

Guidelines for Promotion and Tenure for Tenure Track Faculty Department of Biochemistry and Molecular Biology

Brody School of Medicine at ECU Departmental

The *Guidelines for Promotion and Tenure* have been developed by the Faculty of the Department of Biochemistry in accordance with the University guidelines published in the *East Carolina University Faculty Manual (Part IX and X)* and *The Brody School of Medicine (BSOM) Governance Code*. These departmental guidelines faithfully meet or exceed the benchmarks set forth in *The BSOM Guidelines for Creation of Departmental Promotion and Permanent Tenure Documents for Tenure Track Faculty unless* benchmarks were exempted by the Dean of the Brody School of Medicine. Department and BSOM Guidelines express expectations regarding the minimal achievement levels for Conferral of Permanent Tenure and Promotion in Rank to Associate Professor and Full Professor. Each faculty member will be given a copy of these three documents and will be responsible for understanding the relevant procedures and criteria required for advancement. The Departmental Chairperson and the Chairperson of the Departmental Tenure and Promotion Committee will provide a written annual evaluation of the faculty candidate's progress toward promotion and tenure and will advise each faculty member on the procedures to be used in applying for promotion and tenure.

GENERAL INFORMATION: This document gives the minimum expectations for conferral of tenure and promotion to associate professor and professor in the department of Biochemistry and Molecular Biology. Tenure decisions are normally made at the time of promotion to associate professor. This guideline is intended to assist the P&T committee in evaluating the value of the faculty member to the department and to the university. The P&T committee should consider the value of the faculty member to the department in ways that are not detailed in this document. Willingness to help other faculty members in their teaching, research, or service to help the department to meet its goals are positive values. Likewise, failure to cooperate in meeting departmental goals is a negative value.

Another purpose of these departmental guidelines is to clearly describe the expectations of professional performance so that each faculty member knows what is required of him/her to qualify for conferral of permanent tenure and/or promotion. In a definite but less explicit way, the guidelines delineate the responsibilities of the department and the BSOM to the BSOM faculty. Thus, in effect, these guidelines serve as an agreement between the individual faculty member and the institution in which each has defined responsibilities .

This guideline complies with the criteria for professional advancement as described in the BSOM code and the ECU Faculty Manual parts IX and X. This document has been approved by the Promotion and Tenure committee, the

Chair and the full faculty of the Department of Biochemistry and Molecular Biology and the Dean of the Brody School of Medicine. A copy of this document must be on file in the Department of Biochemistry and Molecular biology and in the Deans office.

Effective Date of Revised Promotion and Tenure Guidelines: The process of achieving promotion to the rank of Associate Professor and/or being granted permanent tenure is dependent upon several years work at a minimum. Both processes are time-limited under the University Code. Because everyone faces a strict deadline for achieving these goals, newly adopted promotion and tenure guidelines by a particular department will apply to all new hires after the date of approval by the Dean.

Promotion to the rank of Professor is not a time-limited process and there is no comparable deadline a faculty member faces for achieving promotion to the rank of Professor. Promotion to Professor is dependent upon a corpus of work overtime and should not be based upon time in grade. Therefore, guidelines and criteria for promotion to the rank of Professor should become effective immediately after they are adopted and approved.

Changes to this document: Proposed guidelines that do not meet the basic minimal guidelines prescribed in this document may be necessary in certain circumstances and should be submitted to the Dean as part of the standard revision process together with a written justification for these variances. In this regard, the basic minimal guidelines enumerated in this document cannot be considered as absolute but rather should be considered as a sincere *effort* to ensure faculty excellence in the BSOM. The approval process, adjudicated by the Dean, is the final arbitrator of assurance that the proposed guidelines are optimal and ensure excellence in the fulfillment of the department's mission. Upon approval by the Dean, the departmental guidelines become the official set of guidelines, derived from the departmental faculty, and approved by the upper administration, to govern faculty advancement in that department. The general expectation is that the departmental guidelines will be revised by the department and approved by the Dean at least once every 10 years.

Ability to be Promoted and Tenured: There is no guarantee of promotion or tenure simply based on years in rank. Rather, decisions are based primarily on the accomplishments of the faculty while in rank at ECUSOM. Past performance outside of this department or outside of this institution may be considered in cases where the departmental P& T committee has difficulty in making a promotion or tenure decision. For instance, during times of exceptionally low National support for research, past funding performance by the individual may be an indication of the potential of the faculty to obtain external funding when funding conditions normalize.

Conferral of permanent tenure is independent of promotion, but sound

academic practice supports the concept that an Assistant Professor qualified for tenure should qualify for promotion to Associate Professor.

In general, early consideration (prior to the 6-year on the tenure track for Assistant Professors) for promotion, particularly with a request for tenure, is discouraged. However, faculty who have a clear and sustained track record of success at the BSOM, with a trajectory towards becoming one of the top faculty members in his/her respective department, may be considered for early promotion with or without tenure.

Although most members of the department are expected to be on a research track, it is possible to create tracks for other duties such as teaching. It is possible for a faculty member to change tracks if this is mutually beneficial to the faculty member and the greater department. In close consultation with the Departmental Chairperson, the faculty member may be directed to alternative advancement tracks, operationally defined as alternative weighting of duties, to help fulfill the core mission of the department and provide a path to promotion and/or tenure. In this regard, the types of alternative tracks that would warrant promotion, along with the benchmarks of success and methods of assessment, must be specified in the departmental guidelines.

Expectations of Department and the candidate for promotion: The Annual Performance Evaluation and the Annual Progress toward Tenure Letter represent two separate but related documents. The former evaluates performance for a one-year period whereas the latter, after the first year, is an evaluation of accumulated effort toward a specified goal (*i.e.*, promotion and/or tenure). The candidate should have a satisfactory and consistent record of accomplishments for the duties specified in his/her annual contract, as documented in each Annual Performance Evaluation. The candidate should have made satisfactory and consistent progress toward promotion and permanent tenure when judged by the specific departmental criteria, as documented in the Annual Progress-Toward Tenure Letter.

Each tenure track candidate for promotion and/or permanent tenure should have demonstrated competence (satisfactory performance) in the three areas of teaching/advising, research/creative activity, and service. In addition, a 'very good' or excellent rating on annual evaluations is required for the two major areas of concentration of that faculty member. The Departmental Chairperson and faculty member will determine the areas to which the faculty member directs his/her efforts and weigh these areas accordingly. The weight applied to these areas should reflect the weight decided upon by the faculty member and Departmental Chairperson during the annual evaluation process and these weights define the principal areas for the faculty member.

The conferral of permanent tenure shall be based not only on the faculty member's demonstrated excellence in two or more of these performance areas, but also on the potential for future contributions and the institution's needs and

resources. Simply meeting the departmental guidelines for promotion and conferral of permanent tenure does not guarantee that either will be awarded, but are ultimately decided on an individual, case-by-case basis. The specifics of this understanding and its implications for the specific criteria for promotion and/or tenure applicable to everyone should be set out explicitly in the appointment letter at the time the individual is hired. This letter should be included in each faculty member's Personnel Action Dossier (PAD).

The candidate must also exhibit consistent professional conduct during his/her interactions with all personnel at the BSOM (e.g., students, faculty, patients, and support staff), as well with contacts outside the BSOM and the lay community. Professional conduct should include consistent support of the core missions of the BSOM. Faculty should also be following all applicable BSOM and ECU policies.

It is essential that the annual performance evaluations and progress toward tenure letters completed by the Departmental Chairperson and the Departmental Tenure Committee **accurately** reflect a faculty member's progress toward tenure and/or promotion. These documents should also note any deviation from previously agreed upon distribution of effort, or relative weighting of performance, or any exceptions to this approach. If a faculty member is not making satisfactory progress toward tenure and/or promotion, the preceding evaluations should indicate that fact. In addition, it is important that the Departmental Chairperson ensures that the faculty member is provided with timely and appropriate advice, mentoring, resources, and, if indicated, redistribution of effort for the faculty member to give him/her the best possible chance of achieving tenure and/or promotion.

The Annual Evaluations, Progress toward Tenure letters and the recommendation letter for promotion and tenure in the department of Biochemistry and Molecular Biology should include teaching, research and service, overall value to the mission of the department and professionalism.

Detailed requirements for promotion: The expectations for performance in teaching, research and service vary with rank. Professionalism and value to the department are expected irrespective of rank. The following sections give specific recommendations for teaching, research, and service for each rank.

Promotion to Associate Professor and Conferral of Permanent Tenure

Teaching/Advising: The mission of the BSOM includes the training and education of medical students, medical residents, graduate students, undergraduate students, dental students, public health students, allied health students, among other medical trainees, as adopted by the BSOM administration to foster an interdisciplinary learning environment at the BSOM. All learners, students, and degree programs in the BSOM are considered vital to the mission of the BSOM.

Expectations for the amount of teaching for each faculty member should be clearly described in the annual agreement between the Departmental Chairperson and the faculty member at the outset of the academic year. These weights will be selected before July 1st for the upcoming academic year and will be communicated in writing by the Chairperson to the faculty member. The anticipated level of achievement should be specifically defined in this agreement. Relevant teaching activities are listed in the BSOM Code (see section on Teaching/ Advising). The level of performance should be included in the faculty member's annual evaluations. Faculty members wishing promotion in the Department of Biochemistry & Molecular Biology should have contributed to the departmental teaching mission by participating in course review, test preparation and decisions regarding student evaluations. Evidence for teaching quality will be in the form of peer faculty reviews, by annual evaluations of the Chairperson and student reviews. Faculty will be judged on the quality of their lectures, by their course plans, instructional materials, by managing student problems and grading, and by awards, letters from students and other faculty, and student performance on standardized exams. Evidence of **exemplary performance** may include significant modification of the course, by directing a graduate course, by creation of a new course, by writing grants for education and by consistent outstanding reviews from students and faculty.

Mentoring of graduate students (M.S., Ph.D., or M.P.H.) who are in progress or who have completed their training and received their degrees is another important duty of faculty. Students are free to choose their mentor so there can be no requirement that a candidate for promotion and tenure be the director of a student. It is, however, the responsibility of the department to ensure that each faculty member have the opportunity to serve on a graduate research committee. Each candidate for promotion and tenure will be judged on their effectiveness by their willingness to help in the direction of graduate research, by their ability to give scientific or practical assistance to the student and by their concern for the welfare of the students. The committee will recognize the added responsibility associated with serving as the primary mentor for a graduate student. Additional criteria may include matriculation of BSOM graduates to high quality post-doctoral or medical residency programs,

teaching achievement awards , letters of reference, and/ or evaluations from advisees, administrative officers, or other faculty. The candidate's PAD may include a listing of all former students, the role the faculty member had in the students' curriculum, and the students' current academic/ non-academic positions.

Research/Creative Activity: Promotion to Associate the Professor requires the development of a clear strategy for answering an important biological or medical problem that supports the mission of the Department of Biochemistry & Molecular Biology and of East Carolina University. That assessment is made by the Departmental Chairperson, the Departmental Promotion and Tenure Committee, and external and internal referees. The quality of research should be evaluated based on publications, presentations, and grant support. The evaluation of the candidate should be at the level of ascertaining if he/she has the potential to contribute in a substantial way to the identified research problem.

The work used to demonstrate research excellence should have been performed while the candidate was employed at the BSOM or, as appropriate, combined with work performed during previous years as an Assistant Professor at another institution. Departments should make explicit at the beginning of a faculty member's employment at BSOM the amount of prior credit the faculty member will receive for work done at another institution, by agreement between the Promotion and Tenure Committee and the Chair and stated in the offer of employment.

Basic Science Departments should use the methods of evaluation of scholarly achievement (including external letters of evaluation) required by Appendix IX and X of the ECU Faculty Manual. The process for obtaining evaluations (including the external letters of evaluation) should strictly adhere to the procedures outlined in Appendix IX and X. All personal and professional associations of the candidate, the Departmental Chairperson, or the Departmental Promotion and Tenure Committee members with the external reviewers must be disclosed for the review of the BSOM Promotion and Tenure Committee and the upper administration to ensure transparency of the review process and to disclose any possible conflicts of interest.

Publications, scholarly presentations, and grant funding should be used as measures of the candidate's scholarly reputation. Peer-reviewed qualitative and community engagement research will be considered as well as quantitative traditional research . Creative activities that are distinct from traditional research require a complete definition including assessment tools and benchmarks for success, as defined by specific criteria in the departmental guidelines document. Such creative activities should represent a prospective agreement between the faculty member and the Departmental Chairperson in anticipation of the activity . If creative activities are meant to offset research activities or be considered as

equivalent or as an alternative to research activity, then this option needs to be specified in the departmental guidelines, as approved by the Dean, and fully described in the Annual Performance Evaluation and the Annual Progress-Toward-Tenure Letter.

Publications: Both the number and quality of publications will be judged by the promotion and tenure committee. Excellent performance as evidenced by 5 published peer reviewed papers with a minimum of 4 as a corresponding author. Fewer published papers may also indicate excellent productivity if the published papers are large in scope or if they are judged by the promotion and tenure committee and outside references to be exemplary papers. In that case, the Promotion and Tenure committee must give reasons for judging these published papers to be exemplary. Multiple criteria should be used to assess the quality of publications, including the quality of peer-review system/ editorial board, journal reputation, impact factor, citation counts, evaluation by external reviewers, and assessment by the Chairperson and Promotion and Tenure Committee. Criteria used to assess the quality of books and book chapters may include, but are not limited to, invited status, reviews of the book, impact on the intended audience, quality of publisher, and pay-to-publish status.

It is the responsibility of the candidate for promotion to provide evidence of excellence to the departmental Promotion and Tenure committee in the form of journal rankings, numbers of citations and expert opinions.

It is also possible that 5 publications may be considered to be poor performance. Such a recommendation would be made if the publications were made in poorly ranked journals, if the faculty member served a minor role on the published papers, if the published papers are judged to be of poor quality or if there were improprieties in the research.

Presentations: Scientific seminars provide an excellent opportunity for evaluation of the significance, approach, and innovation of a research plan. Comments obtained after local seminars are valuable data for evaluation of a candidate for promotion and tenure. It is the responsibility of the candidate to solicit written comments from such presentations. It is normally expected that the candidate will give a seminar prior to consideration for P& T; that seminar should be evaluated by departmental faculty using a n instrument provided by the P& T committee to include criteria for NIH or NSF grants.

Seminars given at meetings indicate the candidates desire to advance her/his research program. A single presentation at a National or International meeting each year is considered evidence for a healthy research program. Invited seminars at meetings or at other universities is evidence for exemplary achievement as is chairing a session at a meeting, the reception of an award for a presentation or presentation of multiple abstracts or platform talks.

Poster presentations are also a valuable way to disseminate information; such presentations will be considered as evidence of effort to promote research.

Funding. A critical part of vigorous research program is the ability to attract sufficient external funds to move the research at a competitive pace. Funds should be obtained to offset the normally accepted fraction of salary of the investigator, to support graduate students and other personnel, to purchase and maintain equipment, to obtain adequate supplies and to help support the mission of the department. Continuous efforts to obtain intramural and particularly extramural funding are essential.

Faculty in a research track should have received funding as Principal Investigator for at least one grant award, based on an extramural, competitive, peer-reviewed proposal to a national-level funding agency (i.e., NIH R15, NIH R21, NIH R01, NSF grants etc.). Lack of extramural funding or funding from entirely intramural or regional sources should normally be considered below minimal standards for promotion and tenure of any research track faculty member in the basic sciences.

Senior Key Personnel on peer-reviewed, national-level grant awards and contracts have titles such as Program Director, Principal Investigator, or Co-Principal Investigator depending on the funding agency. These Senior Key Personnel have shown competence in the creation of the novel ideas and the unique experimental systems necessary for a successful research program and should be recognized and distinguished from faculty who have a dependent role as collaborators or contractors. Service as a Senior Key Personnel is considered as a milestone achievement for promotion and tenure. A research track faculty member who has a dependent role on awards and contracts, as defined by departmental guidelines, should continue to have the requirement to develop his/her own independent extramurally-funded research program with the status as a Senior Key Personnel to achieve promotion and/or tenure. For promotion and tenure, faculty should have received funding as a Principal Investigator or Co-Principal Investigator for at least one grant award from an extramural national level funding agency. A track record of highly meritorious (as determined by priority scores) but non-funded grant applications will be considered in the P&T decision. However, this cannot be used in lieu of funded grants; i.e., a lack of extramural funding or funding only from intramural or regional sources is considered below the minimal standards for promotion and tenure.

The applicant for promotion and tenure should present the following information to the P&T committee for review for each grant submitted: Title of grant, agency, requested yearly directly costs, % of salary requested and

the review summary sheet. Evidence for exceptional progress may include obtaining multiple grants, a grant renewal, obtaining significant salary recovery and overhead, and positive grant reviews. Similar information should be supplied, as appropriate, for patents, contracts, and other funding sources.

Other Factors. Other factors that indicate the candidate's contribution to the field include patent applications, patent awards, contracts, invited peer-review of submitted papers/grants, service on grant review study sections and service positions in professional societies. The committees should give added value to research programs that facilitate the research of other laboratories within the University and most especially within the Department of Biochemistry & Molecular Biology.

Service: Professional service is a valued activity of all faculty, but it may not be weighted more heavily than teaching or research/ creative activity. At minimum, the candidate should have **actively** served on the key departmental committees (graduate student admissions, graduate thesis committees, faculty search committees, medical biochemistry review committee) and one school-wide or university-wide committee. Service in a core or in management of a facility is legitimate service. Engagement in community outreach activities, service to one's discipline at the state or national level appropriate to the profession is encouraged.

Methods of evaluating service: Support letters that acknowledge service activities and the value of such service should be sought by the candidate for promotion from persons who provided oversight of the service activity (i.e., ECU administration, committee chairpersons, agencies, board members, etc.). Such letters must be included in the PAD. Special service to the Dean or upper administration should be given consideration and weight because such service is normally reserved for persons with skills that are of value to the institution.

Promotion to Professor

The rank of Professor is reserved for outstanding faculty members. A faculty member who is recommended for promotion from Associate Professor to Professor should be a nationally or internationally recognized authority in his/her field of interest. There is no guarantee for promotion to Professor based simply on time in grade at the BSOM.

Basic Requirements: The candidate should be required to have a successful and consistent record of accomplishment for the duties specified in his/her annual contract, as documented in the Annual Performance Evaluation.

In general, work done as an Associate Professor at BSOM will be the primary consideration for promotion to Professor. If the candidate was previously employed at another academic institution, work conducted prior to joining the BSOM faculty may be considered, but departmental guidelines should explicitly specify the types of activities and/or accomplishments and the time frame required for promotion.

Professionalism: Consistent professional conduct should be exemplified by the faculty member during his/her interactions with all personnel at the BSOM (e.g., students, faculty, patients, and support staff), professional contacts outside the BSOM, and the lay community. Professional conduct should include consistent support of the core missions of the BSOM. Faculty should also be in compliance with all applicable BSOM and ECU policies.

The candidate should be recognized at the national or international level for his/her outstanding contributions to the advancement of his/her respective academic and scientific field.

Teaching/Advising: The mission of the BSOM includes the training and education of medical students, medical residents, graduate students, undergraduate students, dental students, public health students, allied health students, among other medical trainees, as adopted by the BSOM administration to foster an interdisciplinary learning environment at the BSOM. All learners, students, and degree programs in the BSOM are considered vital to the mission of the BSOM.

Expectations for the amount of teaching for each faculty member should be clearly described in the annual agreement between the Departmental Chairperson and the faculty member at the outset of the academic year. These weights will be selected before July 1st for the upcoming academic year and will be communicated in writing by the Chairperson to the faculty member. The anticipated level of achievement should be specifically defined in this agreement. Relevant teaching activities are listed in the BSOM Code (see section on Teaching/ Advising). The level of performance should be included in

the faculty member's annual evaluations.

Faculty members wishing promotion to Professor in the Department of Biochemistry & Molecular Biology should have contributed to the departmental teaching mission by participating in course review, test preparation and decisions regarding student evaluations. Promotion to Professor requires that the faculty member have a demonstrated leadership position in teaching including being a course director, the creator of a new course, and being a trained evaluator of teaching of junior faculty. Writing grants for education, involvement in community education, and the creation of educational materials for export are all additional measures that indicate leadership in education.

Faculty are required to instruct in medical/dental and graduate courses. Excellence in teaching will be in the form of peer faculty reviews, by annual evaluations of the Chairperson and student reviews. Faculty will be judged on the quality of their lectures, by their course plans, instructional materials, by managing student problems and grading, and by awards, letters from students and other faculty, and student performance on standardized exams. Promotion to Professor requires continued positive reviews in carrying out these duties.

Mentoring of graduate students (M.S., Ph.D., or M.P.H.) who are in progress or who have completed their training and received their degrees is another important duty of faculty. Students are free to choose their mentor so there can be no requirement that a candidate for promotion and tenure be the director of a student. It is, however, the responsibility of the department to ensure that each faculty member have the opportunity to serve on a graduate research committee. Furthermore, the direction of a student's research may be used as evidence of RESEARCH EXCELLENCE.

Each candidate for promotion and tenure will be judged on their effectiveness by their willingness to help in the direction of graduate research, by their ability to give scientific or practical assistance to the student and by their concern for the welfare of the students. Additional criteria may include matriculation of BSOM graduates to high quality post-doctoral or medical residency programs, teaching achievement awards, letters of reference, and/or evaluations from advisees, administrative officers, or other faculty. The candidate's PAD may include a listing of all former students, the role the faculty member had in the students' curriculum, and the students' current academic/ non-academic positions.

Research/Creative Activity: Promotion to professor is normally made based on excellence in research. The candidate for promotion should have established a body of work that is associated with her/his name by peers in the field. The candidate for promotion should be recognized nationally and internationally for their positive contributions in an area of biomedical research. The body of work should be associated with high quality publications, invited presentations and a record of grant support.

Publications: Excellent performance could be in the form of 15 published papers from the time of promotion to Associate Professor with a minimum of 10 as a

corresponding author. Fewer published papers may also consider to be excellent productivity if the published papers are large in scope or if they are judged by the promotion and tenure committee and outside references to be exemplary papers. In this case, the promotion and Tenure committee must give reasons for judging these published papers to be exemplary. Multiple criteria should be used to assess the quality of publications, including the quality of peer-review system/ editorial board, journal reputation, impact factor, citation counts, evaluation by external reviewers, and assessment by the Chairperson and Promotion and Tenure Committee. Criteria used to assess the quality of books and book chapters may include, but are not limited to, invited status, reviews of the book, impact on the intended audience, quality of publisher, and pay-to-publish status.

It is the responsibility of the candidate for promotion to provide evidence of excellence to the departmental Promotion and Tenure committee in the form of journal rankings, numbers of citations and expert opinions.

There are also conditions where more than 15 publications from the time of promotion to Associate Professor may be considered to be poor performance. Such a recommendation would be made if the publications were made in poorly ranked journals, if the faculty member served a minor role on the published papers, if the published papers are judged to be of poor quality or if there were improprieties in the research.

Presentations: Scientific presentations provide an excellent opportunity for evaluation of the significance, approach, and innovation of a research plan. Comments obtained after local seminars are valuable data for evaluation of a candidate for promotion and tenure. The candidate for promotion to Professor should have consistently high marks for his/her research presentations. Furthermore, the significance, approach and innovation of the work should be judged to be superior. It is the responsibility of the candidate to solicit written comments from such presentations. It is normally expected that the candidate will give a seminar prior to consideration for promotion; that seminar should be evaluated by departmental faculty using an instrument provided by the P&T committee to include criteria for NIH or NSF grants.

Seminars given at meetings indicate the candidates desire to advance her/his research program. A single strong presentation at a National or International meeting each year is considered evidence for a healthy research program. Invited seminars at meetings or at other universities is evidence for exemplary achievement as is chairing a session at a meeting or presentation of multiple abstracts or platform talks. The candidate for Professor should have a record of having given invited seminars to other universities indicative of the candidate having a national and international reputation. The candidate should present evidence of having taken positions of leadership in his/her discipline such as chairing a session, organizing a session or a meeting or serving on a major committee of an organization representing that discipline. Poster

presentations are also a valuable way to disseminate information; such presentations will be considered as evidence of effort to promote research.

Funding. A critical part of vigorous research program is the ability to attract sufficient external funds to move the research at a competitive pace. The applicant for promotion to professor should have a history of funding inclusive of overhead. Funds should be obtained to offset the normally accepted fraction of salary of the investigator, to support graduate students and other personnel, to purchase and maintain equipment, to obtain adequate supplies and to help support the mission of the department. Continuous efforts to obtain intramural and particularly extramural funding are essential.

Faculty in a research track should have received funding as Principal Investigator for at least one grant award, based on an extramural, competitive, peer-reviewed proposal to a national-level funding agency (i.e., NIH R01, R15, R21, P01, DOD, NSF research grants etc., typically of three or more-year duration). A track record of highly meritorious but non-funded grant applications will be considered in the promotion decision. However, this cannot be used in lieu of funded grants; i.e., the failure to obtain at least one extramurally funded grant while at the rank of associate professor or funding only from intramural or regional sources is considered below the minimal requirements for promotion.

The committee will also consider efforts of the applicant to drive his/her program by other means including a joint collaborative venture, venture capital, patents, arrangements with businesses etc. Lack of funding or funding from entirely intramural or regional sources is below minimum standards for promotion to Professor.

The applicant for promotion and tenure should present the following information to the P& T committee for review for each grant submitted: Title of grant, agency, requested yearly directly costs, % of salary requested and the review summary sheet. Evidence for exceptional progress includes obtaining multiple grants, a grant renewal, obtaining significant salary recovery and overhead, and positive reviews.

Other Factors. Other factors that indicate the candidate's contribution to the field include peer-review of published papers and grants, service on grant review study sections and service positions in professional societies. The candidate for Professor should be a regular reviewer for high quality professional publications and for major grants. Service on a study section is highly regarded.

The committee might also choose to place added value on the applicant's research if it facilitates the research of other laboratories within the University and most especially within the Department of Biochemistry & Molecular Biology. This is particularly true for promotion to the rank of Professor. It is expected that the candidate is an integral part of the research effort of the Department. She/He should provide evidence of benefiting other research programs at ECU and particularly within the Department of Biochemistry & Molecular Biology.

Service: Promotion to Professor in Biochemistry and Molecular Biology demands that the candidate play a key role in governance of the Department as well as the School of Medicine and the University. The candidate's willingness to serve the University together with the trust in the individual shown by the University are excellent indicators of the strength of service. Although promotion to Professor requires a strong service commitment that service may not be weighted more heavily than teaching or research/ creative activity.

Kinds of service: The candidate should have served on multiple active committees at the departmental, school-wide, or university-wide level and should also serve in community outreach. Contribution to the academic community is also expected, and must include professional journal editorial board membership, published paper reviewer for professional journals, peer review, grant panel memberships for major extramural funding agencies, service as an officer in a professional society, or responsibility for organization of a national meeting in the candidate's area of research. It is further expected that the candidate for Professor will have adopted an important role in the mentoring of junior faculty. Special service to the Dean or upper administration should be given consideration and weight because such service is normally reserved for persons with skills that are of particular value to the institution.

Support letters that acknowledge service activities and the value of such service should be sought by the faculty member and should be included in the PAD along with other supporting evidence that are available.

Levels of service activity: At minimum, the candidate should have **actively** served on the key departmental committees (graduate student admissions, faculty search committees, medical biochemistry review committee) and one school-wide or university-wide committee.

Ronald S. Johnson

Personnel Committee Chair June 5, 2023

John Cavanagh

Department Chair June 6, 2023

Dean of the Brody School of Medicine _____