

1 **PENDING FINAL APPROVAL**

2
3 UNIT CODE OF GOVERNANCE
4 **BRODY SCHOOL OF MEDICINE**
5 **EAST CAROLINA UNIVERSITY**
6

7 I. Preamble

8
9 This code allows for faculty participation in and establishes procedures for the unit's
10 internal affairs and is consistent with all applicable parts of the [East Carolina University](#)
11 [Faculty Manual](#) and the *East Carolina University Policy Manual*. With a large and diverse
12 faculty, the Brody School of Medicine needs a broad base of participation by faculty in
13 its governing structures and procedures, and in meeting the requirements of various
14 accrediting bodies. This code defines the governing structures and procedures.
15 Included among the procedures are those which allow the faculty to participate by
16 making recommendations to the dean on appointments, reappointments, promotions,
17 advancement in title and permanent tenure. This Code identifies unit responsibilities
18 which have been delegated to the departments by the dean, and remains consistent
19 with the intent of the [East Carolina University Faculty Manual](#).
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21 II. Faculty

22
23 A. Definition of the Faculty

24 The faculty of the Brody School of Medicine consists of all persons in the school
25 who have regular faculty rank or faculty title.

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27 Regular 'faculty rank' includes instructor, assistant professor, associate
28 professor, professor – without modifier. Faculty 'titles' include instructor,
29 assistant professor, associate professor, professor, with any modifier such as
30 adjunct, clinical, research, visiting, etc., research associates, fellows; in general,
31 non-tenure-earning positions. See [ECU Faculty Manual, Part VIII](#).
32

33 B. Definition of Voting Faculty

- 34 1. Except as noted below, the voting faculty of the Brody School of Medicine
35 consists of all faculty holding greater than 50%-time appointments in the
36 school who have regular faculty rank or faculty title except fellows and
37 research associates, and who are in at least the twelfth consecutive month of
38 appointment.
39
40 2. All faculty members, as defined in II. A. above, are entitled and expected to
41 attend all regular and called full faculty meetings and to participate in all
42 discussions and votes at those meetings.
43
44 3. For purposes of Initiation, Review and Approval of Appointments,

45 Reappointments, and the Conferral of Permanent Tenure, and for purposes
46 of final approval of proposed amendments to the Unit Code, voting faculty
47 are as defined in [Part IV](#) and [Part IX](#) of the *ECU Faculty Manual*.
48

- 49 4. For voting on departmental issues other than personnel actions concerning
50 probationary-term faculty, each department will determine the definition of
51 that department's voting faculty.
52

53 C. Definition of the Graduate Faculty

- 54 1. Membership of the graduate faculty is defined in Part II of the *ECU Faculty*
55 *Manual*.
56 2. Voting rights and other privileges and responsibilities of graduate faculty
57 members are defined in [Part II of the ECU Faculty Manual](#).
58

59 D. Definition of Affiliate Faculty

60 Affiliate faculty members are non-salaried professionals who teach medical
61 students, resident physicians or graduate students of the School.
62

63 E. Emeritus status

64 Given that a retired or permanently disabled faculty member (which may
65 include a Phased Retirement participant) has made significant contribution to
66 the University through a distinguished record of scholarship, teaching and/or
67 service, the unit personnel committee and appropriate administrator/s may
68 petition the Chancellor to confer the title "emeritus" or "emerita" upon that
69 faculty member.
70

71 III. Administrative Organization of the Brody School of Medicine
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- 73 A. The dean is the senior academic and administrative officer
74 of the Brody School of Medicine who will be appointed and evaluated in
75 accordance with established University policies. The dean is responsible for the
76 school's budget, policies, operations, programs, and long-range planning; for
77 its curricular, instructional, and research programs; for recommendations on
78 faculty appointments, reappointments, promotion, and permanent tenure; and
79 for the school's associations with appropriate organizations.
80

81 The dean will ensure that the provisions of this Code are followed.
82

83 B. Administrative Staff:

84 The dean has authority in accordance with applicable EEO policies and
85 procedures to appoint an administrative staff which may include assistant and
86 associate deans who will report to the dean. Assistant and associate deans will
87 have faculty appointments within the Brody School of Medicine. Members of
88 the dean's staff may have delegated responsibility for areas including but not

- 89 limited to:
- 90 - administration
 - 91 - admissions
 - 92 - clinical affairs
 - 93 - continuing medical education
 - 94 - diversity and minority affairs
 - 95 - faculty development
 - 96 - finances
 - 97 - graduate medical education
 - 98 - informatics
 - 99 - operations
 - 100 - research and graduate studies
 - 101 - student affairs
 - 102 - undergraduate medical education

103

104 The dean may also appoint other staff members to whom the dean may delegate
105 responsibility for the financial and clinical operations of the Brody School of
106 Medicine. These staff members are not required to hold faculty appointments.

107

108 C. Academic Center Directors:

109 The dean will appoint directors of the academic centers in accordance with
110 applicable EEO policies and procedures. The purpose of the academic centers is
111 to provide interdepartmental, multi-disciplinary opportunities for research,
112 improved education, and enhanced clinical care.

113

114 All academic center directors will be tenured or will hold probationary-term
115 appointments within the Brody School of Medicine. The responsibilities of the
116 directors will be to facilitate programs of the centers, manage resources and
117 funds assigned to the centers, and assist the chairs of appropriate departments
118 in recruiting faculty with expertise related to the activities of the centers.

119

120 D. Brody Council

121 1. Composition: The Brody Council shall consist of the dean, who will serve
122 as chair, a member of the administrative staff designated by the dean, the
123 chairs of all academic departments, and the directors of the academic
124 centers. All of these members will have voting privileges. Each chair and
125 center director may designate in writing one alternate for the academic
126 year who will attend and have voting privileges when the chair or center
127 director is unable to attend. The dean may appoint non-voting resource
128 members.

129 2. Meetings: The Brody Council shall meet as needed. A meeting may be
130 called by the dean or a majority of the Council members provided at least
131 three working days written notice is provided before the meeting. The
132 agenda for all meetings will be set by the dean and will include all items

- 133 submitted by the members provided the items are submitted at least
 134 three working days before the meeting. A quorum shall consist of a
 135 majority of the group's membership. Written minutes of all meetings
 136 will be available in the Office of the Dean.
- 137 3. Purpose of the Brody Council: The council is to advise and assist the dean
 138 by doing the following:
 - 139 a. reviewing and making recommendations regarding the policies and
 140 procedures of the School;
 - 141 b. establishing and maintaining appropriate lines of communication
 142 between the administration and the faculty;
 - 143 c. establishing and maintaining appropriate lines of communication
 144 between the Brody School of Medicine and hospitals and other
 145 outside agencies;
 - 146 4. Reporting of Brody Council Activities: Activities of the council will be
 147 reported to the faculty by the respective chairs. The dean will summarize
 148 the activities of the Brody Council at all regularly scheduled meetings of
 149 the general faculty.
- 150
- 151 E. Departments
- 152 1. The following are the academic departments
 153 of the Brody School of Medicine.

Basic Sciences

Anatomy and Cell Biology
 Biochemistry and
 Molecular Biology
 Bioethics and
 Interdisciplinary Studies
 Comparative Medicine
 Microbiology and Immunology
 Pharmacology and Toxicology
 Physiology
 Public Health

Clinical Sciences

Cardiovascular Sciences
 Emergency Medicine
 Family Medicine
 Internal Medicine
 Obstetrics and Gynecology
 Oncology
 Pathology and Laboratory Medicine
 Pediatrics
 Physical Medicine and Rehabilitation
 Psychiatry and Behavioral Medicine
 Radiation Oncology
 Surgery

- 154 2. Department Chairs
- 155 The department chair is the administrative head of each department and
 156 must hold a tenured or probationary-term appointment within that
 157 department. The chair will be selected and evaluated in accordance with
 158 established University policies. The duties of the chair are to:
 - 159 a. represent the faculty of the department;
 - 160 b. initiate and lead faculty recruiting efforts;

- 161 c. promote effective professional relationships within the
162 department, school, and university, creating and maintaining an
163 environment supportive of diversity;
164 d. assign faculty duties, evaluate annually each faculty member's
165 performance in writing and recommend salary increases to the
166 dean;
167 e. manage the operation of the department's offices and staff,
168 including making administrative appointments within the
169 department;
170 f. annually provide each probationary-term faculty member with a
171 written statement of progress toward tenure;
172 g. advise and counsel faculty members on application procedures
173 for advancement in rank, promotion and tenure;
174 h. give due consideration to the recommendations of
175 departmental committees;
176 i. forward recommendations from the department's committees
177 defined in [Part IX of the ECU Faculty Manual](#), conveying the
178 committees' recommendations along with those of the chair to
179 the dean;
180 j. designate the use of physical facilities and other resources
181 available to the department;
182 k. manage funds assigned to the department;
183 l. convene departmental faculty meetings at least quarterly at a
184 time to be announced at the beginning of the academic year.
185 Special meetings may be called by the chair or by a majority of
186 the faculty members of the department provided at least three
187 working days written notice is given;
188 m. schedule and monitor the teaching and patient care activities of
189 the department;
190 n. assist faculty in their professional and career development;
191 o. perform other duties as delegated by the dean.

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194 IV. Committees of the Brody School of Medicine

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196 A. Standing Committees

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198 1. Committee Appointments: Except for members of the Brody School of
199 Medicine Tenure and Promotions Advisory Committee, all members of
200 BSOM standing committees, including committee chairs, will be
201 appointed by the dean for a one-year term beginning July 1 and ending
202 June 30 unless otherwise specified in this Code. Faculty members
203 serving on all standing committees shall be voting faculty members as
204 defined in Section II C of this Code. An exception to this requirement is
205 that any Course Director may be eligible for appointment by the dean

206 to membership on the Curriculum Committee concerned with the year
207 of his or her course. The dean will consult with the chairs and faculty in
208 making committee appointments so that committee membership
209 represents the diverse interests of the faculty. The dean or a
210 designated representative shall serve as a voting ex-officio member on
211 all standing committees except the BSOM Tenure and Promotions
212 Advisory Committee. Members may be reappointed on all committees
213 except Tenure and Promotions, whose members may not be elected to
214 consecutive terms. Minutes of all standing committee meetings shall
215 be provided to the dean or the dean's representative.
216

217 2. The standing committees are as follows:

- 218 - Admissions
- 219 - BSOM Tenure and Promotions Advisory
- 220 - Continuing Medical Education
- 221 - Executive Curriculum
- 222 - M-1 Curriculum
- 223 - M-2 Curriculum
- 224 - Clinical Curriculum
- 225 - Graduate Studies
- 226 - Research
- 227 - Space Allocation/Reallocation
- 228 - Student Affairs
- 229 - Student Review and Promotion
- 230 separately for M-1, M-2, M-3, M-4

231
232 3. Committee Organization and Procedures

- 233 a. Before September 1 of each academic year each committee will
234 hold its initial meeting. Meetings will be called by the chair of the
235 committee, except for the BSOM Tenure and Promotions Advisory
236 Committee. The dean will call the first meeting of this committee,
237 where a chair will be elected who will call subsequent meetings.
238
- 239 b. All committee members are voting members unless otherwise
240 designated. The quorum for a committee will be a majority of the
241 voting members of the committee. An affirmative vote requires a
242 majority of those present.
243

244 4. Committee Purposes and Membership

245 a. Admissions:

246 Purpose: Review and recommend students for admission to medical
247 school.

248 Membership: As the numbers of applications fluctuate, the
249 number of appointments to this committee may vary.

250 Membership will include basic sciences faculty, clinical sciences

251 faculty, and medical students from the M-2 through M-4 classes.

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b. BSOM Tenure and Promotions Advisory Committee

Purpose: As described in [Part IX of the ECU Faculty Manual](#), each department will establish a personnel committee, a tenure committee, and promotion committee regarding initial appointments, reappointments, granting of permanent tenure, and promotions. Given the diversity of the departments of this school, however, the Brody School of Medicine Tenure and Promotions Advisory Committee's purpose is to review recommendations for promotion and tenure by each department's committees and department chair. The BSOM Tenure and Promotions Advisory Committee will advise the dean on personnel recommendations.

Membership: The Brody School of Medicine Tenure and Promotions Advisory committee will be composed of nine tenured faculty members and a non-voting resource member. Four members will represent the clinical sciences departments and four will represent the basic sciences departments. These eight members will serve staggered four-year terms. Each year the voting faculty will elect one clinical science faculty member and one basic science member. The ninth faculty member will be appointed by the dean each year. The dean's appointee may not chair the committee but will have voting privileges. Voting members may not be department chairs or members of the dean's administrative staff. The chair of the committee will be elected by the committee at their first meeting of the year. The dean will appoint the non-voting resource member.

c. Continuing Medical Education

Purpose: Review the school's continuing medical education programs and act as a forum for expression of faculty interest and concerns about continuing medical education.

Membership: At least one faculty member from each clinical department. As deemed appropriate to the charge of the committee, faculty from basic sciences and/or ex-officio, non-voting, adjunct faculty members from the private practice community may be added at the request of the associate dean for Continuing Medical Education.

d. Curriculum Committees:

Executive Curriculum
M-1 Curriculum
M-2 Curriculum

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Clinical Curriculum

Purpose: The M-1, M-2 and clinical curriculum committees review the curriculum for each respective year and make recommendations to the Executive Curriculum Committee. The Executive Curriculum Committee will incorporate those recommendations as appropriate to provide ongoing review and central management of the MD degree curriculum in its entirety. The executive committee will define the architecture of the curriculum, insure graduated advancement of curricular topics, assure coverage of all objective-related content, and address any unnecessary redundancy of material, patterns of low student evaluations, or below-average standardized exam scores by course or content area.

Membership:

Executive Curriculum Committee

Dean or Dean's Designee/representative will serve as chair
Associate Dean for Medical Education
Chairs of M-1, M-2 and Clinical Curriculum Committees
M-4 student representative from Clinical Curriculum
Medical Student Council Academic Affairs Committee chair
(non-voting)
Representative from Health Sciences Library (non-voting)
At-Large Faculty Members -- elected each April at regular BSOM
faculty meeting for two-year term (staggered so that
only one of each pair is elected each year):
Two from clinical departments (one of whom will be the
residency director of a clinical department)
Two from basic science departments

M-1 Curriculum Committee

All M-1 Course Directors
One M-1 Student Representative
One M-2 Student Representative
One Faculty Member from a clinical department that offers an
M-3 Clerkship

One Basic Science Faculty Member from a department that
offers an M-2 Course

Dean or Dean's Designee/representative (non-voting)
Associate Dean for Medical Education (non-voting)

M-2 Curriculum Committee

All M-2 Course Directors

341 One Faculty Member from a Clinical Department that offers an
342 M-3 Clerkship
343 One Basic Science Faculty Member from a Department that
344 offers an M-1 Course
345 One M-2 Student Representative
346 One M-3 Student Representative
347 Dean or Dean's Designee/representative (non-voting)
348 Associate Dean for Medical Education (non-voting)

349
350 Clinical Curriculum Committee

351 All M-3 Course and Clerkship Directors
352 One faculty member from each clinical department that has
353 required curricular component/s in M-4 and is not already
354 represented by an M-3 course or clerkship director.
355 Two basic science faculty members
356 One M-3 student representative
357 One M-4 student representative
358 Dean or dean's designee/representative (non-voting)
359 Associate dean for medical education (non-voting)

360
361 e. Graduate Studies
362 Purpose: Advise the dean on the development of the school's
363 graduate programs and act as a forum for expression of
364 interest and concerns of the graduate faculty and graduate
365 students of the Brody School of Medicine.
366 Membership: The graduate program director from each
367 graduate program, three clinical department graduate faculty
368 members and two graduate students, one of whom will be the
369 president of the doctoral student association, will serve on the
370 committee. The committee will elect its chair annually from its
371 membership.

372
373 f. Research
374 Purpose: Advise the dean on the development of the school's
375 research productivity and on appropriate utilization of the core
376 research facilities of the school.
377 Membership: Four clinical sciences faculty and four basic
378 sciences faculty. The school's academic center directors will
379 serve as resources to the committee.

380
381 g. Space Allocation/Reallocation
382 Purpose: Establish guidelines for space allocation and make
383 space allocation recommendations.

384 Membership: Three faculty members from clinical science
385 departments and three faculty members from basic science
386 departments.

387
388 h. Student Affairs
389 Purpose: Serve as a forum for expression of interests and
390 concerns by the medical students and graduate students.
391 Membership: The president of each medical school class (the
392 vice-president of each respective class can serve as an alternate
393 in the president's absence), a representative elected by the
394 Medical Student Council, one graduate student, two basic
395 sciences faculty, and three faculty from clinical departments.
396 The assistant dean(s) for student affairs and one additional
397 representative each from the Office of Student Affairs and the
398 Academic Support and Counseling Center will serve as ex-
399 officio, non-voting members.

400
401 i. Student Review and Promotion
402 M-1 M-2 M-3 M-4

403
404 Purpose: Each committee reviews the progress of medical
405 students in that year of medical school and recommends
406 students for advancement to the next year of medical school.
407 The recommendations of the M-4 committee for students to
408 receive the doctorate in medicine must be approved by a
409 majority of a quorum of the faculty assembled at a meeting.
410 Membership: The M-1 committee will consist of one faculty
411 member from each department that teaches in the M-1
412 curriculum and one representative each from the offices of
413 Student Affairs and the Academic Support and Counseling
414 Center who will serve as ex-officio, non-voting members. The
415 M-2, M-3 and M-4 committees will be similarly constituted.

416
417 B. Personnel Committees, Tenure Committees, Promotion Committees
418 1. Personnel committees, tenure committees, and promotion
419 committees function according to the *ECU Faculty Manual*, [Part](#)
420 [IX](#).

421
422 Each department will have, at a minimum, those committees
423 necessary to implement the regulations of East Carolina
424 University and the Brody School of Medicine. These include at
425 least a Personnel Committee, a Promotion Committee and a
426 Tenure Committee, with structures and functions as described in
427 [Part IX](#) of the *ECU Faculty Manual*.

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429 Members of departmental personnel committees will be elected
430 annually by and from the members of the department. If there
431 are not enough tenured faculty members in the department to
432 meet requirements for a committee membership, the dean may
433 appoint faculty members from other departments to make the
434 committee functional, as specified in [Part IX](#) of the *ECU Faculty*
435 *Manual*.

436
437 Each department may define additional committees appropriate
438 to the needs of the department.

439
440 2. No faculty member may serve on any committee if service on
441 that committee places the faculty member in a position of
442 supervision, evaluation or influence over the employment,
443 promotion, salary, career development or distribution of
444 university resources of an immediate family member as
445 determined by blood, law or marriage, pursuant to *ECU Faculty*
446 *Manual* [Part IX](#) , and [UNC Policy Manual 300.4.2.1\[G\]](#).

447
448 3. Faculty Recruitment
449 The department chair shall notify the department personnel
450 committee of the number and nature of positions allocated to
451 the department. The selection of candidates must then proceed
452 in accordance with the *ECU Faculty Manual* [Part IX](#): Tenure and
453 Promotion Policies and Procedures, the most recently revised
454 Affirmative Action Plan, and applicable unit code provisions.
455 The type of search required (i.e., local, regional, national) is
456 governed by University EEO policies. Search committees for
457 probationary-term faculty positions will include a faculty
458 designee representing the Office of Diversity Affairs.

459
460 C *Ad hoc* committees, special committees, and task forces:
461 The dean may appoint faculty members to *ad hoc* committees,
462 special committees, and task forces, including but not limited to
463 those mandated by the *ECU Faculty Manual*.

464 465 466 V. Evaluation of Faculty

467
468 A. Guidelines for Evaluations of Tenured and Probationary-Term Faculty
469 including criteria and procedures for initiation, review, and approval of
470 appointments and reappointments, for promotion and the conferral of
471 permanent tenure for probationary-term faculty. These procedures shall
472 be in accordance with those outlined in [Part VIII](#) and [Part IX](#) of the *ECU*
473 *Faculty Manual*.

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1. Departmental Guidelines

Each department in the Brody School of Medicine shall establish guidelines expressing departmental expectations regarding achievement for professional advancement in faculty rank. Departmental guidelines shall be consistent with the criteria for professional advancement contained in this section of this Code and with their counterparts in the *ECU Faculty Manual* [Part VIII](#) and [Part IX](#). Each department's guidelines shall be filed in the departmental office and in the Office of the Dean.

- a. Departmental documents shall include separate guidelines for advancement to each academic rank above instructor and for conferral of permanent tenure. These guidelines shall include descriptions of procedures for initiating consideration for advancement.
- b. Departmental guidelines require approval by a majority of the voting faculty of the department and by the dean of the Brody School of Medicine. As defined in II.C.4. above, guidelines specifically concerning promotion and tenure require further approval by a majority of the tenured faculty of the department. The dean may consult with others, including the BSOM Tenure and Promotion Advisory Committee, in reviewing departmental guidelines for approval.
- c. Departmental guidelines shall include a specific procedure for revision. The dean or the department chair or one third of the membership of the department may propose revisions to departmental guidelines. Criteria for approval are as specified in V.A.2.

2. Annual Evaluation

Each faculty member shall receive an annual evaluation of performance from the department chair. Annual evaluation of faculty members shall conform to provisions outlined in [Part VIII](#) of the *ECU Faculty Manual*. General criteria for the annual performance evaluation are contained in this section of this Code, with any more specific departmental criteria defined in each department's promotion and tenure guidelines.

a. Evaluation as Function of Appointment

For tenure-track faculty, annual performance evaluation and evaluation for reappointment, promotion and conferral of permanent tenure shall take into consideration faculty assignments in the three traditional areas of teaching/advising, research/creative

519 activity (advancement of the field's body of knowledge), and service
520 (combining patient care and related clinical activity with service to
521 the profession and the community). For promotion or conferral of
522 permanent tenure for tenure-track faculty, excellence must be
523 demonstrated in at least two of these areas, and satisfactory
524 performance must be demonstrated in the third.

525
526 b. Relative Weights for Evaluation

527 The department chair, in consultation with each faculty member of
528 the department, will select relative weights for teaching/advising
529 effectiveness, research and creative activity, professional service,
530 and patient care and related clinical activity to be applied when the
531 chair completes that faculty member's annual performance
532 evaluation. These weights will be selected before July 1st for the
533 following academic year and will be reported in writing by the chair
534 to the faculty member. If the faculty member disagrees with the
535 selection of relative weights, the faculty member may provide a
536 statement to the department chair explaining what he or she
537 believes the relative weights should be. A copy of this statement
538 will be filed in the faculty member's personnel file and a copy will be
539 forwarded to the departmental personnel committee and to the
540 dean.

541
542 Relative weights for annual evaluation, reflecting expected
543 percentage distribution of effort, shall be assigned among the
544 following Evaluation Criteria. The sum of the category weights must
545 equal a total of 100%.

546
547 i. Teaching/Advising

548 Faculty shall be evaluated on the effectiveness of their teaching
549 and, if applicable, their advising activities. This category may
550 include clinical service in patient care settings with medical
551 students, residents, or other learners.

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553 (1). Departmental guidelines shall specify the settings in which
554 teaching will be evaluated and the types of teaching-related
555 activities which will be evaluated. These may include, but are
556 not limited to: departmental courses; courses outside the
557 department; courses outside the Brody School of Medicine;
558 clinical teaching of students and residents in patient care
559 settings; clinical teaching in grand rounds, conferences,
560 workshops, continuing education programs; student and
561 resident advising; curriculum innovation and production of
562 new instructional materials; training grant proposals
563 submitted and reviewed, approved, and funded; publication

564 of research on the teaching/learning process; and continuing
565 faculty development as a teacher.

566
567
568 (2). Departmental guidelines shall specify the methods used to
569 evaluate a faculty member's teaching effectiveness.
570 Evaluation methods should include student and/or resident
571 evaluation of teaching and peer review of teaching in
572 accordance with university requirements. Peer review of
573 teaching must include direct observation of the faculty
574 member's teaching. Peer review may also include evaluation
575 of course plans and instructional materials.

576
577 (3). Departmental guidelines shall specify the methods used to
578 evaluate a faculty member's advising activities, where
579 applicable.

580
581 (4). Departmental guidelines shall specify the level of
582 teaching/advising activity or achievement expected for each
583 particular professional advancement.

584
585 ii. Research, Creative Activity, Scholarship

586 The quality and significance of the faculty member's research, creative
587 activity and scholarship, contributing to growth of the body of
588 knowledge, shall be evaluated. This category may include clinical
589 research in patient care settings.

590
591 (1). Departmental guidelines shall specify the types of scholarly
592 activities expected of faculty members in the department.
593 Evaluators should generally give greater weight to first and/or
594 senior authorship of a publication, to refereed publications
595 over non-refereed publications, to publications representing
596 work completed while at ECU, and to funded over unfunded
597 grant proposals.

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599 Types of scholarly activity may include, but are not limited to,
600 scholarly articles in refereed journals; books as sole or senior
601 author, junior author or editor; articles in non-refereed
602 journals; monographs or chapters in books; book reviews;
603 paper presentations at professional meetings; citations by
604 published work; grant proposals submitted and reviewed,
605 others of approved, or funded; activity as referee or editor of
606 professional journals; panel membership for external funding
607 agencies; computer programs, audiotapes, and videotapes;
608 membership on national and regional editorial boards and

609 related positions emphasizing research and scholarly
610 contributions; and research honors or awards from the
611 profession.

612
613 (2). Departmental guidelines shall specify the methods used to
614 evaluate scholarly achievement. For promotion to Professor
615 or Associate Professor and for conferral of permanent tenure,
616 methods must include external peer review of the faculty
617 member's scholarly work according to the procedures
618 described in [Part VIII](#) and [Part IX](#) of the *ECU Faculty Manual*.

619
620 (3). Departmental guidelines shall specify the level of scholarly
621 activity or achievement expected for each particular
622 advancement.

623
624 iii. Patient Care and Related Clinical Activity

625 The patient care and related clinical activity of faculty members
626 assigned clinical responsibility shall be evaluated. This category
627 includes activities unrelated to research or teaching of medical
628 students, residents, or other learners.

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630 (1). Appropriate specialty board certification should be received
631 before advancement in rank or title to associate professor
632 and/or conferral of permanent tenure. Each department will
633 determine subspecialty board certification requirements for
634 the department.

635
636 (2). Departmental guidelines shall specify the types of patient
637 care and related clinical activity expected of faculty members,
638 including, but not limited to, direct patient care; consultation
639 through referral of patients; provision of types of service not
640 otherwise available in the region; organization of new types
641 of patient care programs; direction of a clinical laboratory;
642 and direction of clinical programs within and outside the
643 Brody School of Medicine.

644
645 (3). Departmental guidelines shall specify the methods used to
646 evaluate patient care and related clinical activity.

647
648 (4). Departmental guidelines shall specify the level of patient care
649 and related clinical activity or achievement expected for each
650 particular advancement.

651
652 iv. Professional Service

653 The quality and significance of the faculty member's professional

654 service shall be evaluated. Professional service may not be rated
655 more heavily than either teaching or research and creative
656 activity.

657
658 (1). Departmental guidelines shall specify the types of
659 professional service expected of faculty members in the
660 department. Types of professional service may include, but
661 are not limited to: direction of departmental programs (e.g.,
662 graduate education, clinical centers); mentoring faculty
663 colleagues, directing or serving on graduate student thesis
664 and dissertation committees; editorial peer reviews for
665 professional publications; service to professional
666 organizations, boards or commissions other than those
667 emphasizing research and scholarly activity; service on East
668 Carolina University, Brody School of Medicine, departmental,
669 and hospital committees; service to nonacademic
670 organizations and governmental agencies; and community
671 and outreach services.

672
673 (2). Departmental guidelines shall specify the methods used to
674 evaluate professional service.

675
676 (3). Departmental guidelines shall specify the level of professional
677 service activity or achievement expected for each particular
678 advancement.

679
680 v. Professional Behavior
681 Evaluation of candidates for reappointment or advancement in
682 rank or title shall include consideration of appropriate
683 professional interactions, particularly including interactions with
684 students and/or patients as appropriate.

685
686 3. Criteria for Conferral of Permanent Tenure for Faculty with Academic
687 Rank
688 These procedures shall be in accordance with those outlined in [Part VIII](#)
689 and [Part IX](#) of the *ECU Faculty Manual*.

690
691 Permanent tenure is a privilege that may be conferred only by action of
692 the Board of Trustees of East Carolina University, and is always held
693 with reference to employment by East Carolina University rather than
694 to employment by The University of North Carolina. Meeting or
695 exceeding school criteria or departmental guidelines does not ensure
696 the conferral of permanent tenure. Conferral of permanent tenure is
697 based on the faculty member's demonstrated professional competence
698 in teaching/advising, research/creative activity, professional service,

699 and, for some clinical science faculty members, patient care and related
700 clinical activities; potential for future contributions; and the institution's
701 needs and resources. Permanent tenure is independent of promotion
702 but sound academic practice supports the concept that an assistant
703 professor, to be eligible for tenure, should be qualified for promotion to
704 associate professor.

705
706 4. Procedure for Developing Criteria for Salary Increases

707 The dean and the Brody Council shall meet to discuss priorities and
708 procedures for developing criteria for salary increases. The dean will
709 report the recommendations to the faculty and will solicit input from
710 the faculty. Those criteria implemented will be in general accordance
711 with [Part VIII](#) of the *ECU Faculty Manual*.

712
713
714 B. Guidelines for Evaluation of Fixed-Term Faculty including guidelines, criteria,
715 and weights governing the evaluation of fixed-term faculty members
716 annually and otherwise for all personnel actions, including new or
717 subsequent appointments, performance evaluations and advancement in
718 title.

719
720 1. Departmental Guidelines

721 Each department in the Brody School of Medicine shall establish
722 guidelines expressing departmental expectations regarding
723 achievement for professional advancement in faculty rank.
724 Departmental guidelines shall be consistent with the criteria for
725 professional advancement contained in this section of this Code and
726 with their counterparts in the *ECU Faculty Manual* [Part VIII](#) and [Part IX](#).
727 Each department's guidelines shall be filed in the departmental office
728 and in the Office of the Dean.

729
730 a. Departmental documents shall include separate guidelines for
731 advancement to each academic rank above instructor. These
732 guidelines shall include descriptions of procedures for initiating
733 consideration for advancement.

734
735 b. Departmental guidelines require approval by a majority of the voting
736 faculty of the department and by the dean of the Brody School of
737 Medicine. The dean may consult with others in reviewing
738 departmental guidelines for approval.

739
740 c. Departmental guidelines shall include a specific procedure for
741 revision. The dean or the department chair or one third of the
742 membership of the department may propose revisions to
743 departmental guidelines. Criteria for approval are as specified in

V.A.2.

2. Annual Evaluation

Each faculty member shall receive an annual evaluation of performance from the department chair. Annual evaluation of faculty members shall conform to provisions outlined in [Part VIII](#) of the *ECU Faculty Manual*. General criteria for the annual performance evaluation are contained in this section of this Code, with any more specific departmental criteria defined in each department's promotion and tenure guidelines.

For fixed-term faculty, annual performance evaluation and evaluation for subsequent appointment and/or advancement in title shall be based on performance in the applicable elements of the three traditional areas of teaching/advising, research/creative activity, and service previously negotiated and assigned by the department chair.

3. Relative Weights for Evaluation

The department chair, in consultation with each faculty member of the department, will select relative weights for teaching/advising effectiveness, research and creative activity, professional service, and patient care and related clinical activity to be applied when the chair completes that faculty member's annual performance evaluation. These weights will be selected before July 1st for the following academic year and will be reported in writing by the chair to the faculty member. If the faculty member disagrees with the selection of relative weights, the faculty member may provide a statement to the department chair explaining what he or she believes the relative weights should be. A copy of this statement will be filed in the faculty member's personnel file and a copy will be forwarded to the departmental personnel committee and to the dean.

Relative weights for annual evaluation, reflecting expected percentage distribution of effort, shall be assigned among the following Evaluation Criteria. The sum of the category weights must equal a total of 100%.

a. Teaching/Advising

Faculty shall be evaluated on the effectiveness of their teaching and, if applicable, their advising activities. This category may include clinical service in patient care settings with medical students, residents, or other learners.

1. Departmental guidelines shall specify the settings in which teaching will be evaluated and the types of teaching-related activities which

789 will be evaluated. These may include, but are not limited to:
790 departmental courses; courses outside the department; courses
791 outside the Brody School of Medicine; clinical teaching of students
792 and residents in patient care settings; clinical teaching in grand
793 rounds, conferences, workshops, continuing education programs;
794 student and resident advising; curriculum innovation and
795 production of new instructional materials; training grant proposals
796 submitted and reviewed, approved, and funded; publication of
797 research on the teaching/learning process; and continuing faculty
798 development as a teacher.
799

800 2. Departmental guidelines shall specify the methods used to evaluate
801 a faculty member's teaching effectiveness. Evaluation methods
802 should include student and/or resident evaluation of teaching and
803 peer review of teaching in accordance with university requirements.
804 Peer review of teaching must include direct observation of the
805 faculty member's teaching. Peer review may also include
806 evaluation of course plans and instructional materials.
807

808 3. Departmental guidelines shall specify the methods used to
809 evaluate a faculty member's advising activities, where applicable.
810

811 4. Departmental guidelines shall specify the level of teaching/advising
812 activity or achievement expected for each particular professional
813 advancement.
814

815 b. Research, Creative Activity, Scholarship

816 The quality and significance of the faculty member's research, creative
817 activity and scholarship, contributing to growth of the body of
818 knowledge, shall be evaluated. This category may include clinical
819 research in patient care settings.
820

821 1. Departmental guidelines shall specify the types of scholarly
822 activities expected of faculty members in the department.
823 Evaluators should generally give greater weight to first and/or
824 senior authorship of a publication, to refereed publications over
825 non-refereed publications, to publications representing work
826 completed while at ECU, and to funded over unfunded grant
827 proposals.
828

829 Types of scholarly activity may include, but are not limited to,
830 scholarly articles in refereed journals; books as sole or senior
831 author, junior author or editor; articles in non-refereed journals;
832 monographs or chapters in books; book reviews; paper
833 presentations at professional meetings; citations by others of

834 published work; grant proposals submitted and reviewed,
835 approved, or funded; activity as referee or editor of professional
836 journals; panel membership for external funding agencies;
837 computer programs, audiotapes, and videotapes; membership on
838 national and regional editorial boards and related positions
839 emphasizing research and scholarly contributions; and research
840 honors or awards from the profession.

841
842 2. Departmental guidelines shall specify the methods used to evaluate
843 scholarly achievement.

844
845 3. Departmental guidelines shall specify the level of scholarly activity
846 or achievement expected for each particular advancement.

847
848 c. Patient Care and Related Clinical Activity
849 The patient care and related clinical activity of faculty members
850 assigned clinical responsibility shall be evaluated. This category includes
851 activities unrelated to research or teaching of medical students,
852 residents, or other learners.

853
854 1. Appropriate specialty board certification should be received before
855 advancement in rank or title to associate professor and/or conferral
856 of permanent tenure. Each department will determine subspecialty
857 board certification requirements for the department.

858
859 2. Departmental guidelines shall specify the types of patient care and
860 related clinical activity expected of faculty members, including, but
861 not limited to, direct patient care; consultation through referral of
862 patients; provision of types of service not otherwise available in the
863 region; organization of new types of patient care programs;
864 direction of a clinical laboratory; and direction of clinical programs
865 within and outside the Brody School of Medicine.

866
867 3. Departmental guidelines shall specify the methods used to evaluate
868 patient care and related clinical activity.

869
870 4. Departmental guidelines shall specify the level of patient care and
871 related clinical activity or achievement expected for each particular
872 advancement.

873
874 d. Professional Service
875 The quality and significance of the faculty member's professional
876 service shall be evaluated. Professional service may not be rated more
877 heavily than either teaching or research and creative activity.

878

- 879 1. Departmental guidelines shall specify the types of professional
880 service expected of faculty members in the department. Types of
881 professional service may include, but are not limited to: direction of
882 departmental programs (e.g., graduate education, clinical centers);
883 mentoring faculty colleagues, directing or serving on graduate
884 student thesis and dissertation committees; editorial peer reviews
885 for professional publications; service to professional organizations,
886 boards or commissions other than those emphasizing research and
887 scholarly activity; service on East Carolina University, Brody School
888 of Medicine, departmental, and hospital committees; service to
889 nonacademic organizations and governmental agencies; and
890 community and outreach services.
891
- 892 2. Departmental guidelines shall specify the methods used to evaluate
893 professional service.
894
- 895 3. Departmental guidelines shall specify the level of professional
896 service activity or achievement expected for each particular
897 advancement.
898

899 e. Professional Behavior

900 Evaluation of candidates for reappointment or advancement in rank or
901 title shall include consideration of appropriate professional
902 interactions, particularly including interactions with students and/or
903 patients as appropriate.
904

905 C. Standards for Post-Tenure Review:

906 Each department's guidelines shall include standards for five-year cumulative
907 performance review of tenured faculty, as governed by the *Policy for*
908 *Performance Review of Tenured Faculty of East Carolina University, [Part IX, East](#)*
909 *Carolina University Faculty Manual*. The overriding goal of such review is as
910 stated in the preamble to the ECU faculty performance review policy: "The
911 comprehensive, formal, periodic evaluation of cumulative faculty performance
912 has the purposes of ensuring faculty development and promoting faculty
913 vitality." The review "does not create a process for the reevaluation or
914 revalidation of tenured status."
915

916 VI. Procedures for Meetings within the Unit

917 A general faculty meeting called by the dean will be held at least quarterly. Meetings
918 will be conducted according to the most recent edition of *Robert's Rules of Order*
919 *Newly Revised*. Special meetings may be called by the dean or by one-fifth of the
920 voting faculty provided written notice is given at least a week before the date of the
921 proposed meeting, which notice must include the agenda for the meeting. Quorum
922 will be 25% of the voting faculty (per II C above) on the roster as of September 10 of
923 each academic year.

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VII. Voting by Faculty Members

The dean will, in a timely manner, present to the faculty for review and approval the final drafts of the school's Liaison Committee on Medical Education (LCME) and Southern Association of Colleges and Schools (SACS) reports, major planning documents, and other assessments of the school's operations prior to submission outside the school. See the *ECU Faculty Manual*, [Part IV](#).

VIII. Budget

The dean will discuss at a regularly scheduled faculty meeting the school's annual budget and annual report.

IX. Amendment Procedures

This Governance Code may be amended in accordance with the *ECU Faculty Manual*, [Part IV](#) in the following manner:

- A. Step 1: The proposed amendment shall be presented and discussed at a regular faculty meeting or a special meeting called for that purpose. A copy of the proposed amendment shall be distributed to all faculty members at least one week prior to this faculty meeting. The proposed amendment and any revisions approved during the meeting may be recommended for further consideration by a majority of the faculty present and voting at the meeting.
- B. Step 2: If recommended for further consideration, the Code with the proposed amendment will be distributed to all faculty members for comment. The amended code and all comments will be reviewed by an *ad hoc* review committee composed of the elected faculty senators and alternates from the Brody School of Medicine. In addition to considering the impact of the proposed amendment on Brody School of Medicine governance, the committee will consider whether the proposed amendment is in keeping with appropriate University guidelines. The committee will present its recommendations in writing to the faculty of the Brody School of Medicine at least one week prior to a second regularly scheduled or called faculty meeting.
- C. Step 3: At a second faculty meeting, the amendment proposal recommended by the *ad hoc* committee will be considered by the faculty. The proposed amendment may be further amended at this meeting, provided that such amendments do not make more extensive changes in the Code than those for which prior notice was given (see [Robert's Rules of Order Newly Revised](#), Section on Amendment of Bylaws). To be considered for final adoption, the final form of the proposed amendment must be approved by a majority of the faculty present and voting at the meeting.
- D. Within ten working days after approval at the second faculty meeting, the final form of the proposed amendment shall be submitted to the tenured

970 faculty for vote by secret ballot. Tellers for the vote will be the elected faculty
971 senators and alternates of the Brody School of Medicine.

972
973 In accordance with *Robert's Rules of Order Newly Revised*, the following
974 balloting procedure or a comparably confidential and secure electronic
975 balloting procedure will be used:

976
977 Each permanently tenured faculty member shall be sent a printed ballot, a
978 specially recognizable outer return envelope addressed to the chief teller, and
979 an inner return envelope with spaces for the voter's name and signature on its
980 face.

981
982 Ballots must be returned within twenty-one days after the date of mailing.
983 Each faculty member shall mark the ballot, fold it, put it in the inner return
984 envelope, seal the envelope, print his/her name and sign the return envelope
985 in the spaces marked, put the inner return envelope into the outer addressed
986 envelope, and return it to the chief teller.

987
988 The chief teller shall hold the envelopes unopened until the meeting of the
989 tellers, quorum for which shall be six. At that meeting, all inner envelopes
990 shall first be removed from the outer envelopes. Each inner envelope shall
991 then be handled as follows: first, the name and signature on the envelope
992 shall be checked against the list of permanently-tenured faculty and the voter
993 checked off the list as having voted; then the ballot, still folded, shall be
994 separated from the identifying envelope, and accumulated for counting.

995
996 Final adoption of the proposed amendment requires a majority vote of the
997 tenured faculty.

998
999 E. Upon adoption by the permanently tenured faculty, the amendment shall be
1000 submitted by way of the Unit Code Screening Committee to the Faculty
1001 Senate and the chancellor for review and ratification, as required by [Part II](#) of
1002 the *ECU Faculty Manual*. The amendment shall go into effect upon ratification
1003 by the Faculty Senate and the chancellor.

1004
1005 F. Implementation of this Code. This Code supersedes all previous Brody School
1006 of Medicine codes. All provisions of this Code will become effective
1007 immediately following the Code's ratification by the Faculty Senate and the
1008 chancellor.

1009
1010 G. Unit Code Availability
1011 Every faculty member of the Brody School of Medicine shall be provided with a
1012 copy of and a link to the Unit Code upon becoming a member of the faculty.

1013
1014 X. University Administrator Evaluations

1015
1016

BSOM Faculty shall participate in the annual evaluation of administrators in accordance with established University policies.