss and vote on the proposal and forward its recommendation to the Dean. A department will not be construed as being eliminated in the event that the department is merged with another department or the department is renamed. In the latter case, departments may be combined under a new title and this shall not be construed as the elimination of the departments that have been combined.

(4) A Department shall propose establishing or abolishing Sections to the Dean and the Faculty Council. With the Dean's approval, the Faculty Council will discuss and vote on the proposal and forward its recommendation to the Department.

(b) Voting in Departmental and/or Divisional Academic Matters

(1) All active faculty members of a department shall have a vote in departmental academic matters.

(2) Each department shall have a Department Appointments and Promotion Committee consisting of not fewer than three members and if possible five members. The Department Appointments and Promotion Committee shall advise the Chairperson regarding all appointments and promotions. In addition, each department shall define the other roles and responsibilities for its Department Appointments and Promotion Committee. At least one-third of the membership of the Department Appointments and Promotion Committee shall be elected annually. The roster of the Committee shall be forwarded to the Dean by the end of the first month of the academic year.

(c) Responsibilities of the Department Chairperson; Qualifications; Term of Office and Removal

(1) The Department Chairperson has responsibility and accountability for administration of the academic department within the College. The Department Chairperson reports to the Dean of the College of Health Sciences. The Department Chairperson (i) shall call meetings of the department faculty at such times as he/she may deem necessary; (ii) shall formulate and present departmental policies to departmental faculty; (iii) shall serve as the medium of communication for all official business of the

department with other Medical Center/ University authorities, students, and faculty; (iv) shall prepare the departmental budget for consideration by the Dean and (v) shall provide consultation and recommendations to the Dean concerning departmental matters such as: program/departmental evaluation, faculty appointments/promotions, and student admissions and progression.

Responsibilities:

- a. Supports the mission, vision, goals and strategic objectives of the college, university and medical center.
- b. Maintains/improves the quality of the educational program(s) offered within the department as demonstrated by program outcomes and rankings (where available).
- c. Supports the quality of the clinical and support service activities provided by the academic department.
- d. Develops and maintains an effective research program within the department.
- e. Maintains financial integrity of the department.
- f. Supports professional, community and continuing education service activities within the department.
- g. Provides for faculty and staff development and a positive and productive work environment.
- h. Promotes diversity within the department, college, university and medical center.

(2) Qualifications

The Department Chairperson shall be qualified by virtue of his/her education and experience. The Department Chairperson should hold an earned doctoral degree and have extensive experience in teaching, research, service and patient care or health care administration. Individuals with an outstanding background and experience who do not hold an earned doctorate may be appointed as Department Chairpersons upon recommendation of the Search Committee and approval by the Dean.

(3) Nomination Process

A nomination for appointment as Chairperson of a Department in the College shall originate in a Search Committee representing the faculty/students. The Search Committee shall be appointed by the Dean. The Search Committee shall include at least: two persons with a primary appointment in the Department whose Chair is vacant, two Department Chairpersons from the College, two persons from the faculty at large of the College, one faculty member with a primary appointment in another College, one student who must be in the Department whose Chair is vacant. The Dean shall serve ex-officio without vote. One member from another department shall serve as Chairperson of the Committee as

appointed by the Dean of the College. Search Committee members from the department concerned shall not include an incumbent, previous or acting chairperson. Active candidates cannot serve on the Search Committee. The Search Committee shall have the privilege of consultation with the outgoing Department Chairperson and other individuals whose contribution is regarded as desirable. To the extent that is possible, the composition of the Search Committee membership should reflect the diverse population served by Rush University.

- a. At least a majority of members of the Search Committee must approve the recommendation for it to proceed.
- b. The Dean shall develop a job description for the Chairperson after assessing the needs of the Department and present it to the Search Committee.
- c. The Search Committee shall present its recommendation(s) to the Dean for his/her consideration. Whenever possible, the Committee will recommend three well qualified candidates for Chairperson to the Dean. The Dean may then undertake negotiations with the candidate(s) and offer the position to one. If none of the candidates recommended to the Dean are acceptable, the Dean may direct the Search Committee to continue the search process. If within one year an acceptable Chairperson has not been recommended by the Search Committee, the Dean shall have the option to disband, modify, or reappoint the Search Committee.
- d. In the event that a department is without a Chairperson, the Dean may appoint an Acting Chairperson until a Chairperson is named.

(4) Term of Office and Removal of Department Chairpersons:

On the recommendation of the Dean and upon nomination of the Provost and President, the Board of Trustees may appoint Department Chairpersons for unspecified terms, who shall serve at the pleasure of the Dean. There should be a letter of appointment from the Dean confirming the Department Chairperson's initial appointment. With the concurrence of the Provost, the Department Chairperson may be removed upon written notification from the Dean. A Department Chairperson's faculty appointment, however, is governed by the Rush University Rules for Governance and the College of Health Sciences Policies and Procedures for the Rush University Rules for Governance.

(d) Regular Department Review or Divisional Review

(1) Review of Department Objectives

- a. The Dean of the College of Health Sciences will oversee a periodic review of the departments in the College of Health Sciences at a minimum of every five years. These reviews may coincide with the department's accreditation body review.
 - b. Under special circumstances, a department review can be initiated. Special circumstances include, but are not limited to, a request for review by three faculty members within the department, a request by the Department Chairperson and/or at the discretion of the Dean.
- (2) Review of Department Activities in Fulfillment of Objectives includes:
- a. Department's accomplishment of published, measurable objectives.
 - b. Department's objectives and policies being aligned with the overall mission, objectives and policies of the College of Health Sciences.
 - c. Department Chairperson's performance in fulfillment of these objectives.
- (3) Department Review Criteria will be established by the Dean in consultation with the Chairpersons' Council.
- (4) The Dean will communicate with the Chairpersons' Council when a review is occurring and report findings to the Chairpersons' Council.

Section 8. Meetings of the Faculty

- (a) The Dean shall be the presiding officer of the Faculty, but in his/her absence or inability to preside, this function shall be exercised by his/her designee.
- (b) The Faculty shall meet at least twice during the academic year on a date the Dean shall determine. Special meetings of the Faculty may be called at any time by the Provost or the Dean. A special meeting of the Faculty shall also be convened upon petition of 20 % of the Active Faculty members. The petition shall be delivered to the Dean. This meeting shall occur no later than thirty (30) calendar days after the petition has been received by the Dean. Written notices of regular meetings, with an agenda including provision for new business, shall be sent to all members at least five (5) working days before the meeting.

Section 9. Committees of the Faculty

The senior management and administrative policy body of the College of Health Sciences is the Chairs Council. Its membership consists of the Chairpersons of each of the College's departments and a representative of the Faculty Council. The senior representative body of the College of Health Sciences is the Faculty Council. Its membership is comprised of faculty members representing all departments and ranks. The Committee on Senior Faculty Appointments and Promotions recommends all promotions and appointments of faculty to senior ranks. It is elected by the faculty and has representatives from all departments in the College. In addition, the Dean may appoint special committees and task forces of the College to meet specific College needs, such as strategic planning.

Each department in the College of Health Sciences will appoint a Department Advisory Committee, as described by the Rush University Rules for Governance. In addition, each department will appoint a Student Progress and Promotion Committee. The primary purpose of this committee is to address student appeals regarding academic decisions, as described in the College of Health Sciences Rules of Governance.

(a) Senior Representative Body

(1) Composition: The composition of the Faculty Council will consist of faculty representatives from each department and major divisions of the College of Health Sciences. Departments in which there are no major divisions will have two representatives. Departments in which there are major divisions will have one representative from each division. Only faculty members who hold active appointments in the College of Health Sciences are eligible to serve.

In accordance with the Rush University Rules for Governance requirement that all categories of rank (i.e., junior and senior) be represented on the Council, should a faculty member have a change in rank that results in both categories not being represented, that member will continue to serve until the next June 30. At that time, an election will occur in that faculty member's department so that all categories of rank are represented on the Council.

(2) Term of Office: Faculty Council members will serve terms that are three (3) years in length. Members may serve more than one consecutive term. Each department may be represented by as many as two elected members, except in the case in which there are major divisions in the department.

(3) Election of Membership Sec: One third of the council members will be elected annually. A subcommittee of the Faculty Council will establish a three-year election cycle that will determine when vacancies occur for each department. Departments will nominate members to represent their

faculty on the Council. A subcommittee of the Faculty Council will review all candidates and guarantee representation by categories of rank. A slate will be distributed to the faculty for election, which will require approval by a simple majority of those voting.

(4) Vacancies: When a vacancy occurs, the department to which the member belonged shall elect another candidate to the Faculty Council and forward the name of that representative to a subcommittee of the Faculty Council, who will be responsible for assuring that both categories of rank continue to be represented. The new representative will complete the unexpired term of the vacated member's position.

(5) Officers: Officers will be a Chair, Vice Chair and Secretary. The positions of Vice Chair and Secretary will be elected annually by the Faculty Council. The Vice Chair will succeed the Chair.

(6) Quorum: A quorum will be a simple majority of the Faculty Council membership.

(7) Meetings: The Faculty Council will meet at least quarterly. Additional meetings will be announced to the members of the Faculty Council at least two weeks in advance. Agenda items may be submitted by any faculty member.

(8) Minutes: Following approval of the minutes of the Faculty Council meetings, a copy will be forwarded to the Dean of the College, the Chairperson of the University Council, and the members of the faculty council. Minutes will be made available to all active faculty of the college.

(9) Responsibilities of Faculty Council:

(a) Review appointments, reappointments and promotions in the College of Health Sciences and make recommendations to the Dean.

(b) Review periodically, the College of Health Sciences Policies and Procedures for the Rush University Rules for Governance of the College of Health Sciences and make recommendations for changes.

(c) Serve as an advisory council to the Dean regarding academic, faculty and student matters related to the College.

(d) Elect two members from the Faculty Council, one CHS faculty

member at large and one student to serve on the University Council.

(10) Recommendations: The Faculty Council will make recommendations to the Dean of the College based on its deliberations on the issues raised during the performance of its responsibilities as outlined in Section 9.

Section 11. University Council

(a) Membership

Four (4) representatives from the College of Health Sciences, three (3) faculty and one (1) student shall serve on the University Council with election to be held annually. The faculty members must be from three (3) different departments, with both senior and junior levels of rank represented. At least two of the representatives to University council must also serve on Faculty Council. The student representative to the University Council must be chosen from the CHS Student Council, if one exists. If a Student Council does not exist, the student representative to the University Council shall be chosen by the Faculty Council from students nominated by members of the Faculty Council.

ARTICLE III

STUDENT AFFAIRS

Section 1. Students

(d) Process for Determining Academic Status and Grounds for Dismissal

Student Academic Appeal and Grievance Procedures

The College of Health Sciences student appeals and grievance procedures provide a mechanism whereby any student may obtain a review of a complaint of unfair treatment. The student appeals procedures shall not be used to question a rule, procedure or policy established by an authorized faculty or administrative body. Rather it shall be used to provide due process for those who believe that a rule, procedure or policy has been applied in an unfair or inequitable manner, or that there has been unfair or improper treatment by a person or persons. Students who are appealing an academic decision that could result in a dismissal from the university may be allowed to continue to progress in the program until the issue is resolved. If the academic decision is upheld and the student is dismissed from the university they will be withdrawn from their current classes. This withdrawal will be backdated to the beginning of the quarter and the student will receive 100% tuition reimbursement for that quarter.

A student wishing to appeal an academic decision should follow the process summarized below, in the sequence indicated.

Step 1. In the academic community, the responsibility for course development, course delivery, and the assessment of student achievement rests primarily with each course instructor. Any student who has a complaint of inappropriate treatment related to a course should first seek to resolve it informally with the course instructor. If the course instructor is the department chairperson, or if the complaint does not pertain to a specific course, the student should seek resolution with the department chairperson at the outset.

a. A student with such a complaint must request reconsideration, in writing, of the application of a rule, procedure, or policy or unfair or improper treatment within five (5) working days following the incident that forms the basis for the complaint (e.g., five days after grades are posted).

b. The instructor will meet with the student (or speak with the student *via* telephone for those students who are unable to come to the instructor's office if so requested by the student). The instructor will notify the student in writing of his/her decision regarding the complaint within five (5) working days following the meeting or discussion.

Step 2. If resolution is not achieved informally, as described in Step 1, the student should seek resolution with the chairperson of the department in which the course is offered within five (5) working days following notification by the instructor of his/her decision.

a. The chairperson will meet with the student (or speak with the student for those students unable to come to the chairperson's office if so requested by the student) following receipt of the student's request for resolution to discuss the problem or complaint.

b. The chairperson will notify the student of his/her decision in writing following the meeting or discussion.

Step 3. If the issue was not resolved in Step 2 the student may submit a written appeal, describing the nature of the student's complaint and reasons for seeking an appeal to the student progress and promotion committee of the department within five (5) working days following notification by the department chairperson of his/her decision.

a. The student may appear before the committee in person, make an oral statement and answer questions from the committee. The student will not be allowed to be present during committee deliberations.

- b. The committee may request that the course instructor or faculty member named in the grievance appear before the committee to make an oral statement and answer questions. The instructor or faculty member named in the grievance may not be present during committee deliberations.
- c. Following review of information provided, the committee will notify the student of its decision.

Step 4. If the issue was not resolved to the students satisfaction in Step 3 the student may submit a written request seeking a hearing to the Dean within five (5) working days of receiving the department progress and promotion committee decision. The written request should include a description of the complaint and the reason the student is seeking an appeal.

- a. The Dean will meet with the student following receipt of the written request from the student for a hearing.
- b. Following the meeting with the student, the Dean may render a decision, or choose to appoint a panel to investigate the grievance and make a recommendation to the Dean.
- c. Following review of the information provided and any recommendations from the panel, should one be appointed, the Dean will then notify the student of his/her decision. The decision of the Dean shall be final.

Section 2. Student Representation

(a) Student Representative Government

A student Representative Council may be organized for the students enrolled in the College of Health Sciences. Students will be elected by the student body in such a manner as to provide appropriate representation for all students in the College of Health Sciences.

ARTICLE V

AMENDMENTS

Section 2. College of Health Sciences Policies and Procedures for the Rush University Rules for Governance

(a) Mechanism of Amending College of Health Sciences Policies and Procedures for the Rush University Rules for Governance

Amendments to the College of Health Sciences Policies and Procedures for the Rush University Rules for Governance may be initiated by the Dean, by the Faculty Council, or by petition of at least 12 voting faculty members from two or more departments. Any proposals for change should be submitted in writing to the Faculty Council, including the rationale for the change. The petitioner(s) may be asked to make an oral presentation of the proposal to the Faculty Council. The Faculty Council may solicit additional information from the petitioner(s) or others before approving, disapproving, or revising the proposal for change. The Faculty Council will submit a decision in writing to the petitioner(s).

Following approval of the proposed amendment(s) by a majority vote of the Faculty Council and subsequent to review and approval of the University Council, the faculty of the college will vote on the proposed amendment(s) by a secret ballot. After approval by a majority of those voting, the amendment(s) are to be submitted for approval by the Provost, the President, and the Governing Body of Rush University, as stipulated in the Rules for Governance.

Appendix A

APPLICATION FOR SCHOLARLY LEAVE OF ABSENCE
COLLEGE OF HEALTH SCIENCES
RUSH UNIVERSITY MEDICAL CENTER

Date: _____

NAME _____ RANK _____

Date of appointment to Faculty _____

Date and duration of previous leave of absence _____

PROPOSED PERIOD OF LEAVE AND SALARY RATE

Fall Quarter, 2005 Winter Quarter, 2006 Spring Quarter, 2006 Summer Quarter, 2006

SALARY (Full, ½, etc.) _____

PURPOSE OF LEAVE AND STATEMENT OF PLANS

Purpose for which Leave is Requested (Concise statement of not more than 25 words).

Statement of Plans. Use page three of this application to provide a more complete statement of plans for the scholarly leave of absence. Limit the statement to no more than 1000 words. The Statement of Plans should explain how the purposes identified above are to be accomplished and how the leave of absence will contribute to meeting the goals of the faculty member's unit and the University. The Statement should indicate where the leave of absence will be taken, the justification for the location, the general plans for the leave of absence and its potential significance or usefulness as a scholarly or creative activity or for the development of instructional material or to increase competence in an area appropriate to the applicant's University duties. The statement should relate the activity during the leave of absence to other work in the faculty member's field. I have read and understand the policy on scholarly leaves of absence. I agree to adhere to the policy as it is written.

Date: _____ Signature of Applicant: _____

STATEMENT OF DEPARTMENT CHAIR

Describe specific provisions made to cover applicant's work during his/her leave of absence, including instruction and supervision and any administrative responsibilities.

How will the proposed activity improve the applicant's ability to meet the goals of the Department and the University?

Will the leave involve additional expense to the University? If so, give amount and attach a request to the Dean for approval, including how additional expenses will be covered. Yes No Amount \$_____

This application has rank ____ in a total of ____ applications from this department, which has ____ full-time academic staff members. I approve the above request for leave.

Department Chairperson _____

STATEMENT BY THE DEAN

I approve the above request for leave and, if proposed, the additional expense to the department. I believe that the department can function effectively if no more than ____ requests for scholarly leaves are granted.

Dean _____

APPLICATION FOR SCHOLARLY LEAVE OF ABSENCE

Name: _____ Date: _____

Department: _____ Faculty Rank: _____

Period: _____ Place: _____

Brief Title: _____

Limited to 1000 words

(Curriculum vitae, research summary, list of publications, or similar career documentation are not necessary)