BYLAWS OF
THE CURRICULUM COMMITTEE
OF
THE DOCTOR OF MEDICINE PROGRAM
OF
DUKE UNIVERSITY SCHOOL OF MEDICINE

ARTICLE I NAME, PURPOSE, AND RESPONSIBILITIES

Section 1. Name. The name of the formally constituted medical school curriculum committee of the Doctor of Medicine program (“M.D. Program”) at the Duke University School of Medicine (“School of Medicine”) shall be the Doctor of Medicine Curriculum Committee of Duke University School of Medicine, hereafter referred to as the “Curriculum Committee”.

Section 2. Purpose. The mission of the M.D. Program at the School of Medicine is to prepare a diverse student body to pursue a spectrum of medical career options in order to become physician leaders who can advance biomedical research and improve local, national, and global health.

The general goals of the educational program are to ensure that students:
• Acquire an understanding of core basic and clinical science knowledge
• Develop the clinical skills to care for diverse patient populations
• Explore how scientific investigation transforms medical knowledge and clinical care
• Demonstrate creativity, leadership, scholarship, and teamwork
• Direct and practice respectful patient-centered care
• Display professional, ethical, and humanistic behaviors
• Build the skills necessary to be a life-long learner

The mission of the Curriculum Committee is to assure an excellent, coordinated, and integrated course of instruction for the preparation of future physicians. The Curriculum Committee is responsible for making decisions about the curriculum of the M.D. Program. The Committee serves as an independent body in making curricular decisions for the educational program and does not report to Duke SOM or Health Systems leadership.

Section 3. Responsibilities.
A. **General Authority.** The Committee’s responsibilities include, but are not limited to, the following:

1. Oversee and set policy for the overall design, management, integration, evaluation, and enhancement of the M.D. Program curriculum.
2. Assure compliance with accreditation standards set forth by the Liaison Committee for Medical Education (LCME) of the Association of American Medical Colleges (AAMC) and the American Medical Association (AMA).
3. Conduct continuous quality improvement around the LCME standards and elements.
4. Review and approve proposed new courses and substantive changes to existing courses (e.g., length of course, number of credits awarded).
   a. The standard course application process includes the following:
      i. Submission of completed course application form to the Registrar’s Office.
      ii. Review of the course application form by the appropriate subcommittee of the Curriculum Committee subcommittee; additional information/clarification sought as appropriate.
      iii. Review of course application by the Comprehensive Administration Group (CAG); additional information/clarification sought as appropriate.
      iv. Presentation of course application by course director to the Curriculum Committee; answer questions.
5. Receive, review, and approve reports emanating from standing subcommittees and ad hoc task forces reporting to the Curriculum Committee. See Articles IV and V for description/responsibilities of subcommittees and ad hoc task forces.
6. Conduct annual reviews of required courses and phases through the Comprehensive Curriculum Oversight Plan. Overview of the plan is as follows. Please see Appendix B for sample schedule per required course and phase.
   a. Data Reporting
      i. Assessment Office presents data via dashboards, reports, and presentations to CC subcommittees (Datapalooza)
      ii. Sent to Course Directors.
   b. Course Director Review
      i. CD review their data.
      ii. Survey 1 – CD documents strengths, gaps, goals, follow-up from prior year’s goals.
      iii. Survey 2 sent to Assistant Dean and student representative.
   c. Assistant Dean Review
      i. AD reviews the data and Survey 1
      ii. Survey 2 – AD documents their feedback on Survey 1.
      iii. Survey 2 results sent to ADAE and ADCA.
   d. Subcommittee Review
      i. AD presents each course strengths, gaps, goals, and follow up
      ii. Subcommittee assesses phase-level strengths, gaps, goals, and follow up
      iii. Peer review
iv. Survey 3 - AD documents above via survey similar to Survey 1

e. Curriculum Committee preparatory work
   i. Data summaries, Survey 1 and 2 reports sent to CC ahead of time
   ii. CC members assigned to review one course’s materials
   iii. Expectation to review assigned course materials
   iv. Focus on plans

f. Curriculum Committee Review
   i. Break-out groups per course to discuss reports
   ii. Large group report out with feedback per course
   iii. Feedback incorporated by CDs into course plans via ADs and ADCA
   iv. Phase level presentation by ADs
   v. Feedback incorporated by AD and ADCA

7. Following the Comprehensive Curriculum Oversight Plan, the CC will vote on recommended changes, and monitor implementation of recommended changes as above.

8. Monitor and revise as necessary the educational objectives of the program leading to the M.D. degree.
   a. Courses review linkages to Program-Level Objectives as part of annual course review process as above (CCOP)
   b. Any recommendation for updates is presented and approved by the CC
   c. Program-level objectives are reviewed as part of every 3-5 year comprehensive review cycle

9. Commission ad-hoc task forces as needed (e.g., to review AAMC Graduation Questionnaire data and issue recommendations for changes to the educational program). See Article V for description/responsibilities of ad hoc task forces.

10. Recommend enhancements to the M.D. Program.

11. Approve any grant proposal that may affect curricular content, methods, or scheduled curricular time.

12. Maintain the confidentiality of information reviewed and discussed in meetings and in the conduct of processes related to the Curriculum Committee.

Alone or in collaboration with other committees, the Curriculum Committee may make recommendations to appropriate administrative bodies regarding:
1. Admissions policy and technical standards
2. Student progress policy
3. Graduation policy
4. Other curricular issues and decisions deemed sufficiently important by committee members to warrant attention by the faculty-at-large.

B. Final Responsibility for the Curriculum. The Curriculum Committee serves as an independent body in making curricular decisions for the M.D. Program and does not report to the Duke University School of Medicine or Duke University Health Systems leadership.

ARTICLE II   APPOINTMENTS, ROLES, COMPOSITION, TERMS, AND RESIGNATION
Section 1. **Appointments.** The Vice Dean of Education is appointed by the Dean of the School of Medicine. The Associate Dean for Curricular Affairs is appointed by the Dean of the School of Medicine. The Dean may delegate the responsibility of choosing an Associate Dean to the Vice Dean for Education. Both the position of Vice Dean and Associate Dean are required positions of the School of Medicine. The Vice Dean and Associate Dean will provide guidance and leadership to the Curriculum Committee and its subcommittees. The Vice Dean serves as Chair of the Curriculum Committee; the Associate Dean serves as Vice Chair of the Curriculum Committee.

At-large members of the Curriculum Committee are invited to self-nominate or are nominated through an open call for applications to all faculty in the School of Medicine. The Associate Dean and Curriculum Committee leadership review all applications and select at-large members based on their skill set, experience, diversity (including professional and personal characteristics), and needs of the committee. Voting faculty representatives and *ex officio* members are selected by the Vice Dean for Education based on their education roles in the program. Voting student members are elected by their peers from each year of the M.D. Program.

Section 2. **Roles.** The Chair shall preside over Curriculum Committee meetings. In the absence of the Chair, the Chair’s designee shall preside. The Chair shall be familiar with basic procedures governing conduct of meetings as described in Robert’s Rules of Order Simplified and Applied. Additional duties of the Chair include attendance at course and clerkship directors’ meetings; attendance at education task force meetings; overseeing correspondence arising out of Curriculum Committee business; and representing the Curriculum Committee as needed at other medical school proceedings. These functions of the Chair may be delegated to a designee.

It is the responsibility of each member of the Curriculum Committee to participate in carrying out the mission of the Committee as described. Service on the Curriculum Committee requires:

- Attendance and active participation in monthly meetings (usually the first Wednesday of the month from 5:00pm – 7:00pm).
- Thoughtful and careful review of course data provided in preparation for CC meetings, with active provision of feedback on annual course and curricular phase continuous improvement plans during the monthly CC meetings.
- Participation on Ad Hoc committees commissioned as needed to review overall effectiveness of the educational program.

Additionally, members are expected to be ambassadors for the M.D. program. Please see Appendix C for sample CC schedule and responsibilities.

Section 3. **Composition.** Voting faculty members include at-large members plus representatives from the foundational courses and phases across all four years of the M.D. Program. Voting student members include representatives from each year of the M.D. Program, with additional student members from alternative curricular tracks. *Ex officio* members include representatives from educational teams and offices, as well as representatives from interprofessional health education programs. Please see Appendix A for details of the student positions.
Section 4. **Term.** Each member of the Curriculum Committee, other than *ex officio* members and medical student members, shall serve for a 3-year term, which is renewable upon mutual agreement of the Curriculum Committee member, the Associate Dean for Curricular Affairs, and the Vice Dean of Education. Voting student members serve a one-year, renewable term.

Section 4. **Resignation.** Members may resign from the Committee by sending notice in writing (including e-mail) to the Chair. In the case of a midterm vacancy, the Chair may solicit nominations from the department chairs (in the case of a faculty member vacancy) or the Davison Council (in the case of a student member vacancy), so that a replacement can be identified as soon as possible. The Chair will appoint the person for the remainder of the term.

**ARTICLE III  MEETINGS, VOTING, AND ATTENDANCE**

Section 1. **Meetings.** Meetings are held monthly at a time and location to be established by the Chair.

A draft agenda will be distributed before the meeting. The final agenda will be distributed at the meeting. Curriculum Committee members may submit agenda items. Individuals or groups wishing to add an item to the Curriculum Committee agenda for consideration should submit the item to the Comprehensive Administration Group (CAG) at least one week in advance of the next Curriculum Committee meeting. The CAG reviews and prepares items for presentation to the Curriculum Committee. The CAG meets weekly and monitors the day-to-day operations of the M.D. program.

All meetings shall be conducted by the Chair or the Chair’s designee and in accordance with the governing principles outlined in *Robert’s Rules of Order Simplified and Applied*.

Section 2. **Quorum.** A quorum of the Curriculum Committee is one-third of the total number of voting members.

Section 3. **Voting.**
- Voting members – Please see Appendix A for the list of voting positions.
- *Ex officio* members – *Ex officio* members include School of Medicine education associate and assistant deans. Though *ex officio* members may fully participate in discussions, they are not eligible to vote. See Appendix A for the list of *ex officio* members.
- Chair – the Chair or the person serving in that capacity shall vote only in the event of a tie.
- Proxy votes – Votes by proxy are permitted by this Committee as long as the Curriculum Committee Chair has been notified ahead of time.
- Voting may be done via email if determined by the chair to be necessary.

Section 4. **Attendance.** There are 12 scheduled meetings per year. Members or their designees must attend 50% of meetings in any 12-month period.

Members are asked to notify the Curriculum Committee staff person in advance of any absence from a scheduled meeting. Members should also inform the staff person if they will be sending a designee to
the meeting. Members who cannot attend are expected to review minutes to be kept up to date on the CC

ARTICLE IV STANDING SUBCOMMITTEES AND THEIR ROLES

Section 1. 1st Year Course Directors. This committee meet monthly to review curricular initiatives
and discuss student progress. Issues or concerns identified by the subcommittee are brought to the
Comprehensive Administration Group (CAG) for discussion/resolution and vice versa. Any resolution
that impacts the curriculum is brought to the Curriculum Committee for deliberation and a vote. Chair
reports decisions of the Curriculum Committee to subcommittee members. Participates in the
Comprehensive Curriculum Oversight Plan as described earlier.

Section 2. Clinical Training Committee. This committee meets monthly to review curricular
initiatives and discuss student progress. Issues or concerns identified by the subcommittee are brought to
the CAG for discussion/resolution and vice versa. Any resolution that impacts the curriculum is brought
to the Curriculum Committee for deliberation and a vote. Chair reports decisions of the Curriculum
Committee to subcommittee members. Participates in the Comprehensive Curriculum Oversight Plan as
described earlier.

Section 3. 3rd Year Subcommittee. This committee meets monthly to review/approve mentor
nominations, review/establish policy, and monitor student progress toward meeting objectives and
requirements of the 3rd year. Issues or concerns identified by the subcommittee are brought to the CAG
for discussion/resolution and vice versa. Any resolution that impacts the curriculum is brought to the
Curriculum Committee for deliberation and a vote. Chair reports decisions of the Curriculum Committee
to subcommittee members. Participates in the Comprehensive Curriculum Oversight Plan as described
earlier.

Section 4. 4th Year Subcommittee. This committee meets every other month to review existing 4th
year electives, and review/recommend approval of proposed 4th year electives. Issues or concerns
identified by the subcommittee are brought to the CAG for discussion/resolution and vice versa. Any
resolution that impacts the curriculum is brought to the Curriculum Committee for deliberation and a
vote. Chair reports decisions of the Curriculum Committee to subcommittee members. Participates in the
Comprehensive Curriculum Oversight Plan as described earlier.

Section 5. Interdisciplinary and Longitudinal Course Directors. This committee meets quarterly to
align the curricula across our interdisciplinary and longitudinal courses.

ARTICLE V AD HOC TASK FORCES

At the discretion of the Curriculum Committee or its Chair, ad hoc task forces of the Curriculum
Committee may be established to study any curricular issue. Ad hoc task forces are different from
standing subcommittees of the Curriculum Committee in that task forces are created to address specific
issues and will remain in existence until the issue is resolved and/or a task force recommendation is
issued. Any *ad hoc* task force so created will be directed and empowered according to its charge as established by the Curriculum Committee.

Any ad hoc task force of the Curriculum Committee shall be dissolved upon the acceptance by the Curriculum Committee of its final report, unless extended by a renewed charge.

APPROVAL AND REVISION HISTORY

- 8/4/21: Recommended by Curriculum Committee to approving body.
- 12/20/22: Approved by Dean of the School of Medicine and chairs of School of Medicine clinical departments.
- 3/23/23: Formatted to DUSOM MD Program template.
Appendix A – Curriculum Committee Members

Voting Members

- At-large members (at least 10)
- Representatives of 1st year course directors subcommittee (at least 4)
- Representatives of Clinical Training Committee subcommittee (2)
- Chair and representatives of 3rd year subcommittee (2)
- Chair of 4th year subcommittee
- Director of PCLT
- Director of LIC
- Director of LEAD
- Director of Cultural Determinants of Health/Health Care Disparities

4 reps (at least) from the following clinical skills focused longitudinal courses/roles:

- Course Director of Immersion
- Course Director of Clinical Skills Foundation
- Course Director of Clinical Skills Course
- Course Director of Capstone course
- Course Director of Acute Care
- Course Director of POCUS Curriculum
- Clinical Correlations Director
- Medical Director of Clinical Skills Laboratory

1 rep from the following courses/roles:

- Representative of Innovation Science Thread
- Course Director of QMDM/Med Stat

Student representatives:

- First year medical student - 2 students, 2 votes
- Second year medical student – 2 students, 2 votes
- Third year medical student – 2 students, 2 votes
- Fourth year medical student – 2 students, 2 votes
- MSTP student – 1 student, 1 vote
- PCLT student – 1 student, 1 vote
- LIC student – 1 student, 1 vote

- Representative of Graduate Medical Education Office
- Representative of Continuing Medical Education
- Representative of Admissions Executive Committee
- Associate Director (MD Liaison), Interprofessional Education Center
- Representative of MSTP Program
- Representative of Innovation Science Thread
- Resident
- Resident
- Representative of the Office of Equity, Diversity, and Inclusion
Ex Officio/Non-voting Members

- Vice Dean for Education (Chair, votes in case of tie)
- Associate Dean, Curricular Affairs
- Associate Dean, Learning Environment and Well-Being
- Associate Dean, Medical Education Administration
- Associate Dean, Director of Students Affairs
- Associate Dean, Medical Center Library
- Associate Dean, Interprofessional Education
- Assistant Dean, Clinical Education (chair of Clinical Training Subcommittee)
- Assistant Dean, Biomedical Sciences Education (chair of 1st Year Course Director subcommittee)
- Assistant Dean, Assessment and Evaluation
- Assistant Dean, Registrar
- Director, Office of Curricular Affairs
- Director, Accreditation and Continuous Quality Improvement
- Physician Assistant program representative
- Pathologist Assistant program representative
- Doctor of Physical Therapy program representative
- School of Nursing program representative
- Master of Biomedical Sciences program representative
- Doctor of Occupational Therapy program representative
- As appointed by Chair
# Appendix B – Sample CCOP Schedule

<table>
<thead>
<tr>
<th>Month</th>
<th>MS1</th>
<th>MS2</th>
<th>MS3</th>
<th>MS4</th>
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<tbody>
<tr>
<td>August 2021</td>
<td>Data provided to FPC2 Biomed, CSF1, CDHD1, LEAD dashboards</td>
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<tr>
<td></td>
<td>CQI Lead pushes Survey 1 to FPC2 Biomed, CSF1, CDHD1, LEAD, Immersion</td>
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<tr>
<td>September 2021</td>
<td>Course Directors FPC2 Biomed, CSF1, CDHD1, LEAD deadline to complete</td>
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<td>Data provided to 3rd year team</td>
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<td></td>
<td>Survey 1</td>
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<td>Late Sept - ADBSE completes review Survey 2 on FPC2 Biomed, CSF1,</td>
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<td></td>
<td>CDHD1, LEAD</td>
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<tr>
<td>October 2021</td>
<td>FYCD – ADBSE presents FPC2 Biomed, CSF1, CDHD1, LEAD summaries. FYCDs</td>
<td>CTC – Datapalooza presentation all Clerkships, CSF2, CDHD2, CSC (Oct 14)</td>
<td>MS3 Committee review (Oct 12)</td>
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<td></td>
<td>identify Phase level strengths, gaps, goals, and follow up. ADBSE</td>
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<td></td>
<td>completes Survey 3</td>
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<td>Immersion 2021 – Data provided to Course Director. CQI Lead pushes</td>
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<td>Survey 1 to CD (Oct 11)</td>
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<tr>
<td>November 2021</td>
<td>CAG – CAG reviews plans on FPC2 Biomed, CSF1,</td>
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<td>Review of data. Director of Third</td>
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<tr>
<td>Date</td>
<td>MS1</td>
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<td></td>
<td>CDHD1, LEAD summaries. Approves for CC.</td>
<td>Year completes Survey 1</td>
<td>CAG - reviews plans on MS3 Survey 1.</td>
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<td></td>
<td>Survey 1 Immersion 2021 due (Nov 15)</td>
<td>CC - CC reviews plans on FPC2, CSF1, CDHD1, LEAD via Survey 1, Survey 2. MS1 Phase review Survey 3. ADBSE closes loop on CC feedback with CDs</td>
<td>Approves for CC (Nov 17)</td>
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<tr>
<td>December</td>
<td>FYCD – ADBSE presents Immersion 2021 (Dec 16)</td>
<td>3rd Friday in Dec - Clerkship Directors, CSF2 Director, CDHD2 Director, CSC Director deadline to complete Survey 1 (Dec 17)</td>
<td>CC - Director of Third Year presents plan, closes loop with CC feedback (Dec 1)</td>
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<td>2021</td>
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<tr>
<td>January</td>
<td>CAG and CC – ADBSE presents Immersion to CC (Jan 5)</td>
<td>First Friday in January – ADCE completes review Survey 2</td>
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<td>2022</td>
<td></td>
<td>CTC – ADCE presents all Clerkships, CSF2, CDHD2, CSC summaries. CTC identifies Phase level strengths, gaps, goals, and follow up. ADCE completes Survey 3 (Jan 13)</td>
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<td>CAG (Jan 26) – reviews plans on all Clerkships,</td>
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<td>Month</td>
<td>Event Description</td>
<td>CSF2, CDHD2, CSC as per data summary, Survey 1, Survey 2. Approves for CC</td>
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<tr>
<td>February 2022</td>
<td>CQI Lead pushes Survey 1 to FPC1 Biomed – CDs use dashboard data to inform surveys (Feb 14)</td>
<td>CC (Feb 2) – CC reviews plans on all Clerkships, CSF2, CDHD2, CSC as per data summary, Survey 1, Survey 2. ADCE closes loop on CC feedback with CTC CDs CAG (Feb 23) – ADCE presents Survey 3 Phase-level report. Approves for CC.</td>
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<tr>
<td>March 2022</td>
<td>Course Directors FPC1 Biomed deadline to complete Survey 1 (March 14)</td>
<td>CC (March 2) – ADCE presents Survey 3 Phase-level report. ADCE closes loop with feedback from CC.</td>
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<tr>
<td>April 2022</td>
<td>FYCD (April 21) – Datapalooza for FPC1 Biomed, ADBSE presents FPC1 Biomed CAG (April 27) – CAG reviews plans on FPC1 Biomed. Approves for CC.</td>
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<tr>
<td>May 2022</td>
<td>CC (May 4) – CC reviews plans on FPC1 Biomed. ADBSE closes loop with</td>
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<td>MS1</td>
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<td>feedback from CC with course directors,</td>
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<td>including update on Phase</td>
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<td>June 2022</td>
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<td>July 2022</td>
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<tr>
<td>August 2022</td>
<td>Cycle repeats</td>
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</tbody>
</table>
Appendix C – Sample CC Schedule of CC member responsibilities

<table>
<thead>
<tr>
<th>Month</th>
<th>CC Meeting Topics</th>
<th>CC member responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 2021</td>
<td>LCME Standard Presentation/Feedback</td>
<td>Participate in discussion at CC meeting</td>
</tr>
<tr>
<td>July 2021</td>
<td>LCME Standard Presentation/Feedback</td>
<td>Participate in discussion at CC meeting</td>
</tr>
<tr>
<td>August 2021</td>
<td>LCME Standard Presentation/Feedback</td>
<td>Participate in discussion at CC meeting</td>
</tr>
<tr>
<td>September 2021</td>
<td>Standard Presentation/Feedback</td>
<td>Participate in discussion at CC meeting</td>
</tr>
<tr>
<td></td>
<td>Approval of new AY calendar</td>
<td>Participate in discussion at CC meeting</td>
</tr>
<tr>
<td>October 2021</td>
<td>LCME Standard Presentation/Feedback</td>
<td>Participate in discussion at CC meeting</td>
</tr>
<tr>
<td>November 2021</td>
<td>CC - CC reviews plans on FPC2, CSF1, CDHD1, LEAD via Survey 1, Survey 2. MS1 Phase review Survey 3. ADBSE closes loop on CC feedback with CDs</td>
<td>*Review one course’s materials in preparation for the meeting Participate in discussion at CC meeting</td>
</tr>
<tr>
<td>December 2021</td>
<td>CC - Director of Third Year presents plan, closes loop with CC feedback</td>
<td>Participate in discussion at CC meeting</td>
</tr>
<tr>
<td>January 2022</td>
<td>CC – ADBSE presents Immersion to CC</td>
<td>*Review one course’s materials in preparation for the meeting Participate in discussion at CC meeting</td>
</tr>
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<td></td>
<td>LCME Standard Presentation/Feedback</td>
<td>Participate in discussion at CC meeting</td>
</tr>
<tr>
<td>February 2022</td>
<td>CC – CC reviews plans on all Clerkships, CSF2, CDHD2, CSC as per data summary, Survey 1, Survey 2. ADCE closes loop on CC feedback with CTC CDs</td>
<td>*Review one course’s materials in preparation for the meeting Participate in discussion at CC meeting</td>
</tr>
<tr>
<td>March 2022</td>
<td>CC – ADCE presents Survey 3 Phase-level report. ADCE closes loop with feedback from CC.</td>
<td>*Review one course’s materials in preparation for the meeting Participate in discussion at CC meeting</td>
</tr>
<tr>
<td></td>
<td>LCME Standard Presentation/Feedback</td>
<td>Participate in discussion at CC meeting</td>
</tr>
<tr>
<td>April 2022</td>
<td>LCME Standard Presentation/Feedback</td>
<td>Participate in discussion at CC meeting</td>
</tr>
<tr>
<td>May 2022</td>
<td>CC – CC reviews plans on FPC 1 Biomed. ADBSE closes loop with feedback from CC with course directors, including update on Phase.</td>
<td>*Review one course’s materials in preparation for the meeting Participate in discussion at CC meeting</td>
</tr>
<tr>
<td></td>
<td>LCME Standard Presentation/Feedback</td>
<td>Participate in discussion at CC meeting</td>
</tr>
</tbody>
</table>

New courses and policies will be reviewed by CC as needed. CC responsibilities include review of the new course/policy materials in preparation for the meeting, participation in discussion at CC meeting and voting on approval.

*Preparatory work asked of CC members. Each meeting no more than one hour of prep time.