

**Pending Final Approval**  
**UNIT CODE OF OPERATIONS**  
**SCHOOL OF HOSPITALITY LEADERSHIP**

Section I      PREAMBLE

This Code allows for faculty participation in and establishes procedures for the School of Hospitality Leadership's internal affairs and is consistent with the East Carolina University (ECU) [Policy Manual](#), the *ECU Faculty Manual*, and all established university policies.

**Mission Statement:** The mission of The School of Hospitality Leadership at East Carolina University is to offer an outstanding hospitality management program through education, research, innovation, and outreach by delivering relevant experiences and products to students, alumni, and industry partners. Our mission is accomplished through a hospitality management program that embraces:

- A balance between academic and experiential learning in North Carolina, national, and global classrooms
- A balance between technical, service, and managerial skills
- A commitment to personal and professional ethics and success
- The development of human relations and interpersonal communication skills
- The development of critical thinking and sound decision making analytical skills rooted in reflective thought that will stress strong leadership
- A strong relationship with the global hospitality industry and the local community through research and outreach
- A commitment to the scholarship of teaching, discovery, application, and integration

Section II      FACULTY

A. Definitions of the unit's faculty

The faculty in the School of Hospitality Leadership consists of all persons who hold fixed term, probationary, and permanently tenured faculty appointments as specified in [Part VII](#) and [Part IX](#) of the *ECU Faculty Manual*. Faculty members are responsible for providing course instruction in the School of Hospitality Leadership programs, for advising majors, for supervising graduate theses and dissertations and for initiating recommendations on curriculum, program requirements, personnel actions, evaluation criteria, the unit's strategic plan, the unit's assessment activities, student, faculty and staff awards and the unit's code of operations.

B. Criteria for serving as a voting faculty member of the unit

45  
46 In all matters, except for those outlined in [Part IV](#) and [Part IX](#) of the [ECU Faculty](#)  
47 [Manual](#), the voting faculty in the School of Hospitality Leadership consists of full-  
48 time fixed term, probationary and permanently tenured appointments with at least  
49 51% teaching and research/creative activity assignments.

50  
51 C. Approved criteria for appointment to the graduate faculty

52  
53 The voting graduate faculty shall consist of those faculty who have been  
54 appointed as graduate faculty members, associate graduate faculty members, or  
55 graduate teaching faculty members of the ECU Graduate Faculty as defined in  
56 [Part II of the ECU Faculty Manual](#), and who hold at least a 51%  
57 teaching/research/creative activity appointment in the School of Hospitality  
58 Leadership. Criteria for appointment are found in the School of Hospitality  
59 Leadership *Faculty Handbook*, which is maintained in the School office, Faculty  
60 Senate office, and are available to all faculty members. Only faculty who hold  
61 status as a graduate faculty member may vote on graduate issues.

62  
63 D. Criteria for emeritus status in the unit

64  
65 The School of Hospitality Leadership recognizes emeritus status for retired,  
66 permanently disabled, or deceased faculty members who have made significant  
67 contributions to the School of Hospitality Leadership and the university through a  
68 long and distinguished record of scholarship, teaching, and service. A  
69 recommendation for emeritus status must be initiated by the Personnel  
70 Committee, approved by the Director and forwarded to the Dean. This  
71 recommendation is sent to the Chancellor. Emeritus status will be conferred on  
72 faculty following [Part VIII of the ECU Faculty Manual](#) using criteria in the School  
73 of Hospitality Leadership *Faculty Handbook*, which is maintained in the School  
74 office, Faculty Senate office, and is available to all faculty members.

75  
76 Section III ADMINISTRATIVE ORGANIZATION OF THE UNIT

77  
78 A. Role of the Director

79  
80 The Director of the School of Hospitality Leadership, as chief administrative officer of the  
81 unit, is responsible for the School in accordance with established university policies and  
82 School codes. The selection, term of office, and evaluation for the Director shall be in  
83 accordance with established University policies found in [Part II of the ECU Faculty](#)  
84 [Manual](#), Appointment and Review of Administrative Officers at ECU.

85  
86 The Director is responsible for administration of the School of Hospitality Leadership,  
87 School plan, budget, facilities, equipment, instruction, research/creative activity, service,  
88 personnel, and fund development. The Director ensures that unit code procedures and

89 university policies are followed. The Director is also responsible for personnel actions  
90 relating to employees subject to the State Human Resource Act (i.e., SPA employees)  
91 assigned to the School. The Director will utilize university and college resources to carry  
92 out duties of the position. Duties of the Director include, but are not limited to, the  
93 following:

- 94 1. Develop course schedules and teaching assignments
- 95 2. Direct the School's strategic plan and assessment plan
- 96 3. Develop and administer the School budget
- 97 4. Provide updates on School financial status at faculty meetings
- 98 5. Schedule and conduct meetings with faculty and staff to review annual  
99 evaluations and progress toward tenure letters, as appropriate
- 100 6. Develop plans and evaluate the use of School facilities and equipment
- 101 7. Facilitate faculty and staff development and mentoring programs for probationary  
102 term (i.e., tenure-track) faculty
- 103 8. Conduct orientation programs for new faculty and staff
- 104 9. Provide support for grant writing, budgets, editorial review, and grant  
105 administration for faculty
- 106 10. Coordinate an annual fundraising and alumni development program
- 107 11. Coordinate an annual marketing plan for the department programs with updates  
108 on a semester basis
- 109 12. Preside at School faculty meetings in accordance with university guidelines, and  
110 appoint a leader for meetings when not able to attend
- 111 13. Coordinate with College Advising Center
- 112 14. Develop and support a faculty development leave program
- 113 15. Monitor committee performance and membership
- 114 16. Evaluate Program Coordinator performance using input from faculty and students
- 115 17. Develop and maintain external relationships
- 116 18. Organize, appoint, and communicate on a regular basis with the Advisory Board  
117 for the School of Hospitality Leadership
- 118 19. Be available to meet with faculty members to discuss individual issues within a  
119 reasonable time frame

## 121 B. Role of Program Coordinator

122

123 A Program Coordinator will be appointed by the Director. A stipend or release time will  
124 be negotiated with the faculty member, as permitted by university policy. The coordinator  
125 works with the faculty and Director and is responsible to the Director. The Director, using  
126 input from program faculty and students, will review the Program Coordinator's  
127 performance annually. Duties of the Program Coordinator include the following as  
128 needed by the program:

- 129 1. Facilitate the development and revision of curricula
- 130 2. Market programs and handle requests for information
- 131 3. Coordinate admissions processes
- 132 4. Develop and maintain external relationships in conjunction with the Director

- 133 5. Serve as Director in the absence of the Director
- 134 6. Develop and submit budget requests for program using faculty, staff, and
- 135 student input
- 136 7. Direct accreditation processes and the program assessment process

137  
138 Section IV COMMITTEES OF THE UNIT

139  
140 All committees serve in an advisory capacity to the unit faculty and to the  
141 Director. The Director shall be an ex-officio member (without vote) on the unit's  
142 standing committees. All standing committees shall hold regularly scheduled  
143 meetings. Other meetings may be held upon request of the committee chair, the,  
144 Director, or a majority of the committee. The chair of each committee shall report  
145 regularly at unit meetings and shall file minutes of all meetings, along with an  
146 annual report of the committee's accomplishments, with the School office at the  
147 end of the academic year.

148  
149 The School Director and the faculty shall be obligated to take action upon all  
150 applicable committee recommendations. The Director shall inform committee  
151 chairs and faculty specifically involved, as appropriate, of actions taken.

152  
153 A. Standing Committees

154  
155 The standing committees of the unit are: Curriculum, Student Services and  
156 Scholarship, and Code. Committee members shall be elected or appointed in the  
157 spring to serve staggered three-year terms with the election of new members  
158 each year. Regular expired vacancies on each committee shall be filled in the  
159 spring through election or appointment as specified in each committee's  
160 structure. In the event that a member of a standing committee is unable to  
161 complete a term of office, the chair of the committee shall notify the School  
162 Director of the need for a replacement.

163  
164 The faculty committee member senior in rank shall convene the first meeting of  
165 each committee at the beginning of the academic year. At the first committee  
166 meeting of each academic year a chair and a secretary for each committee shall  
167 be elected, except where otherwise noted. The chair shall be an elected  
168 member serving a second year or third year of membership, if possible. In the  
169 absence of the chair of a standing committee, the member senior in rank, or if  
170 there are more than one at the same rank, then the faculty member with the most  
171 years of service, shall preside.

172  
173 1. Curriculum Committee

174

- 175 a. Membership: The curriculum committee shall consist of five members. These  
176 five will be elected from the tenured, probationary-term, and full-time fixed-term  
177 faculty members in the School.
- 178 b. Duties: Make recommendations to the faculty concerning the curricula within  
179 the School following approval of faculty:
- 180 (1) Recommend proposals for new courses, tracks, options, and degree  
181 programs
  - 182 (2) Review and make recommendations on course offerings and  
183 changes in the catalogue which require University action as proposed by  
184 the School faculty
  - 185 (3) Review and recommend guidelines for admission to programs offered  
186 by the School
  - 187 (4) Review guidelines for degree requirements
  - 188 (5) Develop and implement a process for designating and recording  
189 curriculum changes linked to learning outcomes assessment
- 190
- 191 2. Student Services and Scholarship Committee
- 192
- 193 a. Membership: The student services and scholarship committee shall consist  
194 of three faculty members elected from the full-time faculty of the School.
- 195 b. Duties:
- 196 (1) Solicit nominees, evaluate applicants, and recommend student  
197 recipients for School awards and scholarships
  - 198 (2) Direct arrangements for the School graduation reception
- 199
- 200 3. Code Committee
- 201
- 202 a. Membership: Three voting faculty members elected from the members who  
203 have at least three years of service at ECU.
- 204 b. Duties:
- 205 (1) Review annually the Code, solicit input from faculty for suggested  
206 changes, and recommend revisions to the faculty as needed
  - 207 (2) Conduct a complete review of the Code according to the schedule  
208 developed in the [ECU Faculty Manual, Part IV](#).
- 209
- 210 B. Personnel Action Committees
- 211
- 212 Personnel matters will be handled by the Personnel, Tenure, and Promotion  
213 Committees in the manner described in the [ECU Faculty Manual Part VIII](#) and  
214 [Part IX](#).
- 215
- 216 1. Personnel Committee
- 217 Membership, terms, and duties of standing committees will be conducted in  
218 accordance with *ECU Faculty Manual, [Part IX](#)*,).

- 219
- 220 a. Structure: Two tenured faculty members, one probationary term faculty
- 221 member, and an alternate tenured and an alternate probationary term faculty
- 222 member, all elected by a majority of the School voting faculty.
- 223 b. Duties: Responsible for making recommendations regarding initial
- 224 probationary appointments and initial and additional special fixed-term
- 225 appointments as well as other roles as described in [Part VIII](#) and [Part IX](#) of the
- 226 *ECU Faculty Manual*.

227

228 2. Tenure Committee

229

- 230 a. Structure: All permanently tenured voting faculty of the unit, including those
- 231 who are on leave but in attendance at the time of the committee's vote, excluding
- 232 the unit administrator. If fewer than three faculty members qualify for the Tenure
- 233 Committee, additional members will be selected in accordance with the [ECU](#)
- 234 [Faculty Manual, Part IX](#).
- 235 b. Duties: Responsible for all duties described in the [ECU Faculty Manual Part](#)
- 236 [IX](#).
- 237

238 3. Promotion Committee

239

- 240 a. Structure: Permanently tenured and probationary-term voting faculty
- 241 members who hold rank at least equal to the rank for which the candidate is
- 242 being considered, including those on leave but in attendance at the committee's
- 243 meeting at the time of the committee's vote, excluding the unit administrator. If
- 244 fewer than three faculty members qualify for the Promotion Committee, additional
- 245 members will be selected in accordance with the [ECU Faculty Manual Part IX](#).
- 246 b. Duties: Responsible for making recommendations for promotions in rank and
- 247 for recommending the ranks of initial appointments at the associate professor or
- 248 professor level. Duties are carried out following the [ECU Faculty Manual Part IX](#).
- 249

250

251 Section V EVALUATION OF FACULTY

252

- 253 A. Guidelines, criteria, and weights governing the evaluation of tenured and
- 254 probationary term (i.e., tenure-track) faculty members annually and
- 255 otherwise for all personnel actions, including recommendations for raises,
- 256 merit awards, reappointment, promotion and the award of permanent tenure
- 257 follow [Part IV](#), [Part VIII](#), [Part IX](#), [Part X](#), and [Part XI](#) of the *ECU Faculty*
- 258 *Manual*.
- 259

- 260 1. Annual evaluation of tenured and probationary term (i.e., tenure-track) faculty
- 261 members
- 262

263 Faculty members work under the leadership of the Director to carry out and  
264 maintain excellence in academic programs within the School, provide effective  
265 teaching, develop productive research/creative activities programs, provide  
266 service to the university, profession, and the community, and function in special  
267 assignments as mutually agreed.

268  
269 Evaluations of probationary, probationary term (i.e., probationary term (i.e.,  
270 tenure-track)), and tenured faculty shall be conducted according to procedures  
271 prescribed by the [ECU Faculty Manual](#). At the beginning of each academic year,  
272 each faculty member will develop, in conjunction with and with the approval of  
273 the Director, a statement of goals in teaching, research/creative activities,  
274 service, and, where appropriate, other activities. This statement will include the  
275 relative weight of evaluation in each category of performance based on the  
276 faculty member's assigned load. Under special circumstances, faculty members'  
277 loads may include assignments other than teaching, research/creative activities,  
278 and service, and these assignments will be agreed upon with the Director and  
279 included as part of the goal statement at the beginning of the year. Goals will be  
280 developed based upon the needs of the faculty member and the School and  
281 should reflect the relative weights of assignments. The relative weight of  
282 teaching, research/creative activity, and service in the annual faculty  
283 performance evaluation of tenured and probationary faculty (as specified in [Part](#)  
284 [VIII of the ECU Faculty Manual](#)) each shall be at least 25%, 25%, and 10%,  
285 respectively, with the total weight being 100%. Exceptions to this load may be  
286 made in writing with mutual agreement of the faculty member and the Director  
287 when special opportunities in teaching, research/creative activities or service  
288 arise (i.e., reassigned time from teaching or research/creative activities grants).  
289 However, in no case will service be weighted more than teaching or  
290 research/creative activities.

291  
292 The faculty member may submit an annual report that documents the completion  
293 of the goals established at the beginning of the academic year and adjusted to  
294 reflect the actual assignment. The faculty member may also submit a self-  
295 evaluation based on the criteria for teaching, research/creative activities, and  
296 service contained in the School of Hospitality Leadership *Faculty Handbook*. The  
297 Director will prepare an annual evaluation following [Part VIII of the ECU Faculty](#)  
298 [Manual](#). The annual evaluation will be based upon the faculty member's annual  
299 report using the criteria that have been approved by a majority of the  
300 permanently tenured faculty and are available in the School of Hospitality  
301 Leadership *Faculty Handbook*, which is maintained in the School office, Faculty  
302 Senate office, and is available to all faculty members.

303  
304 2. Criteria for raises and merit awards

305  
306 When merit pay funds are available for distribution within the School of

307 Hospitality Leadership, the Director shall, as part of the annual evaluation of  
308 faculty, using weights dictated by this Code and those mutually agreed to by the  
309 Director and the faculty member being evaluated, recommend each faculty  
310 member's merit award.

311  
312 The criteria on which these awards shall be based are the faculty member's  
313 performance in teaching/advising, research/creative activities, and service, as  
314 well as contributions to the School's mission and strategic plans. The Director's  
315 recommendation shall be based upon the duties, responsibilities, and  
316 accomplishments as reflected in the annual faculty evaluation.

317  
318 The Director shall report annually to the unit and each faculty member salary  
319 increments in accordance with [ECU Faculty Manual, Part VIII](#).

### 320 321 3. Reappointment, Tenure, and Promotion

322  
323 Reappointment of probationary term (i.e., tenure-track) faculty and promotion and  
324 tenure processes will follow [Part IV](#), [Part IX](#) and [Part X of the ECU Faculty](#)  
325 [Manual](#).

326  
327 Probationary term faculty shall be evaluated for reappointment based on a  
328 continuing need for the faculty member's expertise, the availability of resources,  
329 and a level of performance in teaching, research/creative activities, and service  
330 that indicates the faculty member is making satisfactory progress toward the goal  
331 of receiving a favorable recommendation for the granting of permanent tenure  
332 and, where appropriate, promotion.

333  
334 Conferral of tenure shall be based on the faculty member's demonstrated  
335 professional competence, in teaching, research/creative activities and service; a  
336 potential for future contribution; and the institution's needs and resources (see  
337 [ECU Faculty Manual, Part IX](#)). Within the context of university policy, conferral of  
338 permanent tenure shall be based on the following criteria and those specified in  
339 the School of Hospitality Leadership *Faculty Handbook*:

- 340
- 341 a. An appropriate terminal degree as evaluated by the academic unit and  
342 affirmed by the appropriate administrative officer and the profession  
343 concerned
  - 344
  - 345 b. Demonstrated competence in teaching, research/creative activities and  
346 service
  - 347
  - 348 c. A record of satisfactory performance in all three areas of teaching,  
349 research/creative activities, and service will be expected. A strong record of  
350 accomplishment in one of these areas will not be considered a substitute for



351 deficiencies in another area. In no case will service be weighted heavier than  
352 teaching or research/creative activities.

353  
354 d. Evidence is expected of potential for continued professional growth and  
355 on-going contributions to the field

356  
357 Promotion shall be based upon the faculty member's total demonstrated  
358 professional competence and achievement following criteria for each rank as  
359 described in [Part VIII of the ECU Faculty Manual](#) and those specified in the  
360 School of Hospitality Leadership *Faculty Handbook*.

361  
362 B. Guidelines, criteria, and weights governing the evaluation of fixed-term faculty  
363 members annually and otherwise for all personnel actions, including new or  
364 subsequent appointments, performance evaluations and advancement in title  
365 will follow [Part VIII of the ECU Faculty Manual](#).

366  
367 1. The faculty member will be evaluated annually or at the end of the contract  
368 term by the Director based on the weights for teaching and service assigned in  
369 the contract. Criteria for faculty evaluation have been approved by a majority of  
370 the permanently tenured faculty and are available in the School of Hospitality  
371 Leadership *Faculty Handbook*, which is maintained in the School office, Faculty  
372 Senate office, and is available to all faculty members.

373  
374 2. Fixed-term faculty will be considered for subsequent appointment based on  
375 continuing need for the faculty member's expertise, the availability of resources,  
376 and satisfactory performance in teaching, service and other duties assigned to  
377 the faculty member.

378  
379 3. Procedures for advancement in title for fixed term faculty are included in the  
380 School of Hospitality Leadership *Faculty Handbook*, which is maintained in the  
381 School office, Faculty Senate office, and is available to all faculty members.

382  
383 C. Standards for performance review of tenured faculty (i.e., post-tenure review)  
384 (Refer to ECU *Faculty Manual*, [Part IX](#))

385  
386 Post-tenure review of all tenured faculty members will follow procedures outlined  
387 in the [ECU Faculty Manual, Part IX](#). Specific procedures developed for  
388 Hospitality Leadership faculty can be found in the School of Hospitality  
389 Leadership *Faculty Handbook*, which is maintained in the School office, Faculty  
390 Senate Office, and is available to all faculty members.

391

392 Section VI PROCEDURES FOR MEETINGS WITHIN THE UNIT

393

394 Meetings of the School shall be conducted in conformity with *Robert's Rules of*  
395 *Order, Newly Revised*. The Director shall convene at least one meeting of the  
396 faculty each academic semester. An agenda will be prepared by the Director  
397 and distributed to the faculty members at least one week in advance of each  
398 faculty meeting. The minutes will be distributed to faculty members within one  
399 week after the meeting.

400  
401 Special meetings may be called by the Director or upon a written petition to the  
402 Director from two-thirds of the voting members of the faculty or from a School  
403 committee. Special meetings will require attendance by a simple majority of the  
404 faculty and will address the specific matter for which the meeting was called.

405  
406 Section VII VOTING BY FACULTY MEMBERS

407  
408 The Director, in consultation with the faculty, will develop the major planning  
409 documents and self-study documents for the School as required by the  
410 university. Prior to submission to persons outside the School, all major planning  
411 documents and self-study documents for the School will be reviewed by the  
412 faculty. A two-thirds majority vote of all voting faculty is required for approval of a  
413 program self-study or an accreditation self-study. The vote by the faculty may be  
414 conducted in regular or special meetings or by secure ballot.

415  
416 Section VIII BUDGET

417  
418 A. In the spring of each year, the School Director will solicit faculty  
419 recommendations for School budget priorities for the following academic year.  
420 The Director will make available to the faculty copies of final School budget  
421 requests.

422  
423 B. At the first faculty meeting in the fall term, the Director will report to the  
424 faculty on School budgets, as well as the School annual reports from the  
425 preceding year.

426  
427 Section IX AMENDMENT PROCEDURES

428  
429 *Robert's Rules of Order, Newly Revised* "Bylaws," #55, Article IX will be followed  
430 for all votes and amendments to this Code. This Unit Code must be approved by  
431 two-thirds of the permanently tenured faculty in the School.

432  
433 Any School of Hospitality Leadership faculty member may initiate a proposed  
434 amendment to the Code. Proposed amendments should be presented to the  
435 Code Committee. The Code Committee will submit the proposed amendment in  
436 writing to each faculty member at least one week prior to a special or regular  
437 faculty meeting convened to discuss the amendment. A ballot distributed during

438 the meeting or a secure ballot will be issued to approve the amendment.  
439 Approval by two-thirds of the permanently tenured faculty shall be required for an  
440 amendment to carry in the School, whereafter it must receive the approval of the  
441 Unit Code Screening Committee, the Faculty Senate and the Chancellor of East  
442 Carolina University.