Frontier Medical & Dental College, Abbottabad
P. O. Public School, Abbottabad.
Tel: 0992-406601-03; 0992-406506; Email: Info@fmc.edu.pk

CODE OF CONDUCT FOR FACULTY AND STAFF

All College personnel regulations and policies shall apply to all employees. It is the intent of this Code of Conduct to build community, to protect academic freedom, to help preserve the highest standards of teaching, to create a supportive environment, and to advance the vision and mission of Frontier Medical and dental college Abbottabad. The Code underscores the principle of respect for academic colleagues, for individual disciplines, and for the College. Academic colleagues include all College faculty and staff.
Although no set of rules or professional code can either guarantee or take the place of an individual's personal integrity, a written code of ethics may serve as a reminder of the variety of obligations and responsibilities assumed by all members of the College community.

Obligations and Responsibilities to Academic Colleagues
• To strive to work together in an atmosphere of mutual respect and fairness, taking into account the diversity of our community.
• To show courtesy and respect for the professional opinions and aspirations of others in all interactions and communications.
• To strive to be objective and unbiased during professional judgment of colleagues.
• To be responsible for our own behavior, fully accountable for our actions, and to conduct ourselves with integrity, dignity, and restraint.
• To represent ourselves honestly in all interactions, intellectual activities, communications, and correspondence.
• To be cognizant of the power differences that may exist in our interactions with academic colleagues and particularly considerate to those who occupy positions of lesser power.

- Faculty and staff will conscientiously maintain the highest standards of professional conduct and will act in a manner that will contribute positively to the overall vision and mission of the College.

Non-Discrimination
Faculty will not refuse to participate in the care of a person based on race, religion, ethnicity, socioeconomic status, gender, age, or sexual preference.
Clinical faculty will treat all patients, faculty, staff, classmates, medical specialties, and health care team members with respect and consideration without regard to gender, age, race, religion, ethnicity, class, or sexual orientation.

Confidentiality

- The patient's right to the confidentiality of his or her medical information is fundamental.

- The discussion of a patient and the handling of their medical record shall not violate their confidence.
- Clinical faculty will be aware of hospital policy with respect to the handling of medical records.

Professional Demeanor
The Clinical faculty should be thoughtful and professional when interacting with patients and their families, faculty, and colleagues. Inappropriate behavior includes, but is not limited to, the use of offensive language, gestures, or remarks with sexual overtones. They must dress in accordance with hospital policy when interacting with inpatients, out-patients (including standardized patients), and Students when in a clinical setting.

Integrity
Clinical faculty is expected to demonstrate honesty and integrity in all aspects of their teaching and in their interactions with patients, staff, faculty, and colleagues. They will not cheat, plagiarize, or assist others in the commission of such acts. They must ensure the accuracy and completeness of his or her part of the medical record, and must make a good-faith effort to provide the best possible patient care. They must seek consultation and exercise referral whenever they are unsure of their level of knowledge and/or experience. They must be willing to admit errors, and not knowingly mislead others or promote himself or herself at the expense of a colleague or patient. They are encouraged to report any breach of the guidelines stated in this code of conduct by other faculty members through the appropriate channels. They must understand the protocols for such reports.

Conflict of Interest
When a conflict of interest arises, the welfare of the patient must at all times be paramount. Clinical faculty may challenge or refuse to comply with a directive if its implementation would be contrary to his or her own ethical principles, or exceeds their level of knowledge and/or experience, when such action does not compromise patient welfare.

Sexual Misconduct & Harassment
The Clinical faculty will not engage in romantic, sexual or other non-professional relationships with a student, a patient or a patient's family (even at the request of the patient or family member) while they are involved with the patient's care. They are not expected to tolerate inappropriate sexual behavior on the part of their colleagues, staff, students and other medical personnel, or patients. Clinical faculty is encouraged to report inappropriate sexual behavior on the part of colleagues, staff, students and other medical personnel, or patient or their family members to the appropriate authorities as sexual harassment (includes sexual advances, sexual solicitation, requests for sexual favors, and other verbal or physical conduct of a sexual nature).

Impairment
The faculty/staff will not use alcohol or drugs especially on the college campus. It is the responsibility of every member to protect the public from an impaired colleague, and to attempt to assist a colleague who is impaired to receive the appropriate intervention.

Criticism of Colleagues
It is unethical and harmful for a faculty to disparage, without good evidence, the professional competence, knowledge, qualifications, or services of a colleague, to a review (judicial) body, staff, students, or a patient. It is also unethical to imply in word, gesture, or deed that a patient has been poorly managed, or mistreated by a colleague, without demonstrable evidence.

Professional relations among all members of the medical community should be marked with civility. Thus, scholarly contributions should be acknowledged, slanderous comments and acts should be avoided, and each person should recognize and facilitate the contributions of others to the community. The faculty and staff will deal with all members of the health team in a co-operative and considerate manner.

Research

Research conducted by faculty should follow all the guidelines provided by the college research and ethical committee.

Evaluation

Faculty should seek feedback and actively participate in the process of evaluating both themselves and their peers, course content/curriculum, teaching/learning methods and students. They are expected to respond to constructive criticism by appropriate modification. When evaluating peer and student performance, they are encouraged to provide prompt, constructive comments. Evaluations may not include offensive language or personal attacks, and should maintain the same considerate, professional tone expected of professional medical college faculty and staff.

Policy on Substance Abuse
(including alcohol, prescription and non-prescription/street drugs)

Faculty and staff are strictly prohibited to use any illegal drugs and alcohol and strictly abide by the laws of Pakistan in this regard. They are responsible for recognizing and addressing any personal issues concerning substance abuse. It is important that they understand that their behavior in public reflects on both the medical profession at large and Frontier medical and dental college/Shaheena Jameel Teaching Hospital Abbottabad and they are encouraged to take this into account at all times (inside and outside of college/hospital premises).

Policy on Illegal Drugs

The unlawful possession, use, or distribution of drugs or alcohol by any faculty or staff member is strictly prohibited.

Teaching and Learning

a) Behavior: Faculty and staff will not engage in behavior that interferes with the learning environment. This includes any behavior which disrupts the learning environment, or distracts students or other faculty members. They should be particularly mindful to avoid those behaviors that have been identified as disruptive by college in advance.

b) Disclosure: In general, full disclosure is a fundamental ethical requirement. The patient must be well informed to make health care decisions and work intelligently in partnership with the medical team. Every effort should be made to ensure that information the patient needs for decision making is presented in terms the patient can understand. If, for some reason, the patient is unable to comprehend, there should be full disclosure to the patient's authorized representatives.

c) Informed Consent: Clinical faculty should understand the importance of the obligation to obtain informed consent from patients as it is the physician's responsibility to ensure that the patient, or his/her surrogate, be appropriately informed as to the nature of the patient's medical condition, the objectives of proposed treatment alternatives, and risks involved. The physician's presentation should be understandable and unbiased. The patient's or surrogate's concurrence must be obtained without coercion.

Conduct Outside of College/ Hospital

Faculty and staff recognize that their behavior reflects on themselves, the college, and the medical profession, whether they are in college or outside it. When representing FM&DC and SJTH Abbottabad, faculty and staff are expected to conduct themselves according to this code of conduct.

ANTI-DISCRIMINATION AND ANTI-HARASSMENT REGULATION

Unlawful discrimination or harassment based upon an individual's race, color, religion, sex, national origin, age, disability, economic status, marital status and sexual orientation etc. is prohibited. This policy applies to all FM&DC and SJTH students, employees, employers, faculty, and staff.

Discriminatory conduct in the form of sexual misconduct/sexual harassment is also prohibited, and procedures for processing and investigating claims of sexual misconduct/sexual harassment by any college employee will be processed in accordance with college harassment policy.

CONSENSUAL RELATIONS

The College is committed to maintaining learning and work environments as free as possible from conflicts of interest, exploitation, and favoritism. This policy seeks to ensure that each member of FM&DC is treated with dignity.

General Considerations. FM&DC and SJTH are committed to providing and maintaining a working and learning environment that is fulfilling and equitable for all members of the college and hospital community including students, faculty, patients and staff thus all community members are to conduct themselves in an ethical manner in their interactions and relationships with each other.

1. Relationships between students, faculty, and staff must be based on integrity, respect, and trust. Any amorous or sexual relationships between college/hospital member that call these principles into question interfere with the College's academic mission.
2. Amorous or sexual relationships between individuals of unequal power (e.g., between a supervisor and an employee, faculty member and student, or staff member and student) where the person of real or perceived greater power directly supervises or has the ability to impact either the employment or education of the other, have the potential of resulting in, or causing the appearance of, the following: A conflict of interest

    i. An abuse of power or trust.

    ii. A conflict of interest.

    iii. The perception of favoritism, bias, or unfair treatment.

    iv. The perception or allegations that the relationship was the result of coercion or exploitation.

    v. Allegations of sexual harassment either during the relationship or after it ceases

    vi. Other allegations of inappropriate conduct.

DIVERSITY AND INCLUSION

FM&DC strives to promote diversity and inclusiveness in the curriculum we deliver and through our efforts to recruit a diverse and inclusive body of students, faculty, and staff. A diverse and inclusive community will support the College's values and mission as a community-based medical school to advance the health and well-being of our community by training future generations of humanistic clinicians and scientists and translating discovery to patient-centered care.

To achieve this mission, the College has created programs and policies to promote the racial, ethnic, and cultural diversity as well as the cognitive diversity of its students, faculty, and staff. Specifically, we at the FM&DC believe that what constitutes diversity goes beyond gender, race, and ethnicity but also includes diversity of experiences, thoughts, and perspectives of our students, faculty, and we value diversity and inclusion as a driving force for achieving excellence and innovation in academic medicine.

DRESS CODE

As representatives of the College, administrative staff and faculty members ***who have contact with medical students, patients, and the public*** are expected to dress in a manner consistent with a professional atmosphere. The dress code is enforced by the Department Chairs and/or the appropriate supervisor.

FACULTY ABSENCES FROM INSTRUCTIONAL RESPONSIBILITIES

Absences and repeated tardiness from any educational, classroom or clinical teaching activity must be handled in a professional manner and whenever possible require prior notification. Faculty absences and tardiness negatively impact other faculty, staff, students, and trainees, who are relying on faculty to be present, and impede the successful delivery of the curriculum. Absences may be unanticipated or anticipated. The primary difference between an "anticipated" and "unanticipated" absence is the realistic ability/inability to foresee the absence prior to the event. In the case of an unanticipated or emergent absence, faculty are expected to text, email, and/or call the designated department head as soon as they are reasonably able who shall be forwarding the request to Dean/vice principal. All requests for anticipated absences from teaching responsibilities for or at the College must be submitted in writing by email to the designated department head and The Dean/VP as soon as possible but at least one week in advance. The email should specify the dates for the anticipated absence, as well as the reason the session(s) will be missed along with a potential faculty member who shall be performing the duties in place of the absentee.

Any faculty member may not cancel classes; in the event that extraordinary circumstances require a faculty member to miss a scheduled class or instructional duties, the designated Department Head should be notified and arrangements must be made to make up for the lost class time. Faculty must adhere to all College policies applicable to faculty leaves and absences.

Failure to comply with College policy, and failure to appropriately notify the designated head of departments for an anticipated absence, as well as other undocumented or unapproved absences and/or repeated tardiness from any teaching responsibility, may result in warning (verbal or written) followed by termination of employment or other disciplinary actions by the College.

OFFICE HOURS

Faculty-student interaction outside of the classroom is an extremely important part of the instructional assignment, allowing mentoring, student growth, and individualized learning plans. Faculty, therefore, must be available specifically for students to discuss class

performance, academic advising, academic course and program selection, and career counseling. It is incumbent that all faculty involved with student instruction make clear to students their availability for such interactions, the best times (if known), and the preferred way of making contact. This information should be made available early in the teaching interaction and frequently during prolonged course work.

PROCESS FOR MEMBERS OF THE COLLEGE TO RESOLVE AND/OR REPORT ALLEGATIONS OF FACULTY OR STAFF MISCONDUCT

Allegations involving discrimination or harassment of a protected class must be reported to the Disciplinary committee and/or Harassment committee. Any supervisory employee who receives a report, observes, and/or learns of an alleged violation of this Regulation has an absolute and unqualified duty to immediately report the conduct to the College Dean and Executive Director.

Allegations involving an unresolved dispute regarding the terms and conditions of employment may be resolved by informal resolution between the faculty or staff member and his/her supervisor. If the issue cannot be satisfactorily resolved by informal resolution, the employee may file a grievance and submit to department of Human resources within seven days following the act giving rise to the grievance. Having said that, however, any job-related problems should be resolved, whenever possible, before the filing of a grievance.

A grievance committee shall first, carefully examine the circumstances of the incident which occurred. Discuss the event with someone else who witnessed it, or with another colleague or individual whose judgment is trusted. Often, concerns can be resolved informally or through consultation.

Ideally, concerns should be addressed within the College and through informal one-on-one resolution. In all cases, faculty and staff retain the right to report concerns directly to the College Executive Director, if a matter is not promptly or satisfactorily addressed within the College.

SOCIAL MEDIA

The administration of FM&DC recognizes that social media websites and applications, including but not limited to Facebook, Instagram, Snapchat, Tumblr, Twitter, Pinterest, LinkedIn, and YouTube are an important and timely means of communication. However, faculty, staff, employees, residents, fellows, volunteers, and students should be aware that posting certain information may be illegal or unprofessional. Violation of existing statutes and administrative regulations may expose the offender to criminal and civil liability, and the punishment for violations may include fines and imprisonment. Offenders also may be subject to adverse employment actions, disciplinary sanctions, and/or academic actions that may include, but not be limited to, a verbal or written reprimand, probation, suspension, or dismissal from employment, school, and/or resident training. All member of FM&DC and SJTH community must be aware of the following:

- In your professional role as a caregiver, you may not disclose the personal health information of other individuals. Removal of an individual's name does not necessarily constitute proper de-identification of protected health information. Inclusion of data such as age, gender, race, diagnosis, date of evaluation, or type of treatment or the use of a highly specific medical photograph (such as a before/after photograph of a patient having surgery or a photograph of a patient from a medical outreach trip) may still allow the reader to recognize the identity of a specific individual, and therefore is prohibited.
- You may not disclose private (protected) academic information of another student or trainee. Such information might include, but is not limited to: course or clerkship grades,

narrative evaluations, examination scores, or adverse academic actions.

- For students, sharing PBL information within a class is acceptable, but sharing material between classes or outside college is not as it would defeat the purpose of problem-based learning if the learning objectives, study materials, etc. were available to students encountering cases for the first time. Therefore, the use of Facebook or other social media sites by students for any PBL materials is strictly prohibited. All postings for PBL are limited to established practices and tools set by PBL coordinators and the Department of Medical Education (DME).
- In posting information on social media sites, you may not present yourself as an official representative or spokesperson for this College, unless authorized to do so by the Dean, Executive Director or CEO of the College, respectively.
- You may not represent yourself as another person, real or fictitious, or otherwise attempt to obscure your identity as a means to circumvent the provisions of this policy.
- You must respect limited personal use permissions, when applicable, and may not utilize websites and/or applications in a manner that interferes with your official work and/or academic commitments. That is, do not consume university, hospital, or clinic technology resources with personal use when others need access for patient or business-related matters. Moreover, do not delay completion of assigned clinical responsibilities in order to engage in social media activities. In addition to the absolute prohibitions listed above, the actions listed below are strongly discouraged. Violations of these suggested guidelines may be considered unprofessional behavior and may be the basis for employment and/or academic disciplinary action.

Engaging in the following activities (or similar conduct) by faculty, staff, employees, residents, fellows, students, and volunteers in the College may result in employment and/or academic disciplinary action:

- Display of language or photographs that imply disrespect for any individual or group because of age, race, gender, ethnicity, sexual orientation, or other legally protected status.
- Presentation of personal photographs or photographs of others that may reasonably be interpreted as condoning irresponsible use of alcohol, substance abuse, or sexual promiscuity.
- Posting of potentially inflammatory or unflattering material on another individual's website or "tagging" another individual in an inflammatory or unflattering demeanor using a blog, social media, or other web service.
- Fraternization between faculty staff, employees, residents, fellows, students, and volunteers in an inappropriate manner of a personal nature, in violation of the FM&DC policy on Consensual Relations.

Finally, although once-posted information can be removed from the original social media site, exported information cannot be recovered. Any digital exposure can "live on" beyond its removal from the original website or social media service and continue to circulate in other venues. Therefore, think carefully before you post any information which may negatively impact your standing with the College or future employers. Always be respectful, and professional in your actions.

STUDENT MISTREATMENT

I. GOALS OF POLICY

1. To define standards of conduct among all members of the FM&DC community generally, and specifically within the teacher/learner relationship.

2. To specify a procedure for reporting potential student mistreatment or abuse.

3. To create an administrative mechanism for handling alleged incidents of mistreatment or abuse.

4. To develop a monitoring system to identify individuals or departments whose abusive behavior persists despite intervention.

5. This policy shall supplement existing University policies or regulations which otherwise might apply to situations addressed herein.

II. PREAMBLE

FM&DC is committed to providing and maintaining a positive environment for study and training, in which individuals are judged solely on relevant factors such as ability and performance, and can pursue their educational and professional activities in an atmosphere that is humane, respectful, and safe.

Our students are exceptionally talented individuals, dedicated to becoming outstanding physicians, who have selected this medical school for their training. Effective learning is possible only in an environment where students can trust their teachers to treat them fairly and with respect. The teacher may be a faculty member, resident, student, or other member of the health care team. One manner in which the teacher/learner relationship is unique is that students are vulnerable, depending on many of their teachers for evaluations and recommendations. In addition, medical education includes mastering not just pathophysiology but also the essentials of professional behavior. Students learn professional behavior primarily by observing the actions of their teacher role models. Unprofessional, disrespectful, or abusive behavior by teachers is antithetical to standards of professional conduct that medical students are expected to master. These behaviors by teachers may also be self-perpetuating, as students come to believe that such behavior is appropriate when they assume the role of teacher.

III. RESPONSIBILITIES OF TEACHERS AND LEARNERS

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

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

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

COMMITMENTS OF FACULTY

- We pledge our utmost effort to ensure that all components of the educational program for students and residents are of high quality.
- As mentors for our student and resident colleagues, we maintain high professional standards in all of our interactions with patients, colleagues, and staff.
- We respect all students and residents as individuals, without regard to gender, race, national origin, religion, or sexual orientation; we will not tolerate anyone who manifests disrespect or who expresses biased attitudes towards any student or resident.
- We pledge that students and residents will have sufficient time to fulfill personal and family obligations, to enjoy recreational activities, and to obtain adequate rest; we

monitor and, when necessary, reduce the time required to fulfill educational objectives, including time required for "call" on clinical rotations, to ensure students' and residents' well-being.

- In nurturing both the intellectual and the personal development of students and residents, we celebrate expressions of professional attitudes and behaviors, as well as achievement of academic excellence.
- We do not tolerate any abuse or exploitation of students or residents.
- We encourage any student or resident who experiences mistreatment or who witnesses unprofessional behavior to report the facts immediately to appropriate faculty or staff; we treat all such reports as confidential and do not tolerate reprisals or retaliations of any kind.

COMMITMENTS OF STUDENTS AND RESIDENTS

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

IV. UNPROFESSIONAL AND ABUSIVE BEHAVIORS

The responsibilities of teachers and students listed above constitute examples of respectful and professional behaviors. These are our standards. Mistreatment of students can occur in a variety of forms and may seriously impair learning. Types of abuse include verbal, power, ethnic, physical, and sexual harassment. Examples of mistreatment of students include, but are not limited to repeated instances or single egregious instances of:

- Yelling of shouting on a student in public or private
- Criticism or other actions that reasonably can be interpreted as demeaning or humiliating
- Assigning duties as punishment rather than for education.
- Unwarranted exclusion from learning opportunities.
- Threats to fail, give lower grades, or give a poor evaluation for inappropriate reasons.
- Asking students to perform personal chores
- Unwelcome repeated sexual comments, jokes, innuendos, or taunting remarks about one's body, attire, age, gender, ethnicity, sexual orientation, or marital status
- Comments about stereotypical behavior or ethnic jokes
- Intentional physical contact such as pushing, shoving, slapping, hitting, tripping, throwing objects at, or aggressive violation of personal space

V. WHAT TO DO IF YOU BELIEVE THAT YOU HAVE BEEN ABUSED OR MISTREATED

First, carefully examine the circumstances of the incident or incidents which occurred. Discuss the event with someone else who witnessed it, or with another student or individual whose judgment you trust. Do they come under the behaviors listed in Section IV above? If so, there are three processes available for addressing the incident – informal resolution, consultation, and formal complaint. Often, concerns can be resolved informally or through consultation. If the matter is not satisfactorily resolved through the informal resolution or consultation process, then the person who made the allegation of mistreatment (whether a medical student or otherwise) or the person against whom the allegation was made may initiate a formal complaint. The goal of these processes is to foster your educational experience by minimizing behaviors which detract from it.

INFORMAL RESOLUTION - You may do this by directly approaching the person whom you feel mistreated you and expressing your concern.

CONSULTATION - Meet with your course/clerkship director or head of department and describe what happened. If the course director or HOD takes action to settle the complaint, he/she will submit a written report of these actions to the Director/in charge for Student Affairs and Admissions. If you are not satisfied with your interaction with the course/clerkship director, or do not feel comfortable approaching him/her, meet with the Director/in charge Student Affairs and Admissions.

FORMAL COMPLAINT - You can make a formal complaint in writing to the Director/in charge Student Affairs and Admissions with a copy to College Dean and executive director.

VI. PROCEDURE FOR HANDLING COMPLAINTS OF STUDENT ABUSE

The Director/in charge Student Affairs and Admissions will be responsible for hearing complaints of student abuse or mistreatment which are not settled through the informal resolution or consultation process. He/she will be responsible for reviewing the complaint and obtaining additional information. If the initial review discloses that the complaint warrants further review, he/she will convene an ad hoc committee to hold a hearing. The person against whom the complaint is made will be notified in writing of the complaint and the policy for handling such complaints, and both parties will be invited to attend and participate in the hearing. A copy of the notification will be sent to such person's department head (for faculty), supervisor (for employees), or training program director (for residents/House officers).

If, however, the initial review discloses that the complaint has no merit, the Director/in charge Student Affairs and Admissions will dismiss it. The student will be notified and may appeal to the College Dean and Executive Director.

The ad hoc committee will meet to review the facts of the complaint and may receive written or oral testimony from both parties. All materials will be held confidential by the committee. The person against whom the complaint is made may attend the hearing and will be provided the opportunity to rebut the complaint. The chair of the ad hoc committee will submit a written report of the committee's findings to the Director/in charge for Student Affairs and Admissions who will in turn will notify the person against whom the complaint is made and the student in writing of the findings. The department head, supervisor, or program director will also be notified (see above) and will be responsible for determining disciplinary actions. The Director/in charge Student Affairs and Admissions will be notified in writing of any disciplinary action taken. Record of the proceedings will be kept by the Director/in charge for Student Affairs and Admissions. All complaints of student abuse or mistreatment brought to the Director/in charge for Student Affairs and Admissions will be cross-checked to determine if the person against whom the complaint is made has been cited previously.

In the event that an allegation of abuse or mistreatment is made against an individual at an affiliated clinical site, the Director/in charge for Student Affairs and Admissions will meet directly with the student and officials at such site to address and remediate the situation. In the interim, provisions will be made to reassign or remove the student from interaction with the person against whom the complaint is made.

VII. APPEALS PROCESS

If either the student or the person against whom the complaint is made wants to appeal the decision of the Committee or the Director/in charge Student Affairs and Admissions, a written appeal must be submitted to the Dean of the College of Medicine within 5 days of notification of the decision. The Dean or his designee will conduct an appeal review by examining the facts gathered during the process as well as any new facts offered by either party for consideration. The Dean or designee will notify the parties in writing of his/her final decision.

Issued by: Miss Ume Ummara
HR Manager, FM&DC.