

COVER/SIGNATURE PAGE

REVISED UNIT CODE OF OPERATIONS
BRODY SCHOOL OF MEDICINE
EAST CAROLINA UNIVERSITY

Unit Code Amendment Approval

1. Approved by the tenured faculty of the unit

Chair, Unit Code Committee Charles E. Boklage Date: 03/15/14

2. If changed, reapproved by tenured faculty*

Chair, Unit Code Committee _____ Date: _____

3. Submitted to Next Highest Administrator for advice:

Administrator G. Rummings Date: 11/20/2014

4. Reviewed/recommended by Faculty Senate Unit Code Screening Committee:

Chair, Unit Code Screening Committee Patricia Bude Date: 10/24/2014

5. Approved by the East Carolina University Faculty Senate: FS Resolution #14-90

Chair of the Faculty W. T. McNeill Date: 12/2/2014

6. Approved by East Carolina University Chancellor/or designee:

Chancellor: S. Bullard Date: 2/10/15

Effective Date of Unit Code is the date of the Chancellor's Signature:

Effective Date of Code: 2-10-15

* Any changes to the code that are made after the original approval by a majority of the tenured faculty of the unit must be approved again by a majority of the tenured faculty of the unit.

UNIT CODE of GOVERNANCE
Brody School of Medicine
East Carolina University

I. Preamble

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

II. Faculty

A. Definition of the Faculty.

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

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

B. Definition of Voting Faculty.

1. Except as noted below, the voting faculty of the Brody School of Medicine consists of all faculty holding greater than 50%-time appointments in the school who have regular faculty rank or faculty title except fellows and research associates, and who are in at least the twelfth consecutive month of appointment.
2. All faculty members, as defined in II. A. above, are entitled and expected to attend all regular and called full faculty meetings and to participate in all discussions and votes at those meetings.
3. For purposes of Initiation, Review and Approval of Appointments, Reappointments, and the Conferral of Permanent Tenure, and for purposes of final approval of proposed amendments to the Unit Code, voting faculty are as defined in [Part IV](#) and [Part IX](#) of the *ECU Faculty Manual*
4. For voting on departmental issues other than personnel actions concerning probationary-term faculty, each department will determine the definition of that department's voting faculty

- C. Definition of the Graduate Faculty.
1. Membership of the graduate faculty is defined in [Part II of the ECU Faculty Manual](#).
 2. Voting rights and other privileges and responsibilities of graduate faculty members are defined in Part II of the *ECU Faculty Manual*.
- D. Definition of Affiliate Faculty.
Affiliate faculty members are non-salaried professionals who teach medical students, resident physicians or graduate students of the School.
- E. Emeritus status.
Given that a retired or permanently disabled faculty member (which may include a Phased Retirement participant) has made significant contribution to the University through a distinguished record of scholarship, teaching and/or service, the unit personnel committee and appropriate administrator/s may petition the Chancellor to confer the title “emeritus” or “emerita” upon that faculty member.

III. Administrative Organization of the Brody School of Medicine

- A. The dean is the senior academic and administrative officer of the Brody School of Medicine who will be appointed and evaluated in accordance with established University policies. The dean is responsible for the school's budget, policies, operations, programs, and long-range planning; for its curricular, instructional, and research programs; for recommendations on faculty appointments, reappointments, promotion, and permanent tenure; and for the school's associations with appropriate organizations. The dean will ensure that the provisions of this Code are followed.
- B. Administrative Staff:
The dean has authority in accordance with applicable EEO policies and procedures to appoint an administrative staff which may include assistant and associate deans who will report to the dean. Assistant and associate deans will have faculty appointments within the Brody School of Medicine. Members of the dean's staff may have delegated responsibility for areas including but not limited to:
- administration
 - admissions
 - clinical affairs
 - continuing medical education
 - diversity and minority affairs
 - faculty development
 - finances
 - graduate medical education
 - informatics
 - operations
 - research and graduate studies
 - student affairs
 - undergraduate medical education

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

C. Academic Center Directors:

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

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

D. Brody Council.

1. Composition: The Brody Council shall consist of the dean, who will serve as chair, a member of the administrative staff designated by the dean, the chairs of all academic departments, and the directors of the academic centers. All of these members will have voting privileges. Each chair and center director may designate in writing one alternate for the academic year who will attend and have voting privileges when the chair or center director is unable to attend. The dean may appoint non-voting resource members.
2. Meetings: The Brody Council shall meet as needed. A meeting may be called by the dean or a majority of the Council members provided at least three working days written notice is provided before the meeting. The agenda for all meetings will be set by the dean and will include all items submitted by the members provided the items are submitted at least three working days before the meeting. A quorum shall consist of a majority of the group's membership. Written minutes of all meetings will be available in the Office of the Dean.
3. Purpose of the Brody Council: The council is to advise and assist the dean by doing the following:
 - a. reviewing and making recommendations regarding the policies and procedures of the School;
 - b. establishing and maintaining appropriate lines of communication between the administration and the faculty;
 - c. establishing and maintaining appropriate lines of communication between the Brody School of Medicine and hospitals and other outside agencies;
4. Reporting of Brody Council Activities: Activities of the council will be reported to the faculty by the respective chairs. The dean will summarize the activities of the Brody Council at all regularly scheduled meetings of the general faculty.

E. Departments.

1. The following are the academic departments 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

2. Department Chairs

The department chair is the administrative head of each department and must hold a tenured or probationary-term appointment within that department. The chair will be selected and evaluated in accordance with established University policies. The duties of the chair are to:

- a. represent the faculty of the department;
- b. initiate and lead faculty recruiting efforts;
- c. promote effective professional relationships within the department, school, and university, creating and maintaining an environment supportive of diversity;
- d. assign faculty duties, evaluate annually each faculty member's performance in writing and recommend salary increases to the dean;
- e. manage the operation of the department's offices and staff, including making administrative appointments within the department;
- f. annually provide each probationary-term faculty member with a written statement of progress toward tenure;
- g. advise and counsel faculty members on application procedures for advancement in rank, promotion and tenure;
- h. give due consideration to the recommendations of departmental committees;

- i. forward recommendations from the department's committees defined in [Part IX of the ECU Faculty Manual](#), conveying the committees' recommendations along with those of the chair to the dean;
- j. designate the use of physical facilities and other resources available to the department;
- k. manage funds assigned to the department;
- l. convene departmental faculty meetings at least quarterly at a time to be announced at the beginning of the academic year. Special meetings may be called by the chair or by a majority of the faculty members of the department provided at least three working days written notice is given;
- m. schedule and monitor the teaching and patient care activities of the department;
- n. assist faculty in their professional and career development;
- o. perform other duties as delegated by the dean.

IV. Committees of the Brody School of Medicine

A. Standing Committees

1. Committee Appointments: Except for members of the Brody School of Medicine Tenure and Promotions Advisory Committee, all members of BSOM standing committees, including committee chairs, will be appointed by the dean for a one-year term beginning July 1 and ending June 30 unless otherwise specified in this Code. Faculty members serving on all standing committees shall be voting faculty members as defined in Section II. B. of this Code. An exception to this requirement is that any Course Director may be eligible for appointment by the dean to membership on the Curriculum Committee concerned with the year of his or her course. The dean will consult with the chairs and faculty in making committee appointments so that committee membership represents the diverse interests of the faculty. The dean or a designated representative shall serve as a voting ex-officio member on all standing committees except the BSOM Tenure and Promotions Advisory Committee. Members may be reappointed on all committees except Tenure and Promotions, whose members may not be elected to consecutive terms. Minutes of all standing committee meetings shall be provided to the dean or the dean's representative.
2. The standing committees are as follows:
 - Admissions
 - BSOM Tenure and Promotions Advisory
 - Continuing Medical Education
 - Executive Curriculum
 - M-1 Curriculum
 - M-2 Curriculum
 - Clinical Curriculum
 - Graduate Studies
 - Research
 - Space Allocation/Reallocation
 - Student Affairs
 - Student Review and Promotion
separately for M-1, M-2, M-3, M-4

3. Committee Organization and Procedures
 - a. Before September 1 of each academic year each committee will hold its initial meeting. Meetings will be called by the chair of the committee, except for the BSOM Tenure and Promotions Advisory Committee. The dean will call the first meeting of this committee, where a chair will be elected who will call subsequent meetings.
 - b. All committee members are voting members unless otherwise designated. The quorum for a committee will be a majority of the voting members of the committee. An affirmative vote requires a majority of those present.
4. Committee Purposes and Membership
 - a. Admissions:

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

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

Membership will include basic sciences faculty, clinical sciences faculty, and medical students from the M-2 through M-4 classes.
 - 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

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

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-1 Course

One M-2 Student Representative One M-3 Student Representative

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

Clinical Curriculum Committee

All M-3 Course and Clerkship Directors

One faculty member from each clinical department that has required curricular component/s in M-4 and is not already represented by an M-3 course or clerkship director.

Two basic science faculty members One M-3 student representative One M-4 student representative

Dean or dean's designee/representative (non-voting) Associate dean for medical education (non-voting)

e. Graduate Studies

Purpose: Advise the dean on the development of the school's graduate programs and act as a forum for expression of interest and concerns of the graduate faculty and graduate students of the Brody School of Medicine.

Membership: The graduate program director from each graduate program, three clinical department graduate faculty members and two graduate students, one of whom will be the president of the doctoral student association, will serve on the committee. The committee will elect its chair annually from its membership.

f. Research

Purpose: Advise the dean on the development of the school's research productivity and on appropriate utilization of the core research facilities of the school.

Membership: Four clinical sciences faculty and four basic sciences faculty. The school's academic center directors will serve as resources to the committee.

g. Space Allocation/Reallocation

Purpose: Establish guidelines for space allocation and make space allocation recommendations.

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

h. Student Affairs

Purpose: Serve as a forum for expression of interests and concerns by the medical students and graduate students.

Membership: The president of each medical school class (the vice-president of each respective class can serve as an alternate in the president's absence), a representative elected by the Medical Student Council, one graduate student, two basic sciences faculty, and three faculty from clinical departments. The assistant dean(s) for student affairs and one additional representative each from the Office of Student Affairs and the Academic Support and Counseling Center will serve as ex-officio, non-voting members.

i. Student Review and Promotion

M-1 M-2 M-3 M-4

Purpose: Each committee reviews the progress of medical students in that year of medical school and recommends students for advancement to the next year of medical school. The recommendations of the M-4 committee for students to receive the doctorate in medicine must be approved by a majority of a quorum of the faculty assembled at a meeting.

Membership: The M-1 committee will consist of one faculty member from each department that teaches in the M-1 curriculum and one representative each from the offices of Student Affairs and the Academic Support and Counseling Center who will serve as ex-officio, non-voting members. The M-2, M-3 and M-4 committees will be similarly constituted.

B. Personnel Committees, Tenure Committees, Promotion Committees

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

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

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

2. No faculty member may serve on any committee if service on that committee places the faculty member in a position of supervision, evaluation or influence over the employment, promotion, salary, career development or distribution of university resources of an immediate family member as determined by blood, law or marriage, pursuant to *ECU Faculty Manual* [Part IX](#), and [UNC Policy Manual 300.4.2.1\[G\]](#).
3. Faculty Recruitment
The department chair shall notify the department personnel committee of the number and nature of positions allocated to the department. The selection of

candidates must then proceed in accordance with the *ECU Faculty Manual* [Part IX](#): Tenure and Promotion Policies and Procedures, the most recently revised Affirmative Action Plan, and applicable unit code provisions. The type of search required (i.e., local, regional, national) is governed by University EEO policies. Search committees for probationary-term faculty positions will include a faculty designee representing the Office of Diversity Affairs.

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

V. Evaluation of Faculty

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

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

b. **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%.

i. 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 will be evaluated. These may include, but are not limited to: departmental courses; courses outside the department; courses outside the Brody School of Medicine; clinical teaching of students and residents in patient care settings; clinical teaching in grand rounds, conferences, workshops, continuing education programs; student and resident advising; curriculum innovation and production of new instructional materials; training grant proposals submitted and reviewed, approved, and funded; publication of research on the teaching/learning process; and continuing faculty development as a teacher.
- (2) Departmental guidelines shall specify the methods used to evaluate a faculty member's teaching effectiveness. Evaluation methods should include student and/or resident evaluation of teaching and peer review of teaching in accordance with university requirements. Peer review of teaching must include direct observation of the faculty member's teaching. Peer review may also include evaluation of course plans and instructional materials.
- (3) Departmental guidelines shall specify the methods used to evaluate a faculty member's advising activities, where applicable.
- (4) Departmental guidelines shall specify the level of teaching/advising activity or achievement expected for each particular professional advancement.

ii. Research, Creative Activity, Scholarship

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

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

Types of scholarly activity may include, but are not limited to, scholarly articles in refereed journals; books as sole or senior author, junior author or editor; articles in non-refereed journals; monographs or chapters in books; book reviews;

paper presentations at professional meetings; citations by published work; grant proposals submitted and reviewed, others of approved, or funded; activity as referee or editor of professional journals; panel membership for external funding agencies; computer programs, audiotapes, and videotapes; membership on national and regional editorial boards and related positions emphasizing research and scholarly contributions; and research honors or awards from the profession.

- (2). Departmental guidelines shall specify the methods used to evaluate scholarly achievement. For promotion to Professor or Associate Professor and for conferral of permanent tenure, methods must include external peer review of the faculty member's scholarly work according to the procedures described in [Part VIII](#) and [Part IX](#) of the *ECU Faculty Manual*.
- (3). Departmental guidelines shall specify the level of scholarly activity or achievement expected for each particular advancement.

iii. Patient Care and Related Clinical Activity

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

- (1). Appropriate specialty board certification should be received before advancement in rank or title to associate professor and/or conferral of permanent tenure. Each department will determine subspecialty board certification requirements for the department.
- (2). Departmental guidelines shall specify the types of patient care and related clinical activity expected of faculty members, including, but not limited to, direct patient care; consultation through referral of patients; provision of types of service not otherwise available in the region; organization of new types of patient care programs; direction of a clinical laboratory; and direction of clinical programs within and outside the Brody School of Medicine.
- (3). Departmental guidelines shall specify the methods used to evaluate patient care and related clinical activity.
- (4). Departmental guidelines shall specify the level of patient care and related clinical activity or achievement expected for each particular advancement.

iv. Professional Service

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

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

v. Professional Behavior

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

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

Permanent tenure is a privilege that may be conferred only by action of the Board of Trustees of East Carolina University, and is always held with reference to employment by East Carolina University rather than to employment by The University of North Carolina. Meeting or exceeding school criteria or departmental guidelines does not ensure the conferral of permanent tenure. Conferral of permanent tenure is based on the faculty member's demonstrated professional competence in teaching/advising, research/creative activity, professional service, and, for some clinical science faculty members, patient care and related clinical activities; potential for future contributions; and the institution's needs and resources. Permanent tenure is independent of promotion but sound academic practice supports the concept that an assistant professor, to be eligible for tenure, should be qualified for promotion to associate professor.

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

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

1. Departmental Guidelines

Each department in the Brody School of Medicine shall establish guidelines expressing departmental expectations regarding achievement for professional advancement in faculty title. 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 title. 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. The dean may consult with others 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.

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.

- i. Departmental guidelines shall specify the settings in which teaching will be evaluated and the types of teaching-related activities which will be evaluated. These may include, but are not limited to: departmental courses; courses outside the department; courses outside the Brody School of Medicine; clinical teaching of students and residents in patient care settings; clinical teaching in grand rounds, conferences, workshops, continuing education programs; student and resident advising; curriculum innovation and production of new instructional materials; training grant proposals submitted and reviewed, approved, and funded; publication of research on the teaching/learning process; and continuing faculty development as a teacher.
- ii. Departmental guidelines shall specify the methods used to evaluate a faculty member's teaching effectiveness. Evaluation methods should include student and/or resident evaluation of teaching and peer review of teaching in accordance with university requirements. Peer review of teaching must include direct observation of the faculty member's teaching. Peer review may also include evaluation of course plans and instructional materials.
- iii. Departmental guidelines shall specify the methods used to evaluate a faculty member's advising activities, where applicable.
- iv. Departmental guidelines shall specify the level of teaching/advising activity or achievement expected for each particular professional advancement.

b. Research, Creative Activity, Scholarship

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

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

Types of scholarly activity may include, but are not limited to, scholarly articles in refereed journals; books as sole or senior author, junior author or editor; articles in non-refereed journals; monographs or chapters in books; book reviews; paper presentations at professional meetings; citations by others of published work; grant proposals submitted and reviewed, approved, or funded; activity as referee or editor of professional journals; panel membership for external funding agencies; computer programs, audiotapes, and videotapes; membership on national and regional editorial boards and related positions emphasizing research and scholarly contributions; and research honors or awards from the profession.

- ii. Departmental guidelines shall specify the methods used to evaluate scholarly achievement.
- iii. Departmental guidelines shall specify the level of scholarly activity or achievement expected for each particular advancement.

c. Patient Care and Related Clinical Activity

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

- i. Appropriate specialty board certification should be received before advancement in rank or title to associate professor and/or conferral of permanent tenure. Each department will determine subspecialty board certification requirements for the department.

- ii. Departmental guidelines shall specify the types of patient care and related clinical activity expected of faculty members, including, but not limited to, direct patient care; consultation through referral of patients; provision of types of service not otherwise available in the region; organization of new types of patient care programs; direction of a clinical laboratory; and direction of clinical programs within and outside the Brody School of Medicine.
- iii. Departmental guidelines shall specify the methods used to evaluate patient care and related clinical activity.
- iv. Departmental guidelines shall specify the level of patient care and related clinical activity or achievement expected for each particular advancement.

d. Professional Service

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

- i. Departmental guidelines shall specify the types of professional service expected of faculty members in the department. Types of professional service may include, but are not limited to: direction of departmental programs (e.g., graduate education, clinical centers); mentoring faculty colleagues, directing or serving on graduate student thesis and dissertation committees; editorial peer reviews for professional publications; service to professional organizations, boards or commissions other than those emphasizing research and scholarly activity; service on East Carolina University, Brody School of Medicine, departmental, and hospital committees; service to nonacademic organizations and governmental agencies; and community and outreach services.
- ii. Departmental guidelines shall specify the methods used to evaluate professional service.
- iii. Departmental guidelines shall specify the level of professional service activity or achievement expected for each particular advancement.

e. Professional Behavior

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

C. Standards for Post-Tenure Review:

Each department's guidelines shall include standards for five-year cumulative performance review of tenured faculty, as governed by the *Policy for Performance Review of Tenured Faculty of East Carolina University*, [Part IX](#), *East Carolina University*

Faculty Manual. The overriding goal of such review is as stated in the preamble to the ECU faculty performance review policy: “The comprehensive, formal, periodic evaluation of cumulative faculty performance has the purposes of ensuring faculty development and promoting faculty vitality.” The review “does not create a process for the reevaluation or revalidation of tenured status.”

VI. Procedures for Meetings within the Unit

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

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

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

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

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

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

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

- E. Upon adoption by the permanently tenured faculty, the amendment shall be submitted by way of the Unit Code Screening Committee to the Faculty Senate and the chancellor for review and ratification, as required by [Part IV](#) of the *ECU Faculty Manual*. The amendment shall go into effect upon ratification by the Faculty Senate and the chancellor.
- F. Implementation of this Code. This Code supersedes all previous Brody School of Medicine codes. All provisions of this Code will become effective immediately following the Code's ratification by the Faculty Senate and the chancellor.
- G. Unit Code Availability
Every faculty member of the Brody School of Medicine shall be provided with a copy of and a link to the Unit Code upon becoming a member of the faculty.

X. University Administrator Evaluations

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