

# FACULTY CODE

## A GOVERNANCE DOCUMENT FOR THE SCHOOL OF PHARMACY THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

### I. PREAMBLE

The shared governance between faculty and administration relies on a partnership between faculty, who have substantial responsibilities of an administrative nature, and administrators, who often have significant academic responsibilities. In order for an academic program to function at the highest level, there must be strong mutual trust, respect, and understanding between all parties. It is the intent of this document to operationalize the philosophy of shared governance by providing guidelines for decision-making, and to promote efficient and effective conduct of the business of the School of Pharmacy (hereinafter referred to as the School). While this document provides clarity regarding responsibility and accountability within the School, it is not possible to completely eliminate ambiguity. In those situations, the philosophy of shared-governance takes precedence over a rigid interpretation of policies and procedures. It provides a framework for considering all matters that require the attention of the School, thereby (1) aiding administration, faculty, and supporting staff in operation of the School; and (2) enabling all parties to address the School's mission and achieve its shared vision.

The mission of the School should be addressed through an organizational structure and associated infrastructure that assures all parties contribute in an optimum and efficient manner to achieving excellence in teaching, research and service. The organizational structure should have sufficient specificity and flexibility to accomplish the School's mission.

The policies and procedures established herein are intended to be consistent with the following codes and regulations for government in the University:

*The Faculty Code of University Government*

(<http://www.unc.edu/faculty/faccoun/code/Code2005.pdf>).

*The Code of the Board of Governors of the University of North Carolina*

([http://intranet.northcarolina.edu/docs/legal/policymanual/100.1\\_The\\_Code.pdf](http://intranet.northcarolina.edu/docs/legal/policymanual/100.1_The_Code.pdf)).

*Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill*

(<http://www.unc.edu/faculty/faccoun/tenure.shtml>).

### II. VISION, MISSION, GOALS, AND OBJECTIVES

A. Vision: To be the preeminent school of pharmacy where leaders in practice, education, and research are developed and nurtured.

B. Mission: To advance health care through innovation and collaboration in education, pharmacy practice, research, and public service.

### III. ORGANIZATIONAL STRUCTURE

Attainment of the goals and objectives of the School is facilitated by an organizational structure that assures all parties contribute optimally to achieving excellence. The School is organized by responsibilities in the areas of teaching, research, service, and other functions that may be assumed or assigned by the University, and consists of faculty, students, staff, and administration as described in the appropriate sections of this document and in the organizational chart.

**Chief Administrative Officer** - The chief administrative officer for the School is the dean as defined in Article 6-1 of the University's Faculty Code (<http://www.unc.edu/faculty/faccoun/code/file.6.html>). Responsibilities of the dean include those established in Article 6-2 of the Faculty Code. The administrative organization of the School is established by the dean and may be revised when necessary to reflect changes in function or responsibility. Each administrative officer, other than the dean, shall be responsible to the dean for the efficient and effective operation of the organizational entity or functions to which each is assigned.

**Chief Operating Officer** - The executive associate dean serves as the chief operating officer of the School, managing academic and administrative functions and assisting the dean as requested. The executive associate dean directs the following administrative functions, each of which is led by a director:

- Business and Finance
- Communications and Public Relations
- Facilities Planning and Management
- Human Resources
- Information Technology

**Divisions** - The School is organized into the following four academic divisions, each led by a division chair:

- Division of Medicinal Chemistry and Natural Products
- Division of Molecular Pharmaceutics
- Division of Pharmaceutical Outcomes and Policy
- Division of Pharmacotherapy and Experimental Therapeutics

**Administrative Units** - Two administrative units (Professional Education; Research and Graduate Education) serve the students, faculty, and staff involved in the professional program and the graduate education and research programs of the School. Each of these units is directed by an associate dean. The organizational structure also includes an Office of Advancement and an Office of Clinical Affairs, each under the direction of an associate dean. The Office of Advancement functions as an independent unit working closely with both the University Advancement Office and the Pharmacy Foundation. The associate dean of clinical affairs is affiliated with UNC Hospitals.

#### IV. ADMINISTRATION

**Dean.** Appointment or reappointment to the Office of Dean is made by the chancellor in accordance with University policies. The term of office for appointment or reappointment will normally be five years. The dean holds an academic appointment, normally at the rank of professor, in an appropriate division of the School based upon experience and accomplishments. The dean is expected to understand and support the rights and responsibilities of faculty, and to maintain open and effective communications with faculty. In addition to those duties established by the University (Faculty Code, Article 6.2; <http://www.unc.edu/faculty/faccoun/file.6.html>), the responsibilities of the dean include the following:

1. Serves as chief administrative officer of the School, and as such directs all matters which affect the School's programs.
2. Speaks for the School at the University, state, and national level, and to the general public.
3. Serves as chair of the School faculty.
4. Serves as an ex officio member of School committees.
5. Directs the work of the School and its efficient conduct and management.
6. Ensures appropriate management of the School's human, physical, and fiscal resources.
7. Oversees the curricula of the School, the quality of instruction therein, assignment of duties to personnel, and quality of services provided by the faculty of the School.
8. Reviews faculty performance evaluations submitted by the division chairs.
9. Recommends salaries, salary changes, appointments, reappointments, promotions, the granting of tenure, and post-tenure actions.
10. Submits the annual budget requests for the School and administers the budget when approved.
11. Serves as the School's primary interface with pharmacy practitioners in the state.

**Executive Associate Dean.** Duties of the executive associate dean include the following:

1. Serves as chief operating officer and substitutes for the dean as required.
2. Directs administrative support functions, including Business and Finance, Human Resources, Facilities Planning and Management, Information Technology, and Communications and Public Relations.
3. Serves as liaison with the University regarding implementation of University-wide program activities.
4. Manages areas that cut across professional education and graduate education, such as instructional technology, distance education, and programmatic expansion.
5. Provides assistance to the division chairs with recruitment efforts.
6. Manages the faculty appointment/reappointment/promotion process.
7. Manages implementation of partnerships with other schools, departments, and programs.
8. Directs tactical implementation of the School's policies and operational decisions.
9. Supports the dean operationally within the School and the University.

**Associate deans** are administrative officers of the School who report directly to the dean. Appointments to these positions are made by the dean upon receiving the advice of the faculty and other stakeholders and the approval of the provost. The terms of appointment will normally be five years, with an administrative review every five years. The dean distributes descriptions for these positions to the faculty through the Deans Advisory Council (DAC) and/or other appropriate mechanisms, and communicates modifications in responsibilities through similar mechanisms.

**Associate Dean for Professional Education and Student Services.** Duties of the associate dean for professional education and student services include the following:

1. Provides administrative oversight for the Office of Professional Education, including student services, curricular affairs, curricular assessment, pharmaceutical care laboratories, professional experience, postgraduate/continuing education, and external professional educational initiatives.
2. Manages budget and accounts supporting the functions of the Office of Professional Education.
3. Manages all aspects of the professional program, including the curriculum, program assessment and accreditation, student recruitment, admissions, progression, student judicial governance, and financial aid and scholarships.
4. Plans and implements activities for professional students, including orientation, Career Day, Family Day, scholarship/awards ceremony, and graduation.
5. In collaboration with the associate dean for research and graduate education, makes annual assignments of teaching assistants.
6. Serves as liaison to the North Carolina Board of Pharmacy.
7. Liaison with University legal counsel on various student issues (e.g. appeals).
8. In consultation with the dean, appoints faculty advisers to all student organizations.
9. In consultation with the dean, the executive associate dean, and the associate dean for research and graduate education, makes annual faculty committee assignments.
10. Manages contract arrangements with AHEC and Community-Based faculty.

**Associate Dean for Research and Graduate Education.** Duties of the associate dean for research and graduate education include the following:

1. Manages all aspects of the graduate program, including student recruitment and admission, progression, and stipend and tuition support, assessment, and external review.
2. Manages budget and accounts supporting the functions of the Office of Research and Graduate Education.
3. Provides support for all aspects of preparation and submission of grant applications and contract agreements, and coordinates post-award activities with the Office of Business and Finance.
4. Serves as liaison to the Graduate School, Office of Sponsored Research, relevant funding agencies and the Office of Technology Development.
5. Manages F&A dollars and intellectual property-based income.
6. Manages research space and facilities, shared research equipment, and oversees laboratory safety.
7. Manages conflict of interest and conflict of commitment issues.

8. Oversees the School's centers.

**Associate Dean for Advancement.** Duties of the associate dean for advancement include the following:

1. Develops and fosters external relationships with alumni and pharmacy practitioners through a variety of mechanisms, including the Web site, Carolina Pharmacy, the Alumni Newsletter, and the Dean's Report.
2. Manages budget and accounts supporting the functions of the Office of Advancement.
3. Serves as a liaison with key state and local lobbyists and government representatives.
4. Directs all aspects of the School's fundraising activities including advising/coordinating student requests for external support.
5. Manages assets in the Pharmacy Foundation.
6. Creates resources for student scholarships.

**Associate Dean for Clinical Affairs.** Duties of the associate dean for clinical affairs include the following:

1. Serves as director of pharmacy at UNC Hospitals.
2. Serves as a consultant and adviser to the dean and faculty regarding initiatives and opportunities between the School and UNC Hospitals and Clinics.
3. Promotes and serves as an ambassador for UNC Residency Programs.
4. Oversees pharmacy residency programs at UNC Hospitals and Clinics.
5. Ensures the implementation and integration of teaching and service programs between the School and UNC Hospitals.

**Directors** are responsible for managing the day-to-day operations of the various infrastructure units of the School, and report to the executive associate dean.

**Director of Business and Finance.** Duties of the director of business and finance include the following:

1. Provides fiscal management for the School, including establishment of appropriate systems and procedures for developing and maintaining financial records, consistent with generally accepted accounting principles and University and School policies and procedures.
2. Leads and manages short-term and long-term budgeting and financial planning, including projections of available resources.
3. Serves as the School's primary contact with all University campus financial offices.
4. Directs the School's auditing, tax, accounting, purchasing, invoicing and other financial activities.
5. Manages design, development, and implementation of internal control systems to monitor financial activities and ensure compliance with applicable laws, regulations and contractual obligations.
6. Directs preparation and analysis of financial statements, reports and forward-looking plans, such as forecasts and projections, covering all activities of the School.
7. Provides guidance, instruction and consultative services regarding financial planning and management to division chairs, associate deans, business office staff, administrative managers and program staff.

**Director of Human Resources.** Duties of the director of human resources include the following:

1. Develops, implements and maintains a master staffing plan to support the current and future needs of the organization in consultation with the dean, the executive associate dean, the associate deans and the division chairs.
2. Manages the compensation and benefits functions in concert with the director of business and finance.
3. Manages budget within the HR function.
4. Ensures appropriate personnel policies and procedures are in place, consistent with federal, state and University regulations, policies and procedures.
5. Monitors the promotion, tenure, appointment, and reappointment processes.
6. Assists faculty and staff in classification evaluation of SPA positions.
7. Ensures compliance of all personnel actions with all federal, state and University regulations, policies and procedures, including EEO/AA.
8. Serves as the School's liaison with the University's Human Resource Office.
9. Provides guidance, instruction and consultative services regarding human resources to division chairs, associate deans, HR staff, administrative managers and program staff.
10. Assists in faculty recruitment and relocation, and staff recruitment and evaluation.
11. Administers an ongoing staff development program.

**Director of Information Technology.** Duties of the director of information technology include the following:

1. Develop, evaluate, and implement a master plan for academic and administrative computing for the School of Pharmacy, consistent with the needs, resources, and services for both on- and off-campus students, staff, and faculty, and related appropriately to other UNC Health Science Schools, the AHEC system, the Health Sciences Library, the Institute for Science Learning, UNC Hospitals, and non-health affairs offices such as the Center for Information Technology and the Carolina Computing Initiative.
2. Manages budget and accounts supporting the functions of the Office of Information Technology.
3. Advise the dean on information technology policies, procedures, and priorities necessary to achieve excellence.
4. Advise and inform students and faculty of opportunities for using information technology to enhance learning in pharmacy and research in the pharmaceutical sciences.
5. Plan, design, and develop demonstration projects and other scholarly activities involving applications of information technology in pharmacy education.
6. Identify and/or conduct student, staff, and faculty development opportunities such as workshops and short courses related to information technologies and their applications.
7. Identify and project the needs for scientific computing in research and graduate programs in the School of Pharmacy, and provide technical support appropriate to these needs.

8. Represent the School of Pharmacy within the University of North Carolina, with regard to information technology needs/resources, and with external constituencies.
9. Develop and promulgate computer software and hardware standards for the School of Pharmacy.
10. Plan, design, and develop audiovisual and videoconference capabilities for the School of Pharmacy.
11. Identify, recruit, train, and direct personnel with responsibilities in Information Technology.

**Director of Communications and Public Relations.** Duties of the director of communications and public relations include the following:

1. Manages external School communications in conjunction with the various units, divisions, and programs of the School.
2. Develops and implements a system for internal communication between faculty, staff, students, and other key stakeholders.
3. Manages the School's Web site.
4. Assists the dean and executive associate dean as needed by writing, reviewing, or editing communications materials generated by the dean's office.
5. Identifies external public relations opportunities, and develops strategies for taking advantage of such opportunities, in conjunction with the dean's office and the Office of Advancement.

**Director of Facilities Planning and Management.** Duties of the director of facilities planning and management include the following:

1. Manages all functions relating to day-to-day operations of facilities planning and management.
2. Directs the short- and long-range facility, space and master planning for the School's physical facilities.
3. Manages budget relating to facilities planning and management.
4. Ensures compliance with relevant University, state and federal standards and guidelines.
5. Serves as the School's representative on capital projects, from initial design programming to final acceptance.
6. Represents the School in interactions with University facilities planning.

**Division Chairs.** As a non-departmentalized academic unit, the School relies upon divisions to administer the majority of faculty and staff activities. The School is composed of four divisions: Molecular Pharmaceutics; Medicinal Chemistry and Natural Products; Pharmaceutical Outcomes and Policy; and Pharmacotherapy and Experimental Therapeutics. Each division is administered by a chair and one or more vice chairs. Appointment or reappointment to the office of division chair is made by the dean upon receiving the advice of division faculty and other stakeholders. The term of office for appointment, or reappointment after an administrative review, will normally be five years. The duties of each division chair include the following:

1. Serves as chief administrative officer for the division, and as such represents the division's strategic resource needs to the Office of the Dean and manages the division's allocated resources.
2. Manages budget and accounts supporting the functions of the division.
3. Appoints and directs one or more vice-chairs who are charged with managing specific functions within the division.
4. Represents the division within the School and with external constituencies and partners.
5. Initiates and directs plans for recruitment and retention of faculty, as well as appointments, reappointments, promotion, tenure, and post-tenure actions in compliance with University requirements.
6. Manages all divisional personnel activities, including staff evaluations, ensuring consistency in enforcement of policies, and adequate documentation.
7. Serves as chief academic officer for the division, and as such oversees the division's contributions to the professional and graduate educational programs.
8. Serves as a mentor for junior faculty.
9. Develops and fosters relationships with external constituents and partners.

## **V. FACULTY**

While the faculty in major research universities often have a great deal of autonomy with respect to their scholarly activities, they are, first and foremost, employees of the university, and as such have a primary responsibility for meeting obligations associated with the University's mission and their individual appointments in a specific academic unit. The professional responsibilities of full-time faculty members at universities typically are evaluated according to the broad categories of teaching, scholarship, and service. While the relative effort given to these activities may vary among the faculty in an individual unit, these responsibilities require that faculty members teach students, colleagues, practitioners, and members of the broader community. To meet these responsibilities, each faculty member must bring individual scholarship, as well as that of others, to her or his unit, profession, and community. Although teaching is an integral part of all faculty activities, there is a false perception of separation between teaching and scholarship. These two core responsibilities are, in fact, inseparable aspects of the faculty's mission as a community of scholars: the acquisition of knowledge (through scholarly activities) is only meaningful upon dissemination of that knowledge (through teaching in its broadest sense). While didactic instruction is the most visible and easily quantifiable form of teaching, it is only one mode of teaching. Faculty members also teach through constructive criticism; they teach in informal meetings to discuss ideas or research projects; they teach as mentors by setting an example of professional conduct. Teaching therefore occurs not only in the classroom, but in the laboratory, in the office, in clinics, and in the field. Faculty members provide service, based on their expertise, to their individual units, to the School, to the University, to their profession, and to their communities.

The faculty of the School consists of all persons holding tenure-track, clinical, or research appointments at the rank of professor, associate professor, assistant professor, instructor, lecturer, or a formally authorized lecturer-equivalent. As a non-departmentalized

academic unit of the University, the School represents the primary administrative appointment for its faculty. However, within the administrative structure of the School, faculty may hold an appointment either in one of the academic divisions of the School, or in the all-School series of appointments.

The specific duties of the faculty include the following:

1. Conducting and advancing the instructional, research and service missions of the School and the division in which the appointment is held.
2. Advising and mentoring students in matters relating to their education and career goals.
3. Collaborating with scientific and professional constituencies in advancing the mission of the School.
4. Assisting in the development, interpretation, application, and evaluation of the goals and policies of the School.

### **Appointment, Reappointment, Promotion, Tenure, and Termination**

The policies and practices which affect these aspects of the relationship between the University and each Faculty member of the School is in accordance with the superior codes expressed in the Preamble to this document, and in the School's *Policies Governing Appointments, Reappointments, Promotions and Non-Reappointments for EPA Personnel*. Specific expression is given for the conditions which apply to proposals for or questions about appointments, reappointments, promotions, and tenure of faculty. It is required that the dean submit recommendations about such proposals or questions to the provost after having consulted with the assembled full professors. It is desirable that the dean consult faculty members about proposed new appointments; however, the dean will be guided but not bound by recommendations from those consulted.

### **Academic Freedom**

The academic freedom afforded the faculty of the School is consistent with the rights and privileges for faculty contained in governing regulations of the University ([http://www.unc.edu/faculty/faccoun/handbook/section\\_III.htm](http://www.unc.edu/faculty/faccoun/handbook/section_III.htm)).

### **Governance**

Members of the faculty are encouraged to participate in a collegial system of shared governance. The faculty as a body has the power to legislate on academic matters of general interest to the School, subject to approval of the dean and other appropriate administrators and governing bodies of the University. Division faculty have the power to legislate on matters of general interest to that division, subject to the approval of the chair or other appropriate administrators and governing bodies of the University.

### **Voting Privileges**

Voting faculty are those whose primary responsibility (i.e., >50% as measured by salary contribution) is to the School, are in attendance (or present via telecommunications) at faculty meetings, and are (a) those with tenure-track appointments, (b) those with clinical or research appointments at the assistant professor level or above who are fully funded by

the School through state, grant, or contract dollars, or (c) those who represent each of the AHEC regions, with one representative per region as determined by the pharmacy faculty at each AHEC.

### **Secretary of the Faculty**

The secretary of the faculty will preside over general meetings of the faculty. In this capacity, the secretary of the faculty will establish the agenda for faculty meetings, in consultation with the dean and/or members of the executive committee; will conduct official votes of the faculty as required for specific issues; and will distribute minutes of faculty meetings via an appropriate mechanism. The secretary of the faculty also will serve as the faculty representative on the dean's advisory council. The secretary of the faculty will be elected by the faculty for a term of three years, and will not be eligible for election to more than two consecutive terms. Nominations of eligible candidates (tenured associate professors and professors) and elections will be held every third year, and the person elected will take office on July 1 following the election.

### **Meetings and Procedures**

Faculty meetings will be held approximately at the beginning of each semester and at the end of the academic year. Additional meetings of the faculty will be held, as required, on the call of the dean or the secretary of the faculty. Adequate notice will be given prior to each faculty meeting. Division meetings will be held at least once each calendar quarter on the call of the division chair. Committee meetings will be held on a regular schedule and/or on special occasions as determined by the committee chair. Additional meetings for any of the above assemblies may be called in response to the written requests of not less than one-third of their respective memberships. A formal announcement of time, place, and agenda for each meeting will be made, if possible, at least seven days prior to the meeting. A quorum is defined as a simple majority of the total eligible voting members as defined above, and is required for official faculty action. A majority vote of the voting members present, which may be obtained by voice, show of hands, or ballot as decided by the presiding officer, will decide a motion. Minutes of all meetings will be maintained and distributed through appropriate mechanisms.

## **VI. STAFF**

Administrative staff provide support services to the School to facilitate the instructional, service, and research mission of the organization. Administrative staff are under the jurisdiction and supervision of the particular School operational or administrative unit that is being served. Staff functions, as well as inter-relationships between various staff positions, are included in the School of Pharmacy Staff Policies and Procedures.

### **Staff Council**

The mission of the Staff Council is to insure the highest professional administrative and technical support resources to aid and support the School of Pharmacy's mission. With this statement the Staff Council's function is to hear, evaluate and respond to issues, concerns and ideas of the staff by advising, addressing or referring to the appropriate body within the school such as DAC, SAC, and Human Resources.

## **VII. STUDENTS**

### **Professional Students**

Students enrolled in the professional degree program (doctor of pharmacy, PharmD) will comprise the professional student constituency (designated as PY1, PY2, PY3, and PY4 based on the year in the professional curriculum). The primary governing professional student body organization is called the Pharmacy Student Senate. Each professional student holds membership in the Pharmacy Student Senate, and officers (i.e., president, vice-president, secretary, and treasurer) are elected annually from the student body. The voting body of Pharmacy Student Senate consists of two representatives from each of the officially-recognized pharmacy student organizations as well the following elected officers from the PY1, PY2, and PY3 classes: president, vice-president and secretary-treasurer. Specific details about recognition and representation can be found in the Pharmacy Student Senate Bylaws. Professional students are also represented on many of the standing and ad hoc committees related to the professional program (e.g., Curriculum Committee, Reaccreditation Committee).

Professional students are expected to be able to meet the Technical Standards of the professional program and to progress through the program according to the academic and non-academic guidelines while adhering at all times to the Pharmacy Code of Student Conduct and the University Honor Code.

### **Graduate Students**

Students enrolled in the graduate program (MS, PhD) will comprise the “graduate student constituency” and typically are categorized as teaching assistants, research assistants, scholars, or fellows. However, self-supporting students and part-time students also may be enrolled in the graduate program. The primary governing graduate student body organization is called the Graduate Student Organization (GSO). Each graduate student holds a membership in GSO, and officers are elected annually. It is expected that graduate students, while focusing on their training and advancement of personal careers, also contribute to the success of the graduate program. Outlined below are expectations and responsibilities of graduate students as they progress through the graduate program in pharmaceutical sciences.

Graduate Students:

- will strictly adhere to the University Honor Code in all facets of their progression through the graduate program
- are expected to fulfill specific program requirements in a manner that is timely and consistent with their respective divisional handbook.
- are expected to work diligently to develop themselves as scientists and scholars, by aggressively seeking external funding sources and scholarship opportunities, presenting their work at research conferences, and publishing their research in peer-reviewed journals, thereby bringing recognition to themselves and the graduate program
- should contribute to the scientific community of the School of Pharmacy and greater UNC campus (e.g. participate in student and faculty recruitment efforts, serve on relevant committees)

- should provide constructive feedback about their experiences in the graduate program and participate in improvement and enhancement of the program
- (US citizens and permanent residents) lacking North Carolina residency are expected to seek residency diligently (staff in the Office of the Associate Dean, GES, can assist students in applying for residency)
- actively participate in the Graduate Student Organization (GSO), which will represent graduate students in the School and on Campus

### **VIII. PROFESSIONAL PROGRAM (PharmD)**

The School offers a four-year program leading to the doctor of pharmacy (PharmD) degree. This program is fully accredited by the Accreditation Council for Pharmacy Education and adheres to established standards [<http://www.acpe-accredit.org/standards/default.asp>]. The School accomplishes its educational mission through a curriculum that provides a structured sequence of learning experiences that prepare students to enter the general practice of pharmacy. The program is designed and implemented to educate a generalist pharmacy practitioner who can provide pharmaceutical care, and to develop in that individual a commitment to lifelong learning. Systematic processes using various assessment methods are employed for measuring professional competencies and outcomes. The faculty of the School have shared jurisdiction over all matters concerning admission requirements, curriculum, and graduation requirements. If approved by the faculty, all such decisions are implemented by the dean through the Office of the Associate Dean for Professional Education and Student Services.

### **IX. GRADUATE PROGRAM (MS, Phd)**

The Graduate Program in Pharmaceutical Sciences is an umbrella program with four concentration areas: (1) Molecular Pharmaceutics (MOPH), (2) Medicinal Chemistry and Natural Products (MCNP), (3) Pharmaceutical Outcomes and Policy (DPOP), and (4) Pharmacotherapy and Experimental Therapeutics (DPET). The dean of the School of Pharmacy assigns the administrative responsibility for the graduate program to the associate dean for research and graduate education, who manages the program in consultation with the director of graduate studies (DGS), the division chairs responsible for the four concentration areas, and the Graduate Education Committee (GEC). The division faculty, led by the division chair, is responsible for the content and conduct of the respective concentration area of the graduate program and for the recruitment and progression of the graduate students within the concentration area. The DGS provides oversight over the academic issues, and graduate student recruitment and progression in close consultation with the division chairs, and administratively reports to the dean of the Graduate School and the associate dean for research and graduate education. The DGS and the GEC are appointed by the dean. The GEC comprises the DGS, faculty representatives from the four divisions who serve as divisional directors of graduate studies for their respective divisions, the president of the GSO, and a staff member from the Office of Research and Graduate Education. The associate dean for research and graduate education is an ex officio member of the committee.

## **X. OTHER TRAINING PROGRAMS**

**Residents.** Faculty members in Pharmacotherapy and Experimental Therapeutics, in collaboration with the UNC Hospitals Department of Pharmacy, serve as rotation preceptors and co-directors for pharmacy practice and specialty pharmacy residencies. Specialty pharmacy residencies are co-directed by faculty in specialty areas such as infectious diseases, cardiology, transplant surgery, geriatrics, pulmonary, and critical care. All residents participate in rotations precepted either by Department of Pharmacy or School of Pharmacy faculty, and develop and complete practice-related research projects. Faculty in Pharmacotherapy and Experimental Therapeutics conduct the Community Pharmacy Residency Program.

**Postdoctoral Fellows and Visiting Scholars.** Individuals pursuing advanced studies, research, and specialized training (post doctoral fellows and visiting scholars) in the School of Pharmacy are recruited by the sponsoring faculty in consultation with Human Resources and the Business Office, and in compliance with the policies and salary guidelines put forward by the Office of Postdoctoral Services. Postdoctoral fellows and visiting scholars report to the sponsoring faculty; however, administrative oversight is provided by the respective division chair and by the associate dean for research and graduate education.

The School may on occasion develop or contribute to programs that are designed to complement the activities of divisions and other administrative units. These programs may include scholarly programs coordinated by the associate dean for research and graduate education, outreach efforts such as the Postgraduate/Continuing Education Program, or University-wide efforts such as the Program on Health Outcomes or the Genomics Sciences Center. Such programs are often interdisciplinary in nature, and may have a director appointed by the dean following consultation where appropriate and necessary with the faculty. The dean will consult with the faculty through DAC or other appropriate mechanisms in forming or dissolving programs.

## **XI. COMMITTEES**

Various standing and ad hoc committees are required to conduct the business of the School. Whenever possible each committee should be composed of at least one member from each division and of one or more non-faculty members (students, staff, and/or external constituent) for direct representation of academic, student or professional concerns. The individual members and chair of each committee are appointed by the dean, and the composition of standing committees typically are revised annually, after consultation with the deans and chairs and consideration of preferences expressed by faculty, by balancing reappointment/new appointments to assure appropriate continuity and change. Should the interim membership of a standing or special committee become reduced, the dean may make appropriate replacement appointment(s) for the remainder of the term. Accountability for the committee is the responsibility of the committee chair and the associate dean to whom a particular committee reports. The assigned associate dean will facilitate assignment of charges, oversee accomplishment of committee responsibilities, and provide feedback to the division chairs on the quality of faculty participation. The committee chair is responsible for agendas, minutes, and forwarding

recommendations to the appropriate individual or body. Committees reporting to the faculty should report at least annually at a faculty meeting. Committees reporting to the dean will report as directed by the dean.

The dean, executive associate dean, associate deans, division chairs, or program/center directors can establish ad hoc committees on an “as needed” basis to accomplish the mission of a given academic or administrative unit within the School. Ad hoc committees should be given a specific charge and will be dissolved on completion of their charge. They report directly to the person who establishes them.

## **XI. AMENDMENTS**

Any modification of this code that represents a substantive change in the role of faculty governance within the School will require the following procedure:

1. Each proposed amendment will be specified in writing and presented at a regular Faculty meeting or at one specifically called for the purpose.
2. Optionally the proposed amendment may be referred to a special committee for review and recommendation.
3. As soon as practical, preferably within thirty days after presentation of the proposed amendment, a faculty meeting will be called solely (or partly) for acting on the recommendation of the committee or on the unrefereed proposed amendment.
4. A two-thirds majority of the voting faculty as defined above, is required for adoption of the amendment.

## **XII. ADOPTION**

This code and/or amendments to this code will become effective immediately upon adoption by a two-thirds majority vote of the faculty membership. The eligible voters in faculty meetings, within the meaning of this Code are identified under Section V, FACULTY.