



**Queen's University**  
COLLEGE OF MEDICINE

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# Faculty Handbook

**Revised: Dr. M. Simm, June 2019**

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## **I. The Mission of Queen's University College of Medicine**

The primary mission of the QUCOM is to educate future physicians. The Program emphasizes the teaching methods that develop a patient-centred approach in medical practice and sensitivity to the needs of minorities, underrepresented populations and community needs in general.

### **Queen's University College of Medicine Mission Statement**

Queen's University College of Medicine will train its dedicated students to become highly qualified physicians committed to the principle of providing outstanding care for the citizens of North America and the Caribbean, and in any other parts of the world where graduates choose to practice medicine.

### **Queen's University College of Medicine Vision Statement**

Queens University College of Medicine strives to become the premier international school of medicine – training highly qualified and successful practitioners to meet the escalating need for physicians in North America and the Caribbean.

## **II. The Purpose of this document**

This handbook is designed to provide Queen's University College of Medicine faculty with the policies and procedures pertinent to their faculty positions including both academic and non-academic matters. The following includes:

- a list of all policies and procedures which are related to academic appointments;
- an organizational chart describing the organizational structure and reporting authority (See addendum I);
- information regarding the fair and impartial evaluation of student performance;
- procedures for determining probation or dismissal
- how promotions and salary raises occur;
- rights and responsibilities as a faculty member.

In any given semester, the most recent edition of the Faculty Handbook will supersede all previous versions and when appropriate will update other publications including but not limited to the Queen's University College of Medicine, Barbados Catalogue. Any proposed changes by the Faculty to the Faculty Handbook must be submitted in writing to the Dean of Basic Sciences and require the approval from: 1) the Dean of Basic Sciences, 2) the President of the University, and 3) the Board of Trustees.

### **III. Faculty Performance Standards and Professional Expectations**

Performance standards identify the essential skills and functions faculty must provide to each student as part of the requirements of a general medical education. These standards are prerequisites for entrance, promotion, and graduation.

#### **Faculty Core Competencies**

The following five core competencies are essential to provide students a successful medical education and career. All faculty members are required to incorporate these competencies in their teaching duties.

- Behavioural Attributes
- Observation Skills
- Intellectual, Conceptual, Integrative and Quantitative Abilities
- Communication Skills with Patients and Professionals
- Analysis of Sensory and Motor Systems

#### **Faculty - Employment Organization & Responsibilities**

##### Faculty Staff Planning

1. The Dean in conjunction with the Department Chairs, shall initiate faculty and staff planning. Final recommendations are approved by the President.
2. Faculty and staff planning must take into consideration the University's short and long term plan, projected enrolments over a five-year period, available funds, and adequacy of the current size of the faculty and staff.
3. In general, faculty and staff planning should also consider opportunities for new faculty appointments and promotions and assurance of consideration for such personal and professional factors as faculty diversity backgrounds, areas of specialization, and teaching, and staff development.

##### Faculty Appointments & Responsibilities

Faculty shall be composed of all appointed full-time and part-time professors and lecturers.

Faculty members are expected to recognize their ethical responsibility to course material, students, and professional colleagues. Faculty must also recognize and accept the special responsibilities placed upon their profession and to exercise self-discipline and judgment in gathering, and transmitting information.

Faculty should acknowledge a responsibility to:

1. the academic discipline they teach. They are expected to develop scholarly competence by practicing intellectual honesty, and avoiding personal conflicts of interest that may affect their instruction;
2. teach the students using the best scholarly standards and to protect the principle of academic freedom. Using introspection in analysing the quality of their instruction combined with fairness in presentation and evaluations, each faculty member must demonstrate a professional manner that encourages respect for them and the profession;
3. interact with their colleagues in a professional, kind, and considerate manner. Faculty should be objective in their exchange of objective criticism of thoughts and ideas held by other faculty. By showing respect for others they will foster a greater cooperation and sense of academic freedom to pursue the subjects of their responsibility;
4. show respect for the policies and procedures of the University. Faculty should respect department committees as a member or outside the committee. Faculty members not serving on a particular committee should not interfere with the ongoing operation of that committee. Faculty members must abide by the final decisions of the University regarding new policies and procedures.
5. University policies must be approved by the appropriate Dean and then presented to the President, and ultimately to the and Board of Trustees for a final vote;
6. avoid creating the impression that they speak or act for the University;
7. remember that they are not only a professor in the classroom but on a greater scale a member of society that carries inherent respect for their position. By virtue of their specialized knowledge and their position as educators, obligations may weigh heavily on their university life and in their interactions in the general community. They should measure the urgency of these obligations in the light of their responsibilities to their taught courses, research, and ultimately to their institution;

8. produce a course syllabus for each class taught and distribute these to each student the first week of classes. The syllabus must include the course objectives, grading procedures, number of exams and any assigned weighting, a complete listing of all required and recommended textbooks, and finally a listing of the dates and topics of all lectures and text assigned readings for each lecture;
9. Department Chairs propose, supervise and at times conduct research studies;
10. be in attendance for every scheduled class and examination. When this is not possible due to health or physical problem, they shall notify students and the Dean of Basic Sciences in advance of alternate arrangements for the missed class;
11. conduct themselves in a professional manner and as such shall not physically or sexually harass students and shall not share living quarters with students or engage in private social meetings with students outside the campus.
12. be on campus and on the first day of each semester unless absence is approved by the Dean.

#### Medical Faculty Appointments

Appointment to the faculty is by a formal contract which shall state the duration of the appointment, academic rank, and course(s) to be taught. Contracts are sent to the candidate through or by request of the Office of the President and a reply is required within two weeks. If a signed contract is not returned within that time it is considered null and void. Initial contracts are one year in length, with renewals of one to three years. New faculty members are considered on probation during the first three months of employment.

#### Full-Time Faculty Appointments

QUCOM will have between 16-24 vetted faculty members. Appointments to departments shall be made in accordance with the following general guidelines:

- a. The department chair and the Dean of Basic Sciences shall seek applications from academically qualified candidates. The Faculty Search Committee will evaluate teaching experience, professional competence and effectiveness, publications, and other evidence of scholarly achievement.

- b. Desired candidates are contacted and offered a personal interview. The Dean and the other members of the Faculty Search Committee shall conduct an interview with the candidates. Candidates selected for consideration may be invited to provide a lecture in an ongoing course.
- c. Following the interview, the committee shall recommend to the Dean either an appointment or denial. The Dean shall then recommend to the President the candidate for a faculty position. If the President recommends an appointment, he/she shall notify the candidate. All offers for a faculty appointment shall be subject to final approval by the Board of Trustees.

Faculty members shall hold one of the following academic appointments:

**Assistant Professor Level:**

A Ph.D. or M.D. and preferably 1-2 years of teaching experience in the appropriate discipline. Teaching evaluation by students and peers would be required. If such are not available, the candidate will be expected to give lectures as a part of the recruitment process and students from and faculty will evaluate the suitability for teaching.

**Associate Professor Level:**

A Ph.D. or M.D. with 5 years at a minimum at the Assistant Professor level at a University of a standing equivalent to Queen's University College of Medicine. Teaching evaluation by students and peers would be required. If such are not available, the candidate will be expected to give lectures as a part of the recruitment process and students and faculty will evaluate the suitability for teaching.

**Full Professor Level:**

A Ph.D. or M.D. With 10-15 years as a faculty with at least 5 years' experience at the Associate Professor level. Teaching evaluation by students and peers would be required. If such are not available, the candidate will be expected to give lectures as a part of the recruitment process and students and faculty will evaluate the suitability for teaching. Scholarly activity preferably in the form of peer reviewed publications or other forms of scholarly activity such as books, articles, reviews, software program development, novel tools for education, or advanced clinical experience and community service etc.

## **IV. Promotion in Rank**

## **The Purpose**

Promotion of faculty recognizes effective teaching, research, scholarship, creative activity, and contributions to the University.

## **Criteria for Faculty Promotion at Queen's University**

### From Assistant Professor to Associate Professor Level

Time of Service at Queen's University: 5 years at the Assistant Professor Level. Excellent teaching evaluation by students and peer review of teaching by a committee appointed by the Dean.

### From Associate Professor to Full Professor Level

Time of Service: 5 years at the Associate Professor level and at least one year at Queen's University. Excellent teaching evaluation by students and peer review of teaching by a committee appointed by the Dean. Scholarly activity preferably in the form of peer reviewed publications or other forms of scholarly activity such as books, articles, reviews, software program development, novel tools for education, or advanced clinical experience and community service etc.

## **University Academic Ranks and Qualifications for Faculty**

1. Assistant, Associate, and Full Professor ranks must demonstrate effectiveness in teaching; produce scholarly contributions to the University or their discipline, remain active in the profession, and maintain good will in the professional and civic community.
2. Full professor appointment must include contributions to the profession as well as the community, leadership skills, and serving as a good example of the qualities of the profession as well as personality.
3. If employment situation permits, scholarly activity such as publication in peer reviewed journals or books, or creation of software program development or novel tools for education would be considered advantageous, but not absolutely necessary for promotion.

## **Procedure to Petition for Promotion**

1. Faculty who meet the requirements for appointment to a higher rank can submit a formal written petition for promotion to the Dean of Basic Sciences.

2. The Dean will submit the petition to the Faculty Promotions and Retention Committee for their evaluation and recommendation.
3. The Dean will review the petition and submit their recommendation to the President of the University.
4. The president will notify the petitioning faculty member of his decision. All faculty promotions shall be subject to final approval by the Board of Trustees.

### **Rank Balance**

In granting promotion in rank, the University shall make an effort to keep a reasonable balance between the upper and lower ranks of the faculty.

### **Promotion Decisions**

Decisions concerning promotion in rank shall be based on the Standards for Faculty Evaluation, subject to the following considerations:

1. The criteria shall be applied more rigorously in all category of evaluation as the rank goes higher;
2. A minimum of one year with Queen's University is generally required before consideration for promotion;
3. Evidence of excellence in teaching and professional development is grounds for acceleration.

## **V. Academic Freedom**

Higher education operates under the principle of the common good and this depends upon the free search for truth and its free expression. Therefore, members of Queen's University faculty shall have full academic freedom. Academic freedom in teaching is fundamental for the protection of the rights of the teacher and of the student for freedom in learning. This freedom requires that all faculty members strive to be accurate in their statements and conclusions. As a member of the medical faculty they should remember that the public may judge the discipline of medicine and Queen's University College of Medicine by their statements, written and verbalized.

## **VI. Faculty Policies**

## **Occupational Safety and Environmental Health Policy**

Queen's University College of Medicine policy provides for safe and healthy working conditions. All faculty members and administrative staff are responsible to ensure safety in the physical environment and operations under their control.

## **Intent to Ensure All Measures of Human Rights**

Any violation of the law or human rights should be reported to the appropriate Dean of Basic or Clinical Sciences. If the violation involves a threat or action to an individual or property, the Dean will inform local authorities. All violations of the law or human rights will be prosecuted in the appropriate local courts of Barbados, the United States, Canada, or United Kingdom.

## **Equal Opportunity Employer**

It is the policy of Queen's University to provide equal opportunity to all employees and applicants for employment in accordance with all applicable equal opportunity employment laws and regulations of the United States of America and Barbados. In addition, Queen's University is committed to creating and maintaining an educational and work environment in which all members of the community - students, faculty, staff, and administrators - are treated with respect and dignity, free from unlawful verbal and physical harassment.

## **Substance Abuse Policy**

This policy applies to all members of the Queen's University College of Medicine community. No student or faculty member shall enter any University buildings or extracurricular meetings under the influence of any substance of abuse, including alcohol and illicit substances. Violation of any provisions of this regulation is grounds for action under University procedures. University officials may remove any individual from school property who violates this regulation.

Queen's University has a zero tolerance policy concerning possession of or use of illicit substances.

Queen's University recognizes that substance abuse is a disease. Both faculty and students who have a substance abuse problem shall be offered options for appropriate treatment and aftercare.

## **Anti-Harassment Policy**

Any harassment of employees, whether verbal or physical, is not tolerated by the University and includes unwelcome sexual advances, requests for sexual favours, and other verbal or physical conduct of a harassing nature. The behaviour constitutes harassment when:

Submission to such conduct is made either implicitly or explicitly as a condition of an individual's evaluation or status.

Such conduct interferes with an individual's performance as a student or University employee and may create an intimidating, hostile, or offensive educational or work environment. For more information, refer to QUCOM Policy Book displayed in the Administration Office.

## **Sexual Misconduct Policy and Procedures**

The Queen's University strives to create a respectful, safe, and non-threatening environment for its students, faculty and staff. This sexual misconduct policy describes prohibited conduct, and establishes procedures for responding to sexual misconduct incidents (including sexual assault, sexual harassment, and other unwelcome sexual behaviour).

Queen's University considers sexual harassment in all its forms to be a serious offense and one that is subject to a range of actions up to and including suspension or termination.

### **A. Procedures**

#### **1) Report Sexual Misconduct**

If you are sexually harassed:

- a. Tell the harasser firmly, clearly, and directly what specific comments or advances are unwelcome and must stop, if you are comfortable doing so.
- b. Individuals can discuss the situation with the Dean of Basic or Clinical Sciences.
- c. Keep a record of all dates, times, places, and types of incidents that have occurred and make a note of witnesses. It is important to be accurate and thorough when documenting incidences.

## 2) Formal Investigation and Resolution

If the individual person requests a formal investigation, the Dean should instruct the individual to complete the Sexual Harassment Complaint Form, and sign the document. The next step is to inform the individual person that the accused will be notified of the complaint including the specific allegations and the identity of the accuser. If the individual making the complaint decides not to continue the investigation process, the Dean will respect the right of the accuser to withdraw consent to proceed.

All investigation findings and mediation efforts of the Dean shall be kept confidential and shall not be disclosed to anyone other than the accuser and the accused.

## **Policy Regarding HIV and AIDS Discrimination**

Queen's University seeks to eliminate HIV-related discrimination, and HIV-related health risks. As with other infectious diseases, universal precautions will be taken when dealing with matter potentially contaminated with the HIV virus. Medical and public health officials advise that increasing public awareness and education to prevent the spread of the virus responsible for HIV-related diseases can minimize such a health risk. The University will respond to identified cases of HIV-related disease on an individual basis subject to prevailing medical research and current legal opinion.

## **Media Policy for All Employees of Queen's University College of Medicine**

### Policy Statement

All media interviews, including newspaper, television, and radio, must first be arranged through and with participation of the Dean of Basic Sciences. This policy pertains to all faculty, staff, and employees of the University.

1. Should any employee be contacted by any member of the media, as much information as possible should be collected regarding the prospective interview such as the reason for the article, what the interview will be about, and why you were chosen to be interviewed and a list of the questions to be asked.

2. The questions must be provided to the Dean of Basic Sciences for review. After giving approval for the faculty member to participate in the interview, the Dean shall contact the Reporter to arrange a date, place and time for the interview.
3. The Dean shall inform the President of the planned interview and of the subject of the interview. In some cases, the Dean may deny the interview or be present for the interview.

### **Grading Policy**

Evaluation of a student's performance in a course is the prerogative of the faculty member responsible for that course, so long as the grading is consistent with established institutional guidelines. A grade assigned to a particular student in a particular course may only be changed following receipt of a grade change form from the faculty member responsible for course grading. The faculty member submits the grade change form to the Promotions Committee for approval. If approved, the grade change is submitted to the Dean for approval. The grade will not be considered officially changed until such time that it has been approved and signed by the course instructor, the Dean of Basic Sciences and the Registrar.

Each faculty member who assigns grades has the responsibility to implement grading procedures that are fair and equitable, and to provide a reasonable evaluation of the student's performance in the course.

Grades are a measure of the performance of a student in individual courses. Each student shall be judged on the basis of how well he or she has command of the course materials.

Grades are interpreted as follows:

<b>Letter Grade</b>	<b>Numerical Grade</b>	<b>Quality Points</b>
A	90% - 100%	4.0
B+	85% - 89%	3.5
B	80% - 84%	3.0
C+	75% - 79%	2.5

C	70% - 74%	2.0
F	Fail (Below 70%)	0.0
P	Pass	0.0
W*	Withdraw/LOA prior to exam	0.0
WP*	Withdraw/LOA passing	0.0
WF*	Withdraw/LOA failing	0.0
I	Withdraw (Subject to completion in following semester)	
T	Transfer (Basic Science)	
R	Course repeated in the subsequent semester (replacing I)	

The course grade earned by a student and assigned by the instructor will be based on an evaluation of the student's mastery of the course objectives. The instructor's grading policy will be published in the course syllabus and approved by the Dean of Basic Sciences, or designee, in advance of the first day of class. A student is responsible for all work missed during an absence and must contact the faculty member for allowed make-up work.

#### A. Grade Point Averages

A student's grade point average (GPA) is determined by dividing the total number of quality points earned by the total number of credit hours for which grades were awarded. The quality points are calculated by multiplying the grade quality points for the grade earned for each course by the number of credit hours associated with course. The term grade point average applies to the work in a given term. A student's overall academic average is stated in a cumulative grade point average (GPA), which is based on all grades and credit hours earned. Cumulative GPA's help determine whether a student is meeting the standards of satisfactory academic progress, eligibility for graduation and academic honours. The GPA may range from 0.00 through 4.00.

## B. Grade Changes

Students may challenge grades in accordance with the Grade Appeals Process as stated in the Student Handbook. All grade challenges must be made prior to the last day of registration of the subsequent semester.

## C. Failing Grade

A student who receives a failing grade "F" in any course must repeat the course and receive a passing grade in order to progress. A course for which an "F" is awarded is included in the term GPA and Cumulative GPA. When the student repeats the course with a passing grade the failing grade "F" will no longer be calculated in the Cumulative GPA. However, the grade of "F" will remain on the transcript.

## D. Incomplete Grade

An incomplete grade "I" signifies that not all required coursework was completed during the term of enrolment. The "I" grade is not calculated into the term GPA or Cumulative GPA at the time it is awarded. Instructors submitting "I" grades must receive approval from the Dean of Basic Sciences, or designee, and documentation of the "I" grade must be placed in the student's academic file. All required coursework must be completed on or prior to the first day of classes of the subsequent semester. Students with incomplete grades will not be permitted to register for the next semester until all requirements have been satisfied. If course requirements are not satisfied by the deadline date, the "I" grade will be changed to an "F". An "I" grade may be assigned only when all of the following conditions are met. The student must:

1. have been making satisfactory progress in the course, as determined by the instructor;
2. be unable to complete some coursework because of unusual circumstances that are deemed acceptable by the Dean of Basic Sciences, or designee; and
3. complete any required documentation prior to final examinations.

## E. Withdrawal Grade

Students will receive a "W" on their transcripts at the time of their withdrawal if withdrew prior to Exam.

Students will receive a "WP" on their transcripts at the time of the withdrawal if withdrew/LOA passing.

Students will receive a "WF" on their transcripts at the time of withdrawal if withdrew/LOA failing.

### **Examination Policy**

All enrolled students who are not on an approved Academic Leave of Absence or on an Emergency Absence or under a physician's care due to brief illness are expected to sit for scheduled examinations. Students who are unable to do so by virtue of a brief illness must present documentation that they were under the care of a physician at the time of the examination. It is the responsibility of the student to report in a timely manner to the Dean, in writing, any illness which may interfere with the student to sit for an examination or any other grading event. In the event the student is ill on the day of the exam, it is their responsibility to immediately contact the Dean and the Course Director in writing, requesting permission to be excused from the exam and to be allowed a makeup exam. If approved, the student must submit within one week of the exam date to the Dean, acceptable documentation from a physician stating the student was too ill to sit for the scheduled examination. Failure to do so may result in an unexcused absence of the exam.

Those students who are on an approved emergency leave of absence or provide documentation of a brief illness may complete a makeup examination. The form of the makeup examination will be at the discretion of the course instructor in consultation with the Dean of Basic Sciences. However, it cannot be the same exam administer at the scheduled time. Students who are unable to sit for a final examination in any course, will receive a grade of incomplete "I" that must be resolved prior to the official registration day for returning students for the following semester.

In the event a student sits for an examination and becomes ill, they should immediately

seek medical attention. It is the student's responsibility to submit to the Dean within one week from the date of the exam, acceptable documentation from a physician stating the student was too ill to sit for the examination(s). If approved by both the Course Coordinator and the Dean, the student may be allowed to retake the examination. The form of the retake examination is at the discretion of the course coordinator in consultation with the Dean, but the retake examination cannot be the same exam the student sat for. Students who need to retake the final exam must do so prior to the official registration day for returning students for the following semester.

Any deviation or exception to the above stated policies requires written consent from the President of the University. Students requesting an examination accommodation must have been approved at the beginning of the semester by the Dean of Student Affairs. This will require an assessment from a qualified, licensed professional stating the nature of the learning disability as well as a recommendation for an accommodation.

## **VII. Faculty Employment Outside the University**

The highest standards of teaching and research demand that faculty should be engaged full time in their employment by the University except in instances where faculty members are hired as part-time. Gaining outside employment requires approval granted in writing from the President. The University holds that there may be benefit to the University and professional gain to the individual in a limited amount of outside work such as consulting and lecturing. Outside employment that is reasonable and does not create a conflict of interest, detract from fulfilment of normal faculty duties and responsibilities, or significantly interfere with delivery of instruction to students may be approved. The University maintains the privilege of reviewing the faculty members' performance if it is deemed to be detrimental to the faculty members teaching responsibilities and where such negative impacts are shown require that the faculty member discontinue the outside employment.

## **VIII. Political Activity**

The Board of Trustees recognizes the importance of participation by individuals in the political, social and economic affairs of the community, state and nation. While the Board respects the deep concern of individual faculty members and students regarding current events and issues, and the committed desire to actively participate in political events, the Board must emphasize the distinction between involvement of an individual and the involvement of an institution. The Board holds that the University must remain outside of the political arena. Changes in the academic calendar, in order to free students, faculty or other employees to engage in political activities, are not allowed. The Board does not think it legitimate or wise for the University to make political commitments.

## **IX. DEPARTMENTS**

The Department Faculties consist of those faculty members giving instruction in the various departments in the University. Each department chair may call a meeting of the department faculty whenever deemed necessary, and must call such a meeting when requested to do so by one-half of the faculty in that department. Each department faculty makes recommendations regarding curriculum and budgets.

### **Departments of the Basic Sciences**

- Department of Anatomy (Anatomy, Histology, Embryology, and Neuroscience)
- Department of Molecular Sciences (Genetics, Cell Biology, and Biochemistry, Microbiology and Immunology).
- Department of Behavioural Science (Behavioural Science, Ethics, Biostatistics)
- Department of Pathology (Pathology I and II, Physiology, Pharmacology)
- Department of Community Medicine (CPS-1, 2, &-3, ICM-1 & 2)
- Department of Medicine and Spirituality
- Department of Research

### **Departments of the Clinical Sciences**

- Department of Internal Medicine
- Department of Obstetrics and Gynaecology
- Department of Paediatrics
- Department of Psychiatry
- Department of Surgery
- Department of Family Medicine

Each department shall be responsible for developing both short- and long-range staffing plans as well as curriculum change recommendations to be submitted to the Dean who will submit these to the Curriculum Committee. The Curriculum Committee will submit recommendations for curriculum changes to the Dean and the Dean to the President who will approve before forwarding to the Board of Trustees for final review and approval.

### **Other Departments**

### Research

The Research Department strives to promote an understanding of the Basic and Clinical Sciences through a research emphasis which supplements didactic medical education. Students and faculty serve as co-investigators on projects designed to enhance the understanding of medical principles which contribute to improving both the quality and delivery of healthcare.

### Information Technology

The University provides a virtual learning community that will integrate medical knowledge and information technology.

## **Department Chairpersons**

### A. Duties of Department Chairpersons

- teaching all or part of a scientific discipline;
- screening and recommending new faculty members;
- evaluating teachers' teaching skills and assisting them to become more effective teachers and researchers;
- making important recommendations in decisions regarding promotions and salary increases.
- Propose, supervise and at times conduct research studies

Chairpersons are at the grass roots in the planning of long-range programs for departmental course offerings, research and staffing patterns. The departmental chairperson calls and transmits requests to the Dean. The chairperson reports directly to the Dean. Any full-time member of the department shall be considered eligible to be chairperson of the department. The Dean has the responsibility to appoint chairpersons

## **X. Committees**

All faculty members are required to participate in one or more university committees. Committee terms as well as selection of committee chairpersons are on a rotational basis and assignment is by the Dean.

Curriculum Committee.

The Curriculum Committee shall be comprised of no less than three members, one serving as the Chairperson. The membership of the Committee will include representatives of both the Basic Science and preclinical sciences fifth semester. The Curriculum Committee's primary responsibility is to review the basic sciences plus the preclinical fifth semester curriculum to ensure that its design and delivery promotes the University's mission. The Curriculum Committee should meet monthly but no less than twice in a semester. The minutes of the meetings are to be kept in a Curriculum Committee notebook which would be housed in the office of the Dean. The Curriculum Committee Chairperson reports the recommendations for addition, deletions, or changes in existing curriculum to the Dean. Other matters of the committee are to determine the breath of the courses, course integration, time allotment, and prerequisite requirements. All decisions of the Committee are in the form of recommendations to the Deans of Basic.

#### Student Promotions Committee.

The Promotions Committee shall be comprised of no less than three members, one being the Chairperson. The Student Promotions Committee is responsible for monitoring the academic performance of each student at least once per semester, usually after the final examinations are finished. Students who fail to perform at Queen's University College of Medicine standards will either be placed on Academic Probation or may be recommended for dismissal from the Basic Science curriculum. The Promotions Committee will make these decisions by following the criteria listed in the Basic Science Student Handbook.

Other responsibilities of the Promotion Committee include:

1. Making recommendations to the Curriculum Committee;
2. Making recommendations to the Dean of Basic Sciences to increase the efficiency of tracking student's academic progress, modifying procedures or guidelines, and implementing the Committee's decisions;
3. Reviewing and approving all course grade reports submitted by the faculty; and
4. Reviewing and approving all changes of grade forms submitted by the faculty

All decisions of the Committee are in the form of recommendations to the Dean of Basic Sciences.

### Student Appeals Committee

The Appeals Committee shall be comprised of no less than three members, one being the Chairperson. The Appeals Committee is responsible for reviewing appeals of grades, dismissal or for placement on Academic Probation. The Committee will make recommendations to the Dean regarding all appeals submitted according to the established guidelines. All decisions of the Committee are in the form of recommendations to the Dean of Basic Sciences.

### Student Disciplinary Committee.

The Disciplinary Committee shall be comprised of no less than three members, one being the Chairperson. The Disciplinary Committee shall contain representatives of the basic and preclinical sciences. The primary responsibility of the Disciplinary Committee is to review all submitted cases by the Dean where inappropriate and unacceptable behaviour have been observed and recorded. Such behaviours include, but are not limited to, cases of ethical violations, moral violations, and drug, verbal, and aggressive abuse. The accused student has the right to present and may have representation if so desired. The minutes of the meetings are to be kept in a Disciplinary Committee notebook which would be housed in the office of the Dean.

Faculty promotions and Retention Committee. The committee, whose membership shall contain no less than three members, will function to ensure fairness to the faculty and contribute to the career advancement and retention of faculty. In addition, the committee will be entrusted in determining the academic rank of incoming new faculty.

### Admissions Committee.

The Admissions Committee with no less than three members will consider all applications from student applicants to the Queen's University College of Medicine for admission to the available programs and decide on the acceptability of the applicants.

Library Information and Technology (LIAT) Committee.

The LIAT Committee shall be comprised of no less than three members, the chairperson being the Head Librarian. The primary responsibility of the Library Committee is to review the hard copy and on line subscriptions of textbooks, reference books and journals. Additionally, this Committee has the responsibility of overseeing the needs and recommendations for additions or deletions of material and physical resources in the library. All decisions of the Committee are in the form of recommendations to the Deans of Basic and Clinical sciences.

USMLE Committee.

The USMLE Committee shall be comprised of no less than three members, the chairperson being the QUCOM-nominated NBME Chief Proctor. The committee will have the responsibility to record the student STEP 1 scores and review and rate the student's proficiency level in contest of each subject taught in Basic Science Department. The committee will also record and review the STEP 2 scores and determine the student's clinical training proficiency. In addition, the committee will plan and conduct tracer studies where each measurable milestone event such as USMLE Step 1, Step 2 or CK results, graduation output, acceptance to residency programs will be recorded and compared against similar data published by other medical schools. The partial or complete tracer data will be published on QUCOM.edu.bb when available. The USMLE Committee will submit the statistically relevant data to appropriate institutions BAC, CAAM-HP and the ECFMG.

## **XI. Meetings**

### Open Meetings

It is the University policy that all meetings of governing bodies, including departments and committee meetings, be open to all active faculty and academic administrative officers, unless the issues under discussion are of a confidential or sensitive nature (exceptions: disciplinary meetings, terminations).

### University Committee Meetings

University committees must have meetings and these minutes must be kept in written form in a committee binder.

## **XII. Personnel**

### Personnel Records

Faculty personnel records are the property of Queen's University. The official designated personnel file is maintained in the Human Resources Department in the U.S. Corporate Offices. Faculty members are encouraged to monitor their personal records and files, and may request such access through the Human Resources Department. Employees maintain the right to read all material placed into his/her personnel file. Proof that an employee has been provided with access to file information is his/her signature on the copy to be filed.

### Salary

The major purpose of the salary policy shall be to compensate the faculty in an equitable manner. Salaries are normally based on service during the academic year, and are usually paid monthly over twelve months.

Salary adjustments shall be made based upon the following criteria: teaching excellence; feedback from students from a faculty evaluation survey; publications; extra-curricular activities; and other criteria where applicable to a particular candidate. Evaluation for salary increases are typically made at the renewal of the contract.

### Payroll Deduction

The University makes payroll deductions for University sponsored health insurance programs. Payment of any applicable income taxes and social security payments are the responsibility of the individual faculty member. Typically, in excess of ninety thousand dollars of salary are considered tax free in the U.S.

### Health Insurance

Faculty and staff members may choose to participate in a medical plan provided by the University with the option of individual or family coverage. The University pays

the employee minimum premium for either option. Premiums for the family coverage are the responsibility of the employee. The determination of existing medical conditions is the responsibility of the insurance carrier.

#### Leave of Absence

Leaves of absence will be granted when they are in the best interest of the University and students. Any leave of absence must be approved in advance by the Dean of Basic Sciences and the President of the University.

#### Travel Authorization and Reimbursement

1. University personnel shall be eligible to receive reimbursement for authorized travel, as provided by the Board.
2. Travel authorization must be in written form approved by either the Basic Sciences Dean or the Clinical Sciences Dean and the Office of the President.
3. Employees may also be reimbursed for pre-approved institutional expenses while on official institutional business. Expenses are submitted on an Expense Reimbursement Form and signed by the appropriate Dean.

#### Sick Leave

Faculty members are granted sick leave up to six days per year without loss of salary, provided arrangements can be made for missed classes to be taught by other members of the department. These days do not accrue cash value and may not be carried beyond the calendar year. Request for Sick Leave forms are available.

#### Vacation

Annual vacation time for full-time faculty may be taken only during semester breaks.

#### Continuing Education

The University administration recognizes the need for professional development of faculty, and will provide leave time and an educational stipend annually for one preapproved meeting or certification program upon completion of one year of service to the school. The amount of educational stipend is set by the President and typically

covers airfare, hotel and participation fee. A request for continuing education form must be completed and approved by the Dean of Basic Sciences and the President prior to approval of leave and stipend.

### Faculty Grievance Procedure

Whenever a faculty member (or members) wishes to make a formal complaint against a member (or members) of the University Faculty or staff, and if redress for this complaint is not covered by the procedures for dismissal or termination, the following procedure shall apply to all grievance matters:

1. From the time of the incident, the faculty member(s) bringing the complaint(s) have one week to submit a formal written and signed complaint against another faculty or staff member to the Department Chairperson. Department Chairs refer the complaint to the Dean of Basic Sciences.
2. The Dean of Basic Sciences shall meet with the individual(s) against whom the complaint has been filed as soon as possible and no later than one week from the receipt of the written and signed complaint.
3. If the individual agrees with the charges, then the Dean and the interested parties will meet to discuss the charges and determine the final disposition of the complaint.
4. If the individual against whom the complaint was filed denies the charges, the Dean shall form an ad hoc Faculty Grievance Committee to hear the charges brought by the complainant. The ad hoc Committee shall be composed of at least three faculty members.
5. If the complainant or the person(s) against whom the complaint is made believe(s) that additional information may be obtained from witnesses, either or both parties to the dispute may name witnesses who will then be called to testify; the committee may limit the number of witnesses, provided that the number is fairly divided between the parties.
6. Information received by the Committee shall be recorded and transcribed.
7. Following the testimony of all pertinent parties and witnesses, the Committee will convene to discuss recommendations and will prepare a statement including all transcribed records and written recommendations to the Dean of Basic Sciences.

8. If the faculty member believes that due process was not met in the final disposition of the complaint(s) against him, he may make a statement in a letter to the Dean of Basic Sciences. The letter should also include the faculty member's understanding of the findings, conclusions and recommendations of the committee. The Dean of Basic Sciences will forward all documents along with his/her recommendations to the Provost and both parties of conflict.
9. The Provost's Office shall then review the original facts of the case, along with the Dean's recommendations to assure that due process was accorded to all of the parties to the complaint.
10. If the Provost finds that the case was accorded due process, the case shall stand as is, and the recommendations of the Dean implemented. If the Provost finds that due process was not followed properly, the case will be referred back to the Dean for further consideration.
11. If the matter cannot be resolved on the Department level, then the Provost forwards the complaint to the President who may discuss it with the Board of Directors and, subsequently, refer it to the Board of Trustees.
12. The decision by the BOT shall be reached within one week after the receiving the documents and shall be final and beyond appeal.

### **XIII. Terminating Members of the Faculty**

#### **Termination of Appointment by a Faculty Member**

A faculty member may terminate an appointment effective at the end of no less than sixty days prior to the end of the semester. Similarly, a 60-day termination notice will be given to faculty. The faculty member may properly request a waiver of this termination notice in case of hardship or in a situation where he or she might be denied substantial professional advancement or other opportunity.

#### **Termination of Faculty Member by the University for Nonrenewal of Contract**

The University will inform the faculty if his or her contract will not be renewed 90 days in advance of the termination. The faculty if not interested in continuing beyond the contract period will also inform 90 days in advance of the intention to leave at the end of the contract.

### **Termination of Faculty Member by the University for Cause**

A faculty member may be dismissed for reasonable cause. Reasonable cause for dismissal of a faculty member shall be:

1. incompetence or dishonesty in teaching or research;
2. neglect of institutional responsibilities;
3. personal conduct involving moral turpitude which substantially impairs the individual's fulfilment of institutional responsibilities;
4. significant or continued violations of Board policy or institutional policy; for violations of institutional policy the faculty member must have been notified in advance in writing by the President or the Dean that violation would constitute grounds for dismissal, or the institutional policy must have provided specifically for dismissal as a possible sanction;
5. physical or mental inability to perform assigned duties.

Prior to a final decision on dismissal, the faculty member may be suspended by the President or assigned to other duties. The faculty member's salary and fringe benefits shall continue during a period of suspension or reassignment, but may be terminated at the conclusion of the dismissal procedures if the final decision affirms the dismissal and finds the grounds for the suspension to have been substantiated.

### **Other Administrative Actions**

If the administration determines that the conduct of the faculty member doesn't constitute grounds for termination or dismissal, but provides reasonable cause for a reprimand, a letter may be placed in the personnel file of the faculty member. Upon written request, the faculty member may have access to the letter to better understand the reasons for the reprimand. Reprimand shall be defined as any disciplinary action taken against a faculty member or any restriction, removal of incentives, limitation, suspension, probation or termination of privileges normally available to faculty. The purpose of a written reprimand is to prevent further abuse of privilege and to encourage correction of problems.

## **XIV. Academic Grievances**

The University's commitment to academic quality and integrity, as well as to academic freedom, rests upon honesty and fairness in all aspects of scholarly endeavour. Faculty must test, grade and review student work in a manner that is fair and reasonable, and students must maintain scholastic honesty beyond reproach. Disputes that arise about honesty and fairness are best resolved through open and sincere communication among all parties, including students, faculty committees and administrators.

### **Definition of Academic Grievance**

"Academic Grievance" is defined as a statement of complaint or accusation by a student relating to instruction that the student believes to be unfair or otherwise detrimental to the educational process. Such issues include method of grading, testing procedures or quality of instruction, or an academic circumstance which is thought by the student to be unfair.

### **Right to Appeal**

A student has the right to appeal any grade given by a course instructor based upon work that is submitted as part of a grade in a course. The appeal process has several stages which 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 grievance is submitted during the semester for course examinations, or at the end of the semester, when the grievance is being made regarding a final grade in a course. The grievance may be resolved at any step in the process in which case no further action is required.

1. For grievances made during the semester:

- a. Submit a Written Petition to the Professor

While a course is in progress, the student or students shall present a written petition to the Professor with the intent to clarify to the professor a course related concern.

- b. Submit a Written Petition to the Department Chairperson

If the concern is not resolved after submitting the concern directly to the faculty member, the student(s) may submit a written petition to the Dean.

2. For appeals made at the end of the semester for a final grade:

In the event that the student believes there is verifiable evidence that prejudicial, arbitrary, or capricious action on the part of the faculty member

has influenced the grade, the student may appeal the grade. The burden of proof that such an unfair influence has affected a grade rests with the student who appeals the grade. Such allegations should be filed in writing with the Chair of the Promotions and Appeals Committee. The Committee recommendation shall be forwarded to the Dean of Basic Sciences who will review the case and render a final which may include denial of the appeal or a recommended method for correcting the prejudicial, arbitrary, or capricious action on the part of the faculty member that influenced the grade.

## **XV. Confidentiality**

Queen's University College of Medicine maintains strict confidentiality and security of records in compliance with the Family Educational Rights and Privacy Act of 1974 (FERPA), the Health Insurance Portability and Accountability Act (HIPAA) and the Gramm-Leach-Bliley Act (GLBA) in the United States, in addition to other laws of employment in Barbados. These laws pertain to the security and privacy of all records that contain information that identifies or could lead to the identification of a student or that could reveal private information concerning an employee or customer.

Employees are authorized access to such private information as a condition of employment to the extent necessary to perform their duties. As an employee/volunteer/ student/third-party administrator of the university, you are required to protect against unauthorized access to such information, ensure the security and privacy of such information, and disclose any anticipated threats or hazards to such information. You must be very careful not to release this information to the public or to other individuals, including but not limited to university employees who have not been authorized or who do not have a legitimate institutional or business need to know. Any questions regarding release of such information to another person should be directed to your supervisor or their designee.

Queen's University defines unauthorized access to be:

1. Access to student, employee or university information not necessary to carry out your job responsibilities.
2. Release of student or employee information to unauthorized internal or external users.

3. Release of additional or excessive student or employee information to an authorized individual/agency than is essential to meeting the stated purpose of an approved request.

Information may not be divulged, copied, released, sold, loaned, reviewed, altered or destroyed except as properly authorized by the appropriate university official within the scope of applicable laws, including record retention schedules and corresponding Internal Governing Policies.

As an employee, you must abide by the rules, regulations, policies and procedures as well as all laws applicable to your position at the university. Queen's University may at any time revoke employee/volunteer/student third-party access, other authorization or other access to confidential information. Additionally, failure to comply with any of the acts, rules, regulations, policies and corresponding procedures may result in disciplinary action, including termination of employment. Criminal or civil penalties may also be imposed, depending upon the nature and severity of the breach of confidentiality.

## **XVI. Faculty Bylaws**

The Bylaws of the Queen's University College of Medicine's Faculty Council (hereinafter, University) define the organization and operational procedures of the faculty. What follows is based on the QUEEN'S UNIVERSITY COLLEGE OF MEDICINE Bylaws and the QUEEN'S UNIVERSITY COLLEGE OF MEDICINE Organization Chart as accepted by the Board of Directors.

Through this organization and these procedures, faculty council policies are formulated. The faculty bylaws are restricted to a description of the processes and procedures related to faculty council participation in the development of policy.

### 1. Queen's University College of Medicine's Organization

#### 1.1. Office of the Dean of Basic Medical Sciences

1.1.1. As provided for and described in the University Bylaws for Academic Governance (2.1), the Dean of the Basic Medical Sciences shall have the authority and responsibility for administration of the University in accordance with the University Bylaws, taking into account the advisory procedures of the approved clinical rotations and departments/divisions within the University.

1.1.2. The faculty shall have shared responsibility with the University Board of Directors for the development of the procedures used in the selection of the Dean. These procedures shall be developed, with the Board of Trustees and the University Board of Directors as it relates to the selection of the Dean of Basic Medical Sciences.

1.1.3.1. The selection of administrative appointees shall be the responsibility of the Dean, who shall consult with the University Board of Directors and the Faculty Council concerning appointment, performance, or replacement of administrative appointees.

1.1.3.2. At intervals, not to exceed five years, the Dean of Basic Medical Sciences shall review the desirability of continuing the appointments of the Associate (and Assistant Deans) by consulting with the University Board of Directors and by consulting with the Associate and Assistant Deans.

1.1.4. The Dean shall notify the chairperson of the University Board of Directors of the delegation of his/her authority in his/her absence.

#### 1.1.5. Dean's Review

1.1.5.1. The Dean is subject to regular review by the Board of Trustees at intervals not to exceed five years.

1.1.5.2. The Board of Trustees shall have shared responsibility with the University Board of Directors to determine procedures for the review of the Dean. All review procedures must conform to the policies of the University.

1.1.5.3. There is no limit on the number of times an individual may continue in the position of Dean.

1.1.5.4. At any time during the term of office, the appointment of the Dean, as Dean, may be terminated either by resignation or by action of the Board of Trustees upon recommendation of the President.

1.1.6. University Bylaws: It is the shared responsibility of the University Board of Directors and the Dean to propose revisions, to bring proposed revisions to faculty for a vote and to publish the University Bylaws.

1.1.7 The Dean shall serve as ex officio member at the Faculty Council Meetings.

1.2.3. The department voting faculty shall have shared responsibility with the Dean(s) for the development of the procedures used in the selection and review of a department chairperson. These procedures shall be developed by the Dean(s) with a committee selected by the department voting faculty.

1.2.4. The chairperson of each department shall be subject to regular review at intervals not to exceed five years.

1.2.5. Department/Division Bylaws The voting faculty of the departments shall have shared responsibility with the department chairperson to adopt and publish department bylaws.

1.2.5.1. The Department/Division Bylaws shall be reviewed by the department at intervals not to exceed five years. It is the responsibility of the department to ensure that the department bylaws are consistent with the university bylaws, which, in cases of conflict, will take precedence over the department bylaws.

## 2. The Faculty

### 2.1. Composition of the Faculty

2.1.1. The regular faculty of the University shall consist of all persons appointed under the rules of tenure to any of the academic units of the University who hold the rank of instructor or above. This does not include those on part-time or fixed term appointments. In addition, the principal administrative officers in each major academic, at each clinical core teaching hospital appointee, or research unit of the University shall be considered members of the faculty.

2.1.1.1. The phrase "appointed under the rules of tenure" does not imply that a person so appointed has tenure, but only that he or she is subject to the rules of tenure. Faculty Council shall direct an ad hoc committee to make recommendations on faculty promotions and tenure.

2.1.1.1. 1 TEACHING: The major determinant should be teaching effectiveness. Individual teaching skills include fund of information, ability to communicate, and dedication to the educational process. Participation in

course planning and evaluation, and use of innovative educational techniques are also important.

2.1.1.1.2 RESEARCH: The candidate should demonstrate independence, creativity, and ability to identify important problems. The significance and quality of the published work and the impact of the work on the candidate's field of study should be major considerations.

2.1.1.1.3 OTHER SCHOLARLY ACTIVITIES: These should constitute an important criterion for appointment and promotion to the rank of full professor. Examples of scholarly activities are: membership on university and national scientific committees, membership on editorial boards, participation in research peer review activities, honors, publication of review articles and books, lectureships, and authorship of scientific book reviews.

2.1.1.1.4 ADMINISTRATIVE ACTIVITIES: Significant contributions to the operation of the department or school through participation in administrative functions should be taken into consideration when evaluating a candidate for promotion.

2.1.1.1.5 Community Services and Healthcare Teaching. As to effectiveness, it is difficult to assess in an objective fashion, particularly in the professional school courses where there is limited opportunity to determine the extent of knowledge acquired by the students and community patients. Evaluation of the quality of the teaching by colleagues on the faculty should be an important factor. Evaluations by present and former QUEEN'S UNIVERSITY COLLEGE OF MEDICINE medical students also should be taken into consideration.

2.1.2. Persons holding the rank of instructor or above, but not appointed under the rules of tenure, shall compose the fixed term faculty.

2.1.3. The honorary faculty shall consist of distinguished lecturers and visiting professors.

## 2.2. Composition of the Voting Faculty

### 2.2.1. Voting Faculty on Internal Matters

On internal matters (those concerning activities within the unit), the voting faculty of the University shall consist of all its regular faculty (as defined in

2.1.1. above) who are engaged in the academic activities of the medical university on a regular basis.

2.2.1.1. Voting privileges may be extended to members of the fixed term faculty and specialists for internal matters... and to approved preceptors and adjunct faculty performing local clinical teaching and clinical core teaching at approved University affiliated teaching hospitals.

2.2.1.2. At the beginning of each spring semester, the Faculty Council (hereinafter, FC) shall provide all faculty with a voting request form that shall consist of your willingness and professional desire to be a faculty voting member.

2.2.1.3. The FC shall review, concur with, and publish the approved list of voting faculty prior to the first faculty meeting.

2.2.1.4. Any faculty member of the university may petition the FC in writing to request a change in voting eligibility.

2.2.1.5. Nonvoting members of the faculty of the university may attend and participate at the meetings of the university, either as part of the general discussion or in debate on a formal motion.

## 2.2.2. Voting Faculty on External Matters

The voting privileges of the faculty members shall be determined in accordance with the University Bylaws for Academic Governance (1.1.2.).

## 2.3. Faculty Meetings

### 2.3.1. Frequency

2.3.1.1. The faculty shall be convened and presided over by the Dean or the Dean's appointed representative during the fall semester of each medical school year.

2.3.1.2. Faculty may be convened at other times as deemed necessary by the Dean or the Dean's appointed representative.

2.3.1.3. Any faculty member may request a meeting of the faculty by submitting a written request to the FC. The FC shall consider the request

and then forward the request, together with its recommendation, to the Dean. A written report of the Dean's decision shall be provided to the originator of the request.

### 2.3.2. Agenda

2.3.2.1. The Dean, assisted by the FC, has the responsibility of preparing the agenda.

2.3.2.2. The time, place, and agenda shall be published and circulated to the faculty at least 5 working days prior to the date of each meeting. Special and emergency meetings may be conducted without this restriction.

2.3.2.3. Any faculty member or committee of the university may request that an item of business be included in the agenda. Such a request shall be submitted in writing to the FC, which shall, in turn, forward the request, together with its recommendation, to the Dean. A written report of the Dean's decision shall be provided to the originator of the request.

2.3.2.4. Once the faculty is convened, every item on the published agenda must be acted on before adjournment. If the agenda is not completed, the meeting may be recessed but must be reconvened within 14 days.

### 2.3.3. Quorum

For purposes of conducting business, a quorum shall consist of 40% of the voting faculty of the university. Passage of any measure shall require a simple majority of those present with the exception of amendments to or revision of these bylaws, which shall require two-thirds of the votes of the entire voting faculty.

### 2.3.4. Referendum

Any member of the faculty, with support of 30% of the voting members in attendance, may call for a mail ballot referendum on a defeated or passed motion. In such cases, the FC shall prepare, distribute, collect, and tally the ballots and shall report the results of the referendum to the faculty.

### 2.3.5. Minutes

Faculty meeting minutes, including an attendance roster of the voting faculty, shall be prepared and provided to each voting faculty member of the university by the dean's office. Such minutes shall be subject to the approval of the faculty at the next faculty meeting.

### 3. University Faculty Organization

3.1. The university shall adhere to the organizational structure and function as described in the University Bylaws for Academic Governance (2.1. and 2.2.).

#### 3.1.1. Faculty Council

3.1.1.1. The FC is intended to serve as an open channel of communication between the university faculty and the dean. It may meet privately with the dean or it may be assembled jointly with chairpersons, directors, Student Government Association, or other committees as the interests of the university require. Its function is to assist the dean in the discharge of the dean's responsibilities by a direct representation of faculty opinion.

3.1.1.2. The FC, as representatives of the faculty, shall have shared responsibility with the University Board of Directors to formulate the specific procedures for selection of the dean.

3.1.1.3. The FC shall supervise the election of the university faculty representatives to the university standing committees for which university representatives are required and may name a replacement in the event a university representative is unable to complete his or her term.

3.1.1.4. The FC shall call for and/or receive the written requests of faculty members for special faculty meetings, consider the requests, and forward them, together with its recommendations thereon, to the Dean. The FC shall also provide the originator of the request with a copy of its recommendation to the Dean (2.3.1.3.).

3.1.1.5. Copies of the FC minutes shall be kept on file in the Dean's office and made available to any member of the faculty on request.

3.1.1.6. The FC shall assist the Dean of Basic Medical Sciences in preparing the university faculty meetings.

3.1.1.7. The FC shall receive written requests from faculty members and committees for the inclusion of items on the agenda for faculty meetings, consider such requests, and forward the request, together with its recommendation thereon, to the dean (2.3.2.3.).

3.1.1.8. The FC shall, in the event that a referendum has been called for, conduct the referendum in the manner specified (2.3.4.).

3.1.1.9. The FC shall, at the beginning of each spring semester, poll all faculty members for the purpose of determining their status with respect to voting privileges (2.2.1.2.).

3.1.1.10. The FC shall, prior to the first faculty meeting of the fall semester, review, concur with, and publish the approved list of voting faculty (2.2.1.3.).

3.1.1.11. The FC shall receive written petitions from those faculty members who may desire a change in their voting status (2.2.1.4.).

### 3.1.2. Election to the Faculty Council (hereinafter known as FC)

3.1.2.1. Any faculty member appointed under the rules of tenure of the university, as well as any fixed-term, ranked faculty member who has served at Queen's University College of Medicine at least two consecutive years, may be nominated by his or her administrative faculty unit for election to the FC. The procedure shall be reviewed by the university faculty at least once every three years.

3.1.2.2. The voting faculty of each department/division/school of the university shall elect a member of that department/division/school to the FC, according to procedures determined by the voting faculty of each department

3.1.2.3. The Student Government Association shall elect a member (in academic good standing) to serve as a member of the FC, with vote, and shall serve as the liaison with the Student Government Association.

3.1.2.4. Voting faculty members of the FC shall be elected during the Spring semester, and shall take office June 5. Members shall be elected for a two-year term. No faculty member may be elected for more than two consecutive terms. Half of the faculty membership of the FC shall be elected each year.

3.1.2.5. The FC shall select from among the university representatives to the University Board of Directors one person to sit with the FC and to serve as its liaison with the University Board of Directors. Additional ex-officio nonvoting members may be added by the FC.

3.1.2.6. The FC shall elect its own officers, to include:

a chairperson,

vice chairperson,

diversity representative,

and secretary

3.1.2.7. In the event that a FC member cannot complete his/her term, the department shall select a replacement to complete the term of office.

3.2. The university shall provide for significant involvement of its students in the decision making processes by which policy is formed as outlined in the University Bylaws for Academic Governance (1.2.3.).

3.3. Committees are encouraged to call on faculty, students, and administrators who have special expertise on matters under consideration, including minorities and women, for the perspective which they may bring to the consideration of many issues. Such individuals are asked to render whatever services are reasonably requested

#### 4. The Standing Committees of the University Faculty

##### 4.1. Nature and Establishment of Standing Committees

4.1.1. A university standing committee is any committee whose function and continuity are so important that the faculty establishes it under that title.

4.1.2. The standing committees of the university are as follows:

Committee on Admissions

Committee on Curriculum,

Committee, Grievance-Disciplinary,

Committee on Promotion and Tenure,

Committee on Research,

Committee on Student Promotion,

#### 4.2. General Rules Governing all Above Committees

##### 4.2.1. Categories of Members of the Above Standing Committees

4.2.1.1. The faculty representatives are elected by the faculty according to 4.2.2. unless otherwise specified elsewhere in these bylaws (Committee on Curriculum, Committee on Research, Committee on Student Promotion, Committee on Research, Committee on Environmental Safety, Committee on Diversity and Grievance, and Committee on Promotion and Tenure).

4.2.1.2. The student representatives are elected by the Student Government Association: student group according to 4.2.3.

4.2.1.3. The Dean's office representative or the dean shall serve on all committees according to 4.2.7, except the university Committee on Promotion and Tenure.

4.2.1.4. A Dean's appointed representative may be added to a committee when considered appropriate according to 4.2.6.

4.2.1.5. A university committee liaison representative may be a member of certain standing committees according to 4.2.8.

4.2.1.6. It shall be the responsibility of the chairpersons of the shared departments, in consultation with the University Board of Directors, to determine their representatives for the Committees on Student Performance, Graduate Study and Research, Graduate Grievance Hearings, and Diversity and Affirmative Action.

##### 4.2.2. Nominations and Elections of Members

4.2.2.1. University committee elections shall be held during the spring semester of each year. Newly elected members shall assume office June 1 and shall serve two years.

4.2.2.2. The elections shall be administered by the FC. During the spring semester, each unit of the university shall be invited to nominate candidates from among the faculty for each university standing committee. Although a faculty member may be nominated for more than one committee position, he or she may not serve concurrently on more than two university standing committees. If the number of eligible members within a unit of the university is less than half of the number of university standing committees, this limitation does not apply. The FC shall report the results of the elections to the faculty.

4.2.2.3. Any faculty member appointed under the rules of tenure of the university, as well as any fixed term faculty, may be nominated by his or her administrative unit for election to a university standing committee.

4.2.2.4. Elected members of standing committees shall be elected by e-mail ballot. In elections with three or more candidates, those receiving the greatest number of votes shall be declared elected.

4.2.2.5. Approximately half of the members of each standing committee shall be elected each year. Members may not serve on a single standing committee for more than two consecutive terms.

4.2.2.6. The mechanism for replacement of a member of a standing committee shall be decided by the chairperson of the committee and the FC in consultation with the dean.

4.2.2.7. The chairperson, vice-chairperson, diversity representative, and secretary of each standing committee shall be elected from and by the membership of that committee, unless otherwise specified in these bylaws (Committee on Admissions and Committee on Discipline and Grievance Action).

4.2.2.8. The discipline representative shall assure that issues of discipline and affirmative action are taken into account in the regular business of that standing committee.

4.2.2.9. Elected chairpersons, vice-chairpersons, diversity representatives, and secretaries shall serve for one year but may be re-elected.

4.2.3. Student (in good standing from MD 5) shall be elected for a one-year term and may be reflected for one additional year. The voting privileges of the student representative shall be determined in accordance with the University Bylaws for Academic Governance (1.2.3)

#### 4.2.4. Minutes and Reports

4.2.4.1. Each committee shall keep minutes of its meetings and shall forward a copy of the minutes to the dean after their approval by the members of the committee. Copies of the minutes of each committee shall be kept on file in the Executive Dean's office and made available to any member of the faculty on request.

4.2.4.2. Each standing and ad hoc committee shall report in writing its annual activities to the faculty. Reports for the previous academic year shall be submitted to the University Board of Directors by September 12. Copies of the report of each committee shall be kept on file in the Executive Dean's office and made available to any member of the faculty on request.

4.2.4.3. Official proposals of a standing committee shall be forwarded to the FC and to the Dean for presentation to the faculty of the university.

#### 4.2.5. Quorum

For purposes of conducting business in standing committee meetings, a quorum shall consist of 50% of the committee.

### 4.3. Committee on Curriculum

4.3.1. The committee shall consist of one representative from each department/division/school selected by the department faculty; and one student from veterinary technology and each of the four professional classes. MD5.

4.3.2. The responsibilities of the committee are to:

4.3.2.1. Serve as a forum for the discussion of curriculum matters.

4.3.2.2. Receive and consider recommendations from faculty or other university committees that relate to curriculum.

4.3.2.3. Recommend to the faculty changes in curriculum policy, programs, and practices related to undergraduate, professional, and lifelong education.

4.3.2.4. Coordinate and evaluate the professional medicine curriculum.

4.3.2.5. Assist in the implementation of approved curriculum changes.

#### 4.4. Committee on Student Admissions

4.4.1. This committee shall consist of nine voting members, six elected faculty members and three members appointed by the Dean (three faculty members and/or an alumnus appointed as an adjunct faculty member), and two non-voting members (the associate Dean of admissions and the Dean's representative).

4.4.2. The responsibilities of this committee shall include PreMed

the formulation, recommendation, and implementation of policies and procedures governing admission and readmission to the university.

4.4.3. The representative from the Dean's office shall serve as the committee secretary and may call meetings of the committee.

#### 4.5. Committee on Student Promotion/ Performance

4.5.1. This committee shall consist of one representative from each department, selected by the department faculty, two representatives from the shared departments, two representatives appointed by the dean (one clinical faculty member and one shared department faculty member).

4.5.2. The responsibilities of this committee shall include the formulation, recommendation, and implementation of policies and procedures governing those aspects of student conduct and performance pertinent to the professional and educational development of the student.

4.5.3. It shall be the responsibility of this committee to adhere to the guidelines set forth by the academic standards document of the university.

Recommendations made by this committee shall be forwarded to the Dean for final action.

#### 4.6. Committee on Research

4.6.1. This committee shall consist of one representative from each department/division, selected by the department, three representatives from the shared departments, and two graduate students currently committee.

4.6.2 The responsibilities of this committee shall be to serve as an advisory committee for the graduate and research programs of the university and to advise the dean on matters related to graduate study and research.

4.6.2.1. A more specific function of the committee shall be to review applications for General Research Support (GRS) grants and make recommendations to the dean. A negative recommendation on an application for a GRS grant shall necessitate a written report from the committee to the originator of the application.

4.6.2.2. The committee shall receive directly from individuals, department chairpersons, and department faculties, matters and proposals relating to graduate and research programs and policies. The committee shall investigate and formulate recommendations on these matters and proposals before they are presented to the FC.

4.6.3.3. The committee shall also suggest and encourage intra- and interuniversity coordination and cooperation as they pertain to research efforts.

4.6.3.4 The committee shall also review and suggest as to whether or not the research proposal meets university IRD compliances.

## **XVII. Faculty Dress Code**

Males:

Dress shirt, pants, and tie. Slacks that are similar to Dockers and other makers of cotton or synthetic material pants, wool pants, flannel pants, and nice looking dress

synthetic pants are acceptable. Conservative shoes and belt. A well-groomed appearance from head to toe.

Females:

Casual dresses and skirts, and skirts that are split at or below the knee are acceptable. Dress and skirt length should be at a length at which you can sit comfortably in public. Casual shirts, dress shirts. Conservative athletic or walking shoes, loafers, clogs, sneakers, flats, dress heels, and leather deck-type shoes are acceptable for work.

**Inappropriate attire for work includes:**

Females

Tank tops; midriff tops; shirts with potentially offensive words, terms, logos, pictures, cartoons, or slogans; halter-tops; tops with bare shoulders; sweatshirts, and t-shirts unless worn under another blouse, shirt, jacket, or dress.

Males:

Slacks or pants include jeans, sweatpants, exercise pants, Bermuda shorts, short shorts, shorts, bib overalls, leggings, and any spandex or other form-fitting pants such as people wear for biking. Shirts with potentially offensive words, terms, logos, pictures, cartoons.

Jewellery, Makeup, Perfume, and Cologne should be in good taste, with limited visible body piercing. Some students may be allergic to the chemicals in perfumes and make-up, so wear these substances with restraint.



## XVIII. Faculty Peer Evaluation Form – Queen's University College of Medicine

**Directions:** Circle the appropriate number based on the code below.

5 – Well above grade level/standard; truly exemplary work going above and beyond expectations

4 – Above average grade level/standard output; a good effort has been given

3 – At grade level/standard; standards have been met at minimum capacity

2 – Slightly below grade level/standard expectations; a stronger effort or remedial efforts and instruction may be needed

1 – Well below grade level/standard expectations; low effort has been given, or remedial instruction is needed, as the content at this point is proving too difficult

**Date of the evaluation:**

**Name of the evaluated faculty:**

**Subject taught:**

**Name of the evaluator:**

### Syllabus

Faculty presents the subject according to the syllabus and learning objectives

5	4	3	2	1
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Faculty presents the subject with expertise

5	4	3	2	1
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Faculty communicates in a clear and concise manner?

5	4	3	2	1
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### Interaction with students

Faculty keeps student interested and participating in a class

5	4	3	2	1
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Faculty addresses the student's question(s) with clarity and understanding?

5	4	3	2	1
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### Personal Presentation

Faculty follows the professional dress code

5	4	3	2	1
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## General Comments

Positive remarks .....

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.....

Problematic areas .....  
.....  
.....  
.....

## Scoring Chart explanation

<b>30</b>	Excellent, no improvement required
<b>24-28</b>	Above average grade, no improvement required
<b>18-27</b>	Standards are met at minimum capacity, discussion with Department Dean required to identify areas of improvement
<b>12 - 17</b>	Below standard expectation; discussion with Dean required to identify areas of improvement
<b>6-10</b>	Well below standard expectation; discussion with Dean required to identify areas of improvement, and discussion with the Promotions Committee is required to set the timeline for improvement

## **QUCOM Dress Code:**

**Males:** Dress shirt, pants and tie. Slacks that are similar to Dockers and other makers of cotton or synthetic material pants, wool pants, flannel pants, and nice looking dress synthetic pants are acceptable. Conservative shoes and belt. Well-groomed appearance from head to toe.

Inappropriate slacks or pants include jeans, sweatpants, exercise pants, Bermuda shorts, short shorts, shorts, bib overalls, leggings, and any spandex or other form-fitting pants such as people wear for biking.

**Females:** Casual dresses and skirts, and skirts that are split at or below the knee are acceptable. Dress and skirt length should be at a length at which you can sit comfortably in public. Casual shirts, dress shirts. Conservative athletic or walking shoes, loafers, clogs, sneakers, flats, dress heels, and leather deck-type shoes are acceptable for work.

### **Inappropriate attire for work includes:**

**Females** tank tops; midriff tops; shirts with potentially offensive words, terms, logos, pictures, cartoons, or slogans; halter-tops; tops with bare shoulders; sweatshirts, and t-shirts unless worn under another blouse, shirt, jacket, or dress.

**Males**: slacks or pants include jeans, sweatpants, exercise pants, Bermuda shorts, short shorts, shorts, bib overalls, leggings, and any spandex or other form-fitting pants such as people wear for biking. Shirts with potentially offensive words, terms, logos, pictures, cartoons.

**Jewelry, Makeup, Perfume, and Cologne** should be in good taste, with limited visible body piercing. Some students may be allergic to the chemicals in perfumes and make-up, so wear these substances with restraint.

<b>Score given in this review</b>	
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## XIX. QUCOM structure & reporting

