

Bylaws for the Governance of the
Rutgers Biomedical & Health Sciences
Robert Wood Johnson Medical School

PREAMBLE

Rutgers Robert Wood Johnson Medical School (RWJMS) is dedicated to the pursuit of excellence in the education of health professionals, the conduct of basic and clinical research, the delivery of health care, and the promotion of community health. Within the scope of its resources, the School shall provide service to its constituent communities in these subject areas. The Medical School is an academic unit of Rutgers Biomedical and Health Sciences (RBHS), of Rutgers, the State University of New Jersey. Nothing in these Bylaws shall contravene any provision of the policies and procedures governing RBHS, collectively-negotiated agreements or regulations of Rutgers, the State University of New Jersey or laws of the State of New Jersey. Rutgers, through RWJMS, offers an educational program leading to the M.D. degree. The faculty is also responsible for other educational programs, some of which lead to Master's and Ph.D. degrees in the biomedical sciences.

DESCRIPTION

The Faculty, the Dean and the administration share the governance of Robert Wood Johnson Medical School. Faculty share in planning and key decision-making processes through elective representation on standing committees, search committees and through direct participation in deliberations on school matters. Broad communication and participation by all faculty are encouraged and institutionalized by the governance structure. All standing committees have members elected by the Faculty. In addition, some have members appointed by the Dean.

ARTICLE I. THE FACULTY AND THE GENERAL FACULTY AND THE FACULTY COUNCIL

Section 1. MEMBERSHIP

- 1.1 The Faculty of RWJMS shall consist of the Dean, and all Associate and Assistant Deans of RWJMS, Department Chairs, and those who are of full academic rank: those instructors who have served at least one year in this School, assistant professors, associate professors, professors, and distinguished professors. The faculty members of a medical school are qualified through their education, training, experience and continuing professional development, and provide the leadership and support necessary to attain the institution's educational, research, and service goals. The faculty of the medical school demonstrates a commitment to continuing scholarly productivity that is characteristic of an institution of higher learning. Qualified academic rank faculty (less than 0.5 FTE or volunteer faculty) may appeal to the Rules of Procedure Committee for inclusion as voting members of the Faculty. The Dean will bring forth the names of those recommended by the Rules of Procedure Committee to the Faculty for a vote.
- 1.2 The General Faculty of RWJMS shall consist of the Faculty as described above, and those with qualified academic ranks, as described above.

Section 2. MEETINGS

- 2.1 The Dean or a designated alternate of full academic rank shall be the presiding officer at meetings of the Faculty and the General Faculty. The Dean or a designated alternate may vote only in case of a tie.
- 2.2 There must be at least four meetings of the Faculty during each academic year. Items may be placed on the agenda by the Dean or any other member of the Faculty. The agenda should be circulated at least one calendar week in advance of meetings. Extraordinary meetings may be convened by the Chancellor or the Dean or upon written request of at least 20 members of the Faculty submitted to the Secretary of the Faculty who shall then schedule the meeting, after consultation with the Dean. A quorum shall consist of 50 members of the Faculty representing at least half of the departments plus one in the Medical School, each of which is represented by two or more members. Faculty meetings shall be governed by the rules contained in "Robert's Rules of Order" in all cases to which these rules are applicable and in which they are not inconsistent with these Bylaws and any special rules of order the Faculty may adopt.
- 2.3 There must be at least one meeting of the General Faculty during each academic year. Items may be placed on the agenda by the Dean or any other member of the General Faculty. The agenda should be circulated at least one calendar week in advance of meetings. Meetings may be convened by the Dean or upon written request of at least 20 members of the General Faculty submitted to the Secretary of the Faculty who shall then schedule the meeting, after consultation with the Dean. A quorum shall consist of 75 members of the General Faculty representing at least one-half of the departments plus one in the Medical School.
- 2.4 Resolutions may ordinarily be passed by a majority of those present at meetings of the Faculty or the General Faculty, at which a quorum is present. However, at the discretion of the Dean or designated alternate, or upon request of at least 20 members of the body concerned, resolutions shall be submitted to the entire membership by electronic or mail ballot. In this case a majority vote of those voting shall be required for passage.

Section 3. DUTIES AND POWERS OF THE FACULTY

The Faculty may transmit through the Dean its views on University-wide issues affecting the academic programs at RWJMS to the Chancellor. Ordinarily, communication between the Faculty and the Chancellor, Provosts or Senior Vice Presidents regarding issues of importance to the Faculty or the School shall be through the Dean. The Faculty shall have duties and powers with regard to academic matters, including but not limited to the following:

- 3.1 Design, implement, evaluate and revise the curriculum and establish and promulgate the academic calendar for the medical education program in accordance with University policies and procedures.
- 3.2 Establishment of criteria for student selection and development and implementation of effective policies and procedures regarding, and decisions about, medical student application, selection, admission, assessment, promotion, graduation, and any disciplinary action;
- 3.3 Establishment of requirements for degrees and certificates;
- 3.4 Recommendations through the Dean, the Chancellor and the President to the Board of Governors of those candidates who have fulfilled the requirements for appropriate degrees;

- 3.5 Establishment of goals and policies with regard to diversity and inclusion within the students, other learners, staff and faculty and the implementation of such policies and programs as necessary to achieve these goals, consistent with University policy;
- 3.6 Establishment of regulations and procedures under which the faculty operates;
- 3.7 Review of the functions and policies of the standing committees;
- 3.8 Encouragement of research, educational, clinical, and community service activities of faculty members and of students;
- 3.9 Recommendations of amendments to the Bylaws governing RWJMS to the Dean and the Chancellor;
- 3.10 For those programs leading to degrees that are conferred jointly with other institutions or with other components of Rutgers, the State University of New Jersey, the duties and powers delineated in 3.1 through 3.5 above shall be held by the faculty of those programs;
- 3.11 Definition and adherence to standards of professionalism and citizenship within the student body, other learners, the faculty and all other individuals who work within the institution, consistent with University policies.

Section 4. DUTIES AND POWERS OF THE GENERAL FACULTY

The General Faculty may make recommendations to the Dean, the Executive Council, and the Faculty concerning academic matters including but not limited to the foregoing examples.

Section 5. THE FACULTY COUNCIL

- 5.1 The Faculty Council shall serve as a mechanism to transmit the views of the Faculty to the Dean and to other constituents of RWJMS and the University. The Faculty Council shall have the following responsibilities: to initiate discussions and to make recommendations to the Dean and the Faculty regarding all issues of concern to the Faculty including academic freedom and educational, research, service, and, where appropriate, patient care programs as they affect the academic mission of the school; communicate with other faculty organizations within Rutgers, the State University of New Jersey; if necessary, make recommendations to the Dean and/or the faculty, and as appropriate and necessary and, with the Dean's prior knowledge, transmit the views of the Faculty and make recommendations directly to the Chancellor; call extraordinary meetings of the Faculty, after advising the Dean; review local, state and federal governmental policies that affect the academic mission of the school. The Dean shall endeavor to provide the Faculty Council with the resources necessary to carry out its responsibilities.
- 5.2 The Faculty Council may make recommendations as they pertain to the duties and powers of the Faculty as enumerated in Article I, Section 3. All recommendations shall be made available to the Faculty by electronic means accompanied by explanatory material. All recommendations made by the Faculty Council shall be presented by the President of the Faculty Council at a Faculty meeting. A vote shall be taken on whether to ratify the recommendation either at the Faculty meeting or by electronic ballot within two weeks. A recommendation ratified by a majority vote shall represent the position of the Faculty.

- 5.3 The Faculty Council shall consist of twelve members who are of full academic rank and who are assistant professors, associate professors, professors or distinguished professors. The Dean shall not be eligible to be a member or to nominate members. Twelve members shall be elected with at least three members elected from the preclinical departments and at least three from the clinical departments, with no more than two members from the same department. Nominations and elections shall be overseen by the Nominations and Elections Committee as set forth in Article III, Section 11.1. The ballot for nominees for the Faculty Council shall include the full academic and administrative titles of each nominee. The term of office shall begin on September 1 and shall be three years, with staggered terms. No member shall serve more than two consecutive terms. A President, Vice- President, and Secretary shall be elected by closed ballot by the Faculty Council. The President and Vice-President shall be from different constituencies with regard to preclinical or clinical departments. The President of the Faculty Council shall serve as a voting member of the Executive Council.
- 5.4 Members may not be represented by alternates. The mechanism for replacement of any elected member of the Faculty Council shall follow the procedure described in Article III, Section 1.3 to satisfy the requirements regarding the Faculty Council composition set forth in Article I, Section 5.3.
- 5.5 The Faculty Council shall meet at least four times during the academic year. The agenda shall be circulated to the Faculty at least one calendar week in advance of meetings. A quorum shall be one-half of the members plus the President or a designated member of the Faculty Council appointed by the President as the presiding official. The Faculty Council shall decide on the terms of office for officers and establish its own rules of procedure. Meetings of the Faculty Council shall be open to Faculty. The President of the Faculty Council or a designated member of the Faculty Council appointed by the President shall present a report to the Faculty at every regularly scheduled Faculty meeting. The Dean shall meet at least annually with the Faculty Council.

Section 6. APPOINTMENTS AND PROMOTION OF THE FACULTY

- 6.1 Appointments and promotions will adhere to the policies as specified in the “RBHS Policies and Guidelines Governing Appointments, Promotions, and Professional Activities of the Faculty” and the governing collective bargaining agreement in effect.

ARTICLE II. ADMINISTRATIVE ORGANIZATION

Section 1. THE DEAN

- 1.1 The Dean shall be the chief academic, clinical and administrative officer of RWJMS with primary responsibility for implementing all of the missions of the Medical School, including clinical, education, research, and community and global health. The Dean's duties and powers shall include the following:
- 1.1.1 primary responsibility for the school's educational, research, health care and service programs; for the development of educational, clinical and research affiliations at other sites; for effective administration of the school; for promotion of the school's development and effectiveness; for mechanisms to foster consultation and discussion with appropriate community and other external constituent groups; and for maintaining accreditation with appropriate groups or agencies;

- 1.1.2 evaluation and endorsement of curricula;
 - 1.1.3 supervision of the members of the academic and non-academic staff of the school;
 - 1.1.4 recommendation to the Provost, the Chancellor, the President and the Board of Governors of appointment, reappointment and promotion of and conferral of tenure upon qualified individuals to serve as faculty of the school, consistent with all University Policies and applicable collective bargaining agreements.
 - 1.1.5 oversight of RWJMS's implementation of University process for review of performance of individual faculty members;
 - 1.1.6 development and implementation of a system of career development for individual faculty members;
 - 1.1.7 recommendation to the Chancellor of appointment, reappointment and promotion of qualified individuals to serve as administrators of the school;
 - 1.1.8 preparation and recommendation of the annual budget;
 - 1.1.9 review and approval of the expenditure of funds allocated to the school;
 - 1.1.10 assignment of space within the school;
 - 1.1.11 submission of reports and recommendations to the Chancellor concerning the operation, plans and development of the school.
- 1.2 When the position of Dean becomes vacant, a search committee shall be formed and a candidate or candidates shall be nominated by the Chancellor to the Board of Governors. The majority of the search committee shall be from a list of individuals provided by election held by the Faculty of the School. The term of the Dean shall be indefinite, without tenure, at the pleasure of the Chancellor.

Section 2. ASSOCIATE AND ASSISTANT DEANS

After informing the Executive Council of RWJMS, the Dean may appoint Associate or Assistant Deans and delegate authority and/or responsibility to them as may be deemed necessary for effective administration, with the approval of the Chancellor. The terms of these offices shall be at the pleasure of the Dean.

Section 3. SECRETARY OF THE FACULTY

The Dean shall appoint a Secretary of the Faculty for RWJMS from two or more nominees presented by the Faculty. The Secretary shall have responsibility for the following: records of the Faculty meetings, maintenance of official statements of current Bylaws and rules of procedure, and records of all appointments, elections, reappointments, and reelections of positions to committees. The Secretary shall be responsible for calling meetings of the Faculty. After every meeting of the Faculty, the Secretary shall send copies of the minutes of that meeting to all members of the Faculty. All records of meetings of the Faculty will be posted. The term of this office shall be two years.

Section 4. DEPARTMENTS

In order to fulfill the mission and goals of RWJMS, departments of the Medical School shall be established or abolished upon recommendation of the Dean with the approval of the Chancellor and in accordance with any applicable Rutgers University and State of New Jersey policies and procedures. The Executive Council and Faculty shall advise the Dean regarding such recommendations prior to referral to the Chancellor. The results of an electronic or mail ballot of the Faculty shall be reported to the Dean and submitted along with the recommendation of the Dean to the Chancellor.

Section 5. DEPARTMENT CHAIRS

- 5.1 There shall be a Chair for each department appointed by the Dean with the approval of the Chancellor, in accordance with the procedures given below. The term of appointment shall be for five years and is renewable upon the recommendation of the Dean and approval of the Chancellor.
- 5.2 The process for the selection of Department Chairs shall involve the formation of a Search Committee. The Dean shall solicit nominations from the Faculty. The Search Committee will be appointed and charged by the Dean, with suitable consultation, to ensure appropriate representation from the relevant domain areas across the academic community. At least one member of the Search Committee will be from the Department for which the Chair shall be selected. The Search Committee will actively engage stakeholders during the search process through a variety of means, in order to make certain that all interested parties can share their perspective with the Committee. At the conclusion of the process, the Search Committee shall provide the Dean with a list of two or more acceptable candidates for consideration. The Dean shall recommend a Chair to the Chancellor.
- 5.3 In certain circumstances it may be necessary for the School to appoint a Chair in a clinical department who is not a full time employee of RWJMS, but who maintains employment as part of a private practice group or other employing entity. In these situations, a search committee as described in 5.2 need not be formed. The appointment of what is known as a "Part-time" Chair will be at the discretion of the Dean after appropriate consultation with the Department and other relevant stakeholders and with the approval of the Chancellor.
- 5.4 All Department Chairs shall serve at the pleasure of the Dean. The performance of each Chair will be reviewed annually by the Dean.
- 5.5 A review and evaluation of the Chair's performance and the department shall be made at least once every five to ten years. The Review Committee shall be appointed using the same procedure as the Search Committee defined above. The Dean shall appoint the Chair of the Review Committee. The Rules of Procedure Committee shall develop guidelines and procedures for the review in consultation with the Dean. On the request of the Dean or on request of two-thirds of the Faculty members of the department, but not less than four Faculty members above the rank of instructor in that department, review and evaluation of the Chair's performance and the department may be initiated at any time. The Committee shall submit a report to the Dean.
- 5.6 Under the Dean, each Department Chair shall have general administrative responsibility for, as well as participate in the educational, research, health care and service programs of the department. In addition, the Chair of each clinical department shall serve as Chief of the respective clinical service at Robert Wood Johnson University Hospital. At the discretion of the Chair and with the approval of the Dean, an alternate or alternates may be designated to fulfill this responsibility.

- 5.7 The Chair will have the primary responsibility for:
- 5.7.1. the department's educational, research, health care and service programs;
 - 5.7.2 supervision, oversight and mentoring of faculty and other departmental staff;
 - 5.7.3. administrative and financial performance of the department;
 - 5.7.4. convening the necessary advisory departmental committees in accordance with Rutgers policies and procedures and RBHS guidelines for appointments, reappointments and promotions.

Section 6. DIVISIONS AND SECTIONS

Divisions and sections within the departments may be established or abolished with the approval of the Executive Council, the Dean, and the Chancellor and in accordance with any applicable Rutgers University and State of New Jersey policies and procedures.

Section 7. DIVISION DIRECTORS AND SECTION CHIEFS

A division director or section chief shall be appointed by the Dean with the approval of the Chancellor and shall serve at the pleasure of the Chair and the Dean. Within the division or section, the chief shall have the same duties and responsibilities as the Chair, making reports to the Chair or Division Director, as appropriate, rather than to the Dean, and with actions subject to approval by the Chair.

ARTICLE III. COMMITTEES

The standing committees named below allow direct Faculty participation in decision-making related to the medical education program and the Medical School including opportunities for faculty participation in discussions about, and the establishment of policies and procedures for the program and the school. The standing committees shall have responsibilities in the areas designated. These committees shall be permanent and each shall formulate its own rules of procedure. Except where otherwise specified, resolutions may be passed by a majority of those present at meetings at which a quorum is met. Policies of any committee are open to review and approval by the Faculty.

Section 1. MEMBERSHIP

- 1.1 The selection process for faculty standing committees ensures that there is broad faculty input into the governance process. The majority of committees are comprised of both faculty who are elected and those appointed by the Dean. This process facilitates input from individuals whose perspectives are independent from that of departmental leadership or from that of central administration.
- 1.2 Faculty with qualified rank, as defined in Section 1, Membership 1.1, can petition to become members of the Faculty and eligible to serve on standing committees including the Admissions Committee, the Curriculum Committee, the Executive Committee and the Academic Standing Committee, which encourages functional integration of faculty across geographically distributed campuses.
- 1.3 All elections and appointments to the standing committees, unless otherwise specified, will become effective on September 1 of each year. *Ex officio* members shall serve without

departmental designation. Members may not be represented by alternates unless specifically stipulated within the description of the committee. The replacement of any elected member of a standing committee shall be the nominee who, after the appropriate complement of members was elected, received the next highest number of votes for the particular committee at the most recent election used to seat the member of the committee being replaced. If that nominee declines election or is no longer on the General Faculty of RWJMS, the same process will be repeated using the nominee with the next highest number of votes. If all the original nominees decline election or are no longer on the General Faculty, a special election will be called to elect a replacement using the process currently in place for electing members of standing committees. In the case of committees having the requirement that all members must come from different departments, no nominee may be elected whose qualifications do not conform to the committee membership requirements stated in these Bylaws. A member of a standing committee who is absent for four consecutive meetings or who fails to attend over one-half of the scheduled meetings of the committee within an academic year may be replaced on the recommendation of the committee Chair after discussion of the matter with that member and the Dean.

- 1.4 No person, with the exception of the Dean, shall serve as Chair of more than one standing committee at any one time. In the case of committees having the requirement that all members must come from different departments, a faculty member holding joint appointments may serve as the representative of the secondary department with the approval of the Chair of that department.
- 1.5 Other *ad hoc* committees may be added by the Dean, the Faculty, the General Faculty, or the various standing committees. None of such committees shall have powers exceeding those of its parent body, and they may be dissolved or reconstituted at any time by the parent body.

Section 2. ACADEMIC STANDING COMMITTEE

- 2.1 The Academic Standing Committee shall be established to consider matters of academic standing of medical students. This Committee shall have the responsibility of monitoring and designating the academic status of all students in the M.D. curriculum of RWJMS, and of formulating and publishing, on behalf of the Faculty, the Academic Rules and Regulations, which provide the guidelines under which the Committee functions and which describe the requirements for promotion and award of degrees.
- 2.2 The Academic Standing Committee shall have the responsibility to determine that medical students have satisfactorily met the requirements of each academic year in the M.D. curriculum; recommend to the Faculty the candidates for the M.D. degree; consider individual requests for exceptions to the existing Academic Rules and Regulations; determine whether students are to be placed on academic warning or academic suspension and the conditions for removal. The Committee may recommend the dismissal of a medical student to the Dean in accordance with the Academic Rules and Regulations.
- 2.3 The Academic Standing Committee shall consist of 17 Faculty plus the Chair. Twelve members shall be elected from the RWJMS Faculty and three members appointed by the Dean. A minimum of six members shall be from the preclinical departments and six members from the clinical departments. Additionally, the Dean will appoint one faculty member to the Academic Standing Committee from the regional campus at Monmouth and one from the regional campus at Somerset. Faculty from regional campuses, if of qualified academic rank, will need to petition for inclusion as voting members of the Faculty as per Bylaws Article 1, Section 1.1. The Dean shall appoint the Chair who will serve without vote except in case of a tie. The term of office of

members shall be four years, with staggered terms. The deans for education, student affairs and special academic programs and the registrar shall serve *ex officio* without vote.

- 2.4 Meetings shall be scheduled monthly throughout the academic year with additional meetings called by the Chair when necessary. A quorum shall be eight voting members, plus the Chair or a designated member of the Committee appointed by the Chair as the presiding official.

Section 3. ADMISSIONS COMMITTEE

- 3.1 The Admissions Committee shall have the responsibility of setting the requirements for admission to the M.D. program of RWJMS subject to review by the Faculty. The Committee shall decide which of the candidates meeting these requirements shall be admitted. The final responsibility for accepting students to this Medical School rests only with the Admission Committee. An annual report shall be presented to the Faculty at a regularly scheduled meeting of the Faculty.
- 3.2 The Admissions Committee shall consist of at least 24 members, including three medical students from the second-year class, and the dean for admissions who serves as Chair. Half of the Faculty members shall be elected by the Faculty and half shall be appointed by the Dean. Additionally, the Dean will appoint one faculty member to the Admissions Committee from the regional campus at Monmouth and one from the regional campus at Somerset. Faculty from regional campuses, if of qualified academic rank, will need to petition for inclusion as voting members of the Faculty as per Bylaws Article 1, Section 1.1. The term of office for faculty members shall be three years, with staggered terms. Medical student members shall be appointed by the dean for admissions from nominees selected by second-year students. The term of office for student members shall be one year.
- 3.3 Meetings shall be convened by the Chair. A quorum shall be ten members plus the Chair or a designated member of the Committee appointed by the Chair as the presiding official.

Section 4. SCHOOL-WIDE ADVISORY COMMITTEE ON APPOINTMENTS AND PROMOTIONS

- 4.1 The Advisory Committee on Appointments and Promotions shall have the responsibility of advising the Dean as to appointments, reappointments of tenure-track faculty, promotions, granting of tenure, faculty renewal leaves or academic awards. The Dean shall obtain the advice of this Committee in these matters. All matters regarding appointment and promotion of Faculty, tenure, and faculty renewal leaves shall be in accordance with the "RBHS Policies and Guidelines Governing Appointments, Promotions, and Professional Activities of the Faculty."
- 4.2 Definition of Tenure: Tenure is continuous academic employment until retirement as long as the duties of the position are performed effectively, absent financial exigency or cause. Only the full academic rank of associate professor or professor may carry tenure. Tenured appointments shall continue until terminated in accordance with the rules set forth in the policies and procedures governing Rutgers, the State University of New Jersey.
- 4.3 The Advisory Committee on Appointments and Promotions shall consist of 14 members. Seven shall be elected by the Faculty and Seven appointed by the Dean. A minimum of four shall be from clinical departments and a minimum of four from preclinical departments. The Associate Dean for Faculty Affairs shall serve *ex officio* without vote. All members must be professors or distinguished professors, at least eight of the members must be tenured, and no more than

two members may be from the same department. No more than two members may be a Chair of a department. The Chair of a department must recuse themselves from the review of faculty from their department. Members of this Committee must abstain from voting on members of their department; they must recuse themselves completely if the issue at hand involves a tenure decision. The term of office shall be three years, with staggered terms. No member standing shall serve more than two consecutive terms.

- 4.4 The members shall elect a Chair from among the members.
- 4.5 Meetings shall be convened by the Dean or by the Chair. A quorum shall be six members, including the Chair or a designated alternate from the members of the Committee. For decisions concerning tenure track faculty, only tenured members may vote, and there must be a minimum of six such members.
- 4.6 All departmental actions presented to the Advisory Committee on Appointments and Promotions must include a report of the results of the deliberations of the advisory committee of the department.

Section 5. COMMITTEE OF REVIEW

- 5.1 The Committee of Review shall have the responsibility of counseling and advising any member of the General Faculty who seeks such advice with respect to any problem affecting the individual's status as a member of the Medical School. This Committee shall have advisory powers only. It may report to the Dean, and may, at its discretion, make reports to the Faculty or the General Faculty.
- 5.2 The Committee of Review shall consist of a tenured Faculty member from each department or, in cases of departments with fewer than two tenured faculty members, a senior member of the Faculty from such departments, to be elected by the Faculty members of that department. The term of office shall be three years, with staggered terms. Members cannot serve concurrently on this Committee and the Advisory Committee on Appointments and Promotions. The members shall elect a Chair from among themselves.
- 5.3 Meetings shall be convened by the Dean or by the Chair. A quorum shall be one-half of the members, including the Chair or a designated member of the Committee appointed by the Chair as the presiding official.

Section 6. CONTINUING MEDICAL EDUCATION COMMITTEE

- 6.1 The Continuing Medical Education Committee shall have the responsibility of advising the Dean as to Medical School programs for continuing education for graduate physicians. This shall include the regular review of programs in relation to their compliance with institutional policies, relevance to the mission of the school and requirements of the relevant accrediting agencies. An annual written report shall be presented to the Faculty at a regularly scheduled meeting.
- 6.2 The Continuing Medical Education Committee shall consist of the Associate Dean for Education given this responsibility or a designated alternate who shall serve as Chair; the Chair of each clinical department or a designated alternate; and one representative of the preclinical departments elected by the Chairs of those departments. The term of office of the elected member shall be two years.

- 6.3 The Continuing Medical Education Committee shall meet at least once each quarter. A quorum shall be one-third of the membership, including the Chair or a designated member of the Committee appointed by the Chair as the presiding official.

Section 7. CURRICULUM COMMITTEE

- 7.1 The Curriculum Committee shall develop, review and make policy recommendations regarding the medical education program for the M.D. degree and shall develop standards for the evaluation of that educational program for RWJMS.
- 7.2 The Curriculum Committee oversees the medical education program as a whole and has responsibility for the overall design, management, integration, evaluation, and enhancement of a coherent and coordinated medical curriculum.
- 7.3 The Curriculum Committee shall have the responsibility of advising the Faculty in the following areas: establishment of requirements for the M.D. degree; developing and reviewing the educational program objectives; ensuring that curriculum content is coordinated and integrated within and across academic years; monitoring the overall quality and outcomes of individual courses and clerkships; monitoring the outcomes of the curriculum as a whole; establishing methodology of teaching; establishment of an academic calendar; and evaluation of courses and the curriculum as a whole. The appropriate constituents shall be consulted regarding proposed changes in the curriculum. Upon the request of three members of the Curriculum Committee, a Curriculum Committee decision shall be reported to the Faculty for approval. There should be annual reports to the Faculty as well as the Executive Council to ensure that the entire Medical School is aware of the school's curriculum.
- 7.4 The Curriculum Committee also has the responsibility of reviewing and approving electives and non-credit elective and graduate courses offered by RWJMS not leading to the M.D. degree.
- 7.5 The Curriculum Committee shall consist of members selected as follows: five Faculty members from clinical departments elected by the Faculty; five Faculty members from preclinical departments elected by the Faculty; five Faculty members appointed by the Dean; six students plus six alternate students, with one from each of the first two years and two each from the third and fourth year; all students shall be elected by their classmates. No more than two faculty members may come from any one department. Additionally, the Dean will appoint one faculty member to the Curriculum Committee from the regional campus at Monmouth and one from the regional campus at Somerset. Members from regional campuses may be from departments already represented by two other Curriculum Committee members; the number of consecutive terms served will not be limited. Faculty from regional campuses, if of qualified academic rank, will need to petition for inclusion as voting members of the Faculty as per Bylaws Article 1, Section 1.1. The Senior Associate Dean for Education and a designate of the RWJMS Alumni Association shall be members, *ex officio* without vote. The Chair of the Committee shall be appointed by the Dean from the Faculty membership of the Committee. The term of office for Faculty members shall be three years with staggered terms. Faculty may serve a maximum of three consecutive terms. Students shall serve one-year terms and may be reelected for a total of four years. Faculty and *ex officio* members may not be represented by alternates. A quorum shall be eight faculty members plus the Chair or a designated member of the Committee appointed by the Chair as the presiding official. Curriculum Committee meetings are open to the Faculty and students of RWJMS.

- 7.6 The Curriculum Committee shall meet at least eight times during the academic year. The Dean shall be invited to attend at least one meeting. A review of each individual course and clerkship must be conducted at least every three years.
- 7.7 On an annual basis, the Committee shall review and ensure the consistency of grading policies used on all campuses.
- 7.8 The Committee shall designate by its rules of procedure, standing subcommittees for oversight of segments of the curriculum and for evaluation, which shall report to the parent committee.
- 7.9 The Student Curriculum Committee shall be a subcommittee of the Curriculum Committee composed of the student members and student alternate members of the Curriculum Committee and the Senior Associate Dean for education. This Committee is charged to assist the respective course directors in the annual student evaluation of courses and to promote active student participation in evaluations. Advisory to the Student Curriculum Committee are the student representatives to each of the courses in the M-1 and M-2 curricula.

Section 8. EXECUTIVE COUNCIL

- 8.1 The Executive Council is the major leadership committee of the school that advises the Dean and makes recommendations and votes on matters affecting the business, operations and policies of the Medical School. The Executive Council is a shared governance committee. Voting members include two professors or distinguished professors, two associate professors, and two assistant professors, elected from among Faculty; the president of the Faculty Council; and the departmental Chairs serving *ex officio* with vote; and a number of others serving *ex officio* without vote, including the vice dean(s), senior associate and associate deans, the directors of RWJMS institutes, the Secretary of the Faculty, representatives of major clinical affiliates, and associate deans for academic affiliate medical school relationships. Subject to approval by a majority vote of the Faculty, the Executive Council shall act for the Faculty with regard to the duties and powers of the Faculty. However, the right of the Faculty to review and to accept or reject decisions of the Executive Council shall not be abridged. The Executive Council may, upon request or upon its own initiative, express faculty concerns directly to the Dean. If so requested by the Executive Council, the Dean shall take these concerns to the Chancellor.
- 8.2 The term of office for elected members of the faculty shall be two years with staggered terms. No two elected members may be from the same department.
- 8.3 Elected faculty may serve a maximum of two consecutive terms. A representative from each affiliated hospital having provision for such representation stipulated in the affiliation agreement shall serve *ex officio* without vote. Each voting member of the Executive Council may designate alternates to attend a cumulative total of no more than three meetings during each academic year. The Dean or an alternate appointed by the Dean shall serve as Chair, without vote except in case of a tie.
- 8.4 The Executive Council shall meet at least once monthly during the academic year. Extraordinary meetings may be convened by the Dean or on written request of at least one-fourth of the members submitted to the Secretary of the Faculty who shall then convene the meetings after consultation with the Dean. A quorum shall be one-half of the voting members, plus the Chair.

Section 9. GRADUATE MEDICAL EDUCATION COMMITTEE

- 9.1 The Graduate Medical Education Committee shall advise the Dean on all those aspects of the operation of the School pertaining to graduate medical education. This shall include the establishment and maintenance of appropriate liaison with residency directors and with the administrators of other institutions participating in programs sponsored by RWJMS; establishment and implementation of policies and requirements for the learning and working environment, evaluation, promotion, and dismissal of residents, consistent with any applicable collective negotiation agreement, for matters pertaining to academic and medical judgment; and the regular review of all residency training programs in relation to their compliance with institutional policies, relevance to the mission of the School and the requirements of the relevant accrediting agencies.
- 9.2 The Graduate Medical Education Committee shall have the responsibility of evaluating institutional support for graduate medical education as defined by the Accreditation Council for Graduate Medical Education. The Committee shall present a written annual report to the Dean.
- 9.3 The Graduate Medical Education Committee shall consist of members selected as follows: The Senior Associate Dean for Education, Associate Dean for GME, the directors of all residency programs, representatives of the administration of each hospital participating in programs sponsored by RWJMS, and appointed and peer-elected residents. The term of office of the resident members shall be one year. The Chair shall be elected from among the members.
- 9.4 The Graduate Medical Education Committee shall meet at least four times a year. Meetings shall be convened by the Chair. A quorum shall be one-third of the faculty members, including the Chair or a designated member of the Committee appointed by the Chair as the presiding official.

Section 10. NOMINATIONS AND ELECTIONS COMMITTEE

- 10.1 The Nominations and Elections Committee shall have the responsibility of developing a slate of candidates, numbering at least two candidates more than the number of existing vacancies for all faculty elections. The slate of candidates must be distributed to the Faculty at least one calendar week prior to a meeting of the Faculty at which additional nominations may be made from the floor. The Committee shall conduct elections for all standing committees and the Faculty Council.
- 10.2 The Nominations and Elections Committee shall consist of ten members, of which nine shall be elected by mail or electronic ballot from nominations made at a regular Faculty meeting. The RWJMS Faculty shall elect nine members as follows: four members shall be chosen from the preclinical departments, four from the clinical departments, and one member from either preclinical or clinical departments. All elected members shall hold full academic rank and no two members may be from the same clinical department and no more than two members can be from the same preclinical department. The members shall elect a Chair from among themselves. The Secretary of the Faculty shall be a member *ex officio* with vote. The term of office shall be three years, with staggered terms. No elected member may serve more than two consecutive terms.
- 10.3 The Committee shall meet at least once in each academic year with meetings convened by the Chair. A quorum shall be two-thirds of the elected membership.

Section 11. PROFESSIONALISM COMMITTEE

- 11.1 The Professionalism Committee shall consider matters of professionalism in the academic

medical center environment, including education, research, community and clinical environments. The Professionalism Committee will be advisory to the Dean.

- 11.2 The Committee will have the responsibility of approving and updating the Policy on Professionalism and the Learning Environment and promulgating the policy among all faculty, staff, residents, students and clinical affiliate faculty and staff. The Policy on Professionalism and the Learning Environment is in accordance with University policy.
- 11.3 The Committee will monitor reports from resident surveys, medical student evaluations and other reports of breaches of professionalism or negative influences on the learning environment. The Committee will prepare and deliver de-identified reports to the school leadership and the entire school community and affiliates on breaches of professionalism and their resolution.
- 11.4 The Committee shall consist of membership from each of the following constituencies: undergraduate medical education: Associate and Assistant Deans for Education, Student Affairs, Educational Programs and Curriculum, Multicultural Affairs, medical students serving on the Student Government Association; graduate medical education: the Associate Dean for Graduate Medical Education and the designated institutional officer (DIO), program directors and residents selected by the DIO; Research: Deans for students, and graduate students, faculty mentors and post-doctoral students as selected by the Senior Associate Dean for Research; representation from the principal and major clinical affiliates (Associate Deans for Academic Affiliate Medical School Relationships); Associate Dean for Faculty Affairs and the Associate Dean for Faculty Development. The Chair of the Committee will be selected by the Dean.

Section 12. RESEARCH COMMITTEE

- 12.1 The Research Committee shall have the responsibility of encouraging research activities by faculty, post-graduate trainees and students and of advising the Dean on matters of general policy related to research.
- 12.2 The Research Committee shall consist of 13 members, including the Senior Associate Research Deans who shall serve *ex officio* without vote as well as the Associate Dean for Faculty Development. Four Faculty members shall be appointed by the Dean; eight shall be elected by the RWJMS Faculty from the Faculty at the level of associate or full professor; four of these shall be from preclinical departments with no more than two from any one preclinical department and four of these from different clinical departments. The term of office of elected members shall be three years with staggered terms.
- 12.3 The Chair shall be elected by the voting members of the Committee from among themselves to serve a term of one year. The Committee shall meet at least twice a year, and meetings may be convened by the Dean or Chair. A quorum shall be seven members including the Chair or a designated member of the Committee appointed by the Chair as the presiding official.
- 12.4 To achieve its objectives, the Research Committee shall establish subcommittees as appropriate. The chair of each subcommittee shall be a member of the Research Committee and the members of the subcommittee shall be appointed by the Senior Associate Research Deans. The subcommittees shall report to the Research Committee through the Senior Associate Research Deans.

Section 13. RULES OF PROCEDURE COMMITTEE

- 13.1 The Rules of Procedure Committee shall have the responsibility of ensuring that the procedures of RWJMS are in accordance with the policies and procedures for the Governance of the University and these Bylaws. In addition, this Committee shall have the responsibility of framing a formal statement of amendments to these Bylaws as specified in Article IV. The Committee shall receive appeals from those faculty who do not qualify for, but desire, membership as Faculty. By a simple majority vote, the Committee shall select those from among the applicants and recommend them for membership as Faculty members to the Dean who, in turn, may recommend them to the Faculty. A negative decision of the Committee regarding recommendation for membership as Faculty may be appealed by the individual applicant to the Executive Council.
- 13.2 The Rules of Procedure Committee shall consist of eight members. Two shall be appointed by the Dean and five shall be elected by the Faculty. The Secretary of the Faculty shall be a member *ex officio* with vote. The members shall elect a Chair from among themselves. The Secretary shall be ineligible for this office. A person may serve as Chair of this Committee a maximum of six consecutive years. The term of office shall be three years with staggered terms.
- 13.3 Meetings shall be convened by the Chair or on request of any member including the Secretary. A quorum shall be four members.

Section 14. COMPENSATION TRENDS TRANSPARENCY COMMITTEE

- 14.1 The Compensation Trends Transparency Committee shall have the responsibility of establishing transparency regarding faculty compensation and its determinants. It will establish methods for collecting and analyzing the data and create on a regular basis accurate compensation reports for Rutgers RWJMS faculty, which will include comparative data such as Northeast AAMC compensation percentiles. The reports will be distributed to the entire Rutgers RWJMS faculty at least once every two years. The reports will include analyses of multiple variables of compensation including department, subspecialty, degrees, rank, time at institution, time in rank, gender, race/ethnicity, administrative role, education role, RVU productivity, grant productivity, quality indicators, as well as the influence of gender and time at institution. The Committee should work cooperatively with Faculty Affairs, the Retention Committee, Human Resources, and other administration resources for faculty support. The Committee shall have reporting and advisory powers only. The Dean shall endeavor to provide the committee with the resources necessary to carry out its responsibilities.
- 14.2 The Compensation Trends Transparency Committee shall consist of 14 members of whom 12 will be members with vote, plus one non-voting faculty member to assist with statistical analysis and one non-voting staff member to assist with reporting. Eight faculty members with vote will be elected by faculty vote. These will include at least 3 members of clinical departments and at least 3 members of preclinical departments. No more than 2 of the elected members may be from the same department. The elected members must also include at least one full professor, one associate professor, and one assistant professor. The term of the elected faculty members will be 3 years with staggered terms. The Dean will appoint 4 faculty or staff with vote, at least one of whom will have statistical expertise and at least one of whom will have access to faculty data via Faculty Affairs, Human Resources, and other administrative sources. This member will provide AAMC data and Rutgers RWJMS faculty data to the committee. The non-voting faculty member will be a faculty member from any Rutgers school with statistical expertise, who will be recruited and

selected by majority vote of the 8 elected faculty members during a meeting or by electronic or mail ballot. The non-voting staff member will be appointed by the Dean. The 12 voting members will elect a Chair from among themselves.

- 14.3 Meetings shall occur at least 4 times per year or more frequently if needed. A quorum shall consist of at least 6 voting members including the Chair or a designated member appointed by the Chair as the presiding official.

ARTICLE IV. AMENDMENT PROCEDURES

Any proposal for amendment shall be presented initially to the Faculty by any five members for discussion. With approval of a majority of the Faculty, the proposal shall then be referred to the Rules of Procedure Committee which shall have the responsibility of framing a formal statement on the amendment for the approval of the Faculty. Subject to approval by the Chancellor, any portion of these Bylaws may be amended by a resolution approved by two-thirds of the Faculty who return an electronic or mail ballot within a time specified on the ballot, which shall not be less than two weeks.