

Consolidating East Carolina University's Coastal Programs into a School of the Coast

Overview

East Carolina University (ECU) aspires to be a national model for student success, public service, and regional transformation. A dynamic area where ECU is accomplishing these goals is through sustained leadership in research, education, and outreach focused on coastal and marine issues, including work on North Carolina's complex system of the coastal plain, sounds, seashores, and barrier islands. With over 50 faculty members directly involved in research and teaching on the coast, ECU has allocated resources to establish a PhD program dedicated to training students in coastal studies, an undergraduate minor in coastal studies, a unique program in maritime history, a Coastal Water Resources Center, Diving and Water Safety, and other centers that routinely engage in coastal research, such as the Center for Natural Hazards Research and the Center for Geographical Information Science. A critical integrating unit in these endeavors has been the Institute for Coastal Science and Policy (ICSP), whose faculty spend at least 50 percent of their time on coastal research, teaching, and engagement. These efforts reflect ECU's ongoing commitment to the economic and social development of Eastern North Carolina and to the conservation and promotion of its natural and cultural resources. As the third largest university in the UNC system and the largest university in North Carolina's coastal zone, ECU is poised to respond enthusiastically to UNC's *Our Time Our Future*, which targets coastal and marine science for sustained future investment, and to collaborate with other UNC entities to elevate coastal and marine science programs in North Carolina to national and international prominence.

To better position ECU to assume an even stronger leadership role in addressing coastal and marine issues, the university is proposing consolidating its many coastal and marine initiatives into a School of the Coast. Establishing the School will ***not require new faculty lines*** or substantial new resources, but will, instead, aggregate existing resources under a single organizational umbrella. As such, ECU's Committee on Fiscal Sustainability recommended "continue planning for creation of a School of the Coast as an effective aggregation of existing instructional and research assets." This organizational model will allow ECU to organize, coordinate, and focus a range of current programs, centers, and institutes currently engaged in coastal and marine projects with minimum disruption to individual faculty members, departments, and other units. The School of the Coast would house the following existing coastal programs: Institute for Coastal Science and Policy (ICSP), the Coastal Resources Management PhD program, the Coastal Studies Minor, the Center for Natural Hazards Research, the Coastal Water Resources Center, Center for Geographical Information Science, and Diving and Water Safety. As each of these programs currently has a director, consolidating them would create no new administrative positions. Further strengthening ECU's capacity to lead efforts in addressing coastal and marine issues has been the signing of a Memorandum of Understanding between ECU and the Coastal Studies Institute (CSI) on Roanoke Island. The School of the Coast would create a powerful organizational structure positioned to bring the expertise of leaders in the fields of coastal science and policy to focus on North Carolina's coastal and marine issues.

This School of the Coast will significantly enhance the effectiveness and efficiency of coastal and marine research, teaching, and outreach, working with existing and future ECU coastal and marine initiatives in ways that complement and enhance those initiatives rather than compete with them for resources. It will foster the development of new degree and certification programs at the undergraduate and graduate levels, the flexible recruitment and hiring of research associates with external funding, and increased

opportunities to attract visiting scholars from both the ECU community and around the world. A certification program in coastal studies will meet a demand among professionals currently working in coastal and marine agencies and businesses to improve their capacity for addressing ever more complex coastal problems and processes. By meeting such demands, we anticipate that the School of the Coast will significantly raise the visibility of coastal and marine activities taking place at ECU and among its partners, further enhancing the UNC System’s global reputation in coastal and marine sciences, policy, and engagement. Through creative exchanges with UNCW, CSI, CMAST, and IMS across the UNC system, and with the North Carolina Sea Grant Program, the School will facilitate the sharing of courses, resources, and faculty expertise for the benefit of students, faculty, coastal communities, and the people of North Carolina.

The School of the Coast will build on the internationally recognized research accomplishments of ICSP faculty, expand the scope and interdisciplinary reach of its Coastal Resources Management PhD program, and deepen the current relationship with the UNC Coastal Studies Institute (CSI) and its existing set of multi-institutional connections. This proposed aggregation of disparate activities into a single coastal unit will provide improved resource allocation (efficiency) and effectiveness (coordination and collaboration), in line with a recent review (May 2012) of ECU’s varied coastal capacities conducted by Dr. Susan Avery, President and Executive Director of the Woods Hole Oceanographic Institute. Dr. Avery explicitly recommended the creation of an “integrating unit” because ECU’s coastal “intellectual capacity” is “fragmented across departments, schools and colleges, and even entities within the UNC System.” In concert with closer relations between ECU and UNC CSI, the creation of the new School of the Coast represents the first two steps to integrate this capacity, initially weaving together coastal initiatives across campus as depicted in Figure 1 below.

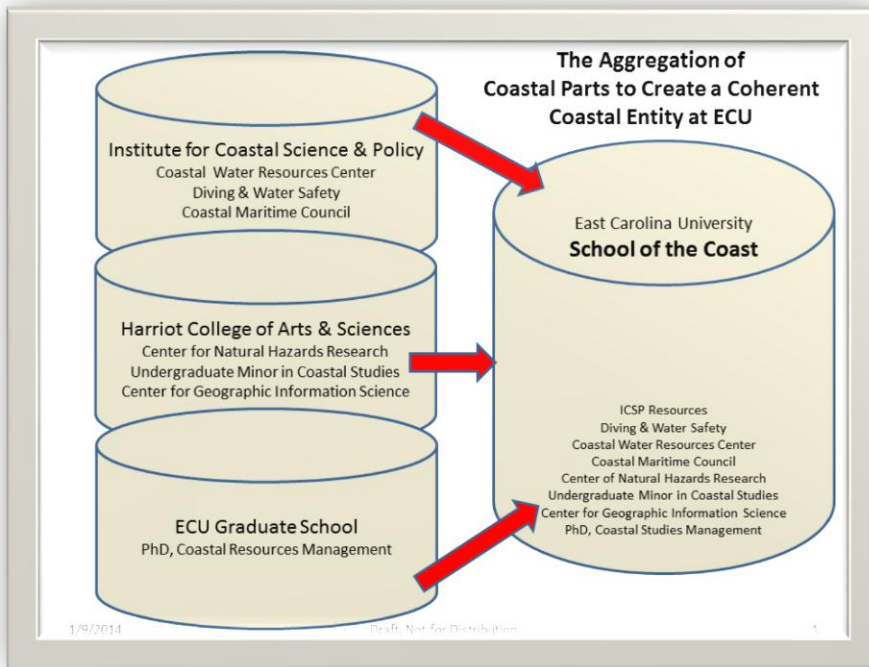


Figure 1. Proposed aggregation of important coastal entities into a new School of the Coast at ECU

Integrating coastal initiatives across ECU will:

- Increase operational **efficiency**, reducing the total administrative FTE required to oversee this collection of coastal activities.
- Raise the **visibility** of the impressive coastal instructional and research capacities that have been developed at ECU over the past 50 years.
- Enhance **synergy** and **vitality** arising from improved internal communications and collaborative mechanisms to yield innovative research, teaching, and outreach.
- Increase **accessibility** of ECU’s coastal programs to regional clients, funding agencies, and other academic partners, including the entire UNC system.
- Create responsive and **intentional coastal program development** arising from coordinated strategic planning.
- Achieve clearer **complementarity** with UNC Coastal Studies Institute (UNC CSI) and the potential for greater multi-institutional programming through CSI’s existing partnerships.

Again, establishing the School will not require new resources. It will involve centralizing existing resources, establishing the School of the Coast as an effective vehicle for increasing the generation of external funding, sharing resources and degree programs to expand its teaching, and improving its capacity for outreach through partnerships with other institutions and organizations across North Carolina and the UNC system. We anticipate that the school will become a conduit of opportunity for faculty and students interested in coastal research, teaching, and outreach, creating an organizational context open to broad participation across the UNC system. The new organizational structure would at the very minimum involve renaming ICSP as the School of the Coast and include those entities and programs listed in Figure 1 above, serving as the principal connection for increased collaboration between ECU and UNC CSI. In addition, we would anticipate developing a mechanism for adding collaborating faculty to the School, initially from jointly-appointed/ reassigned faculty at ECU and UNC CSI and later through exchanges across UNC system campuses. The School of the Coast would replace the ICSP director with a Dean who would report directly to the Provost, thus operating at a level similar to other colleges and schools at ECU (see Figure 2). Because transitioning ICSP will play such a crucial role in establishing the new School of the Coast, we review the Institute briefly below.

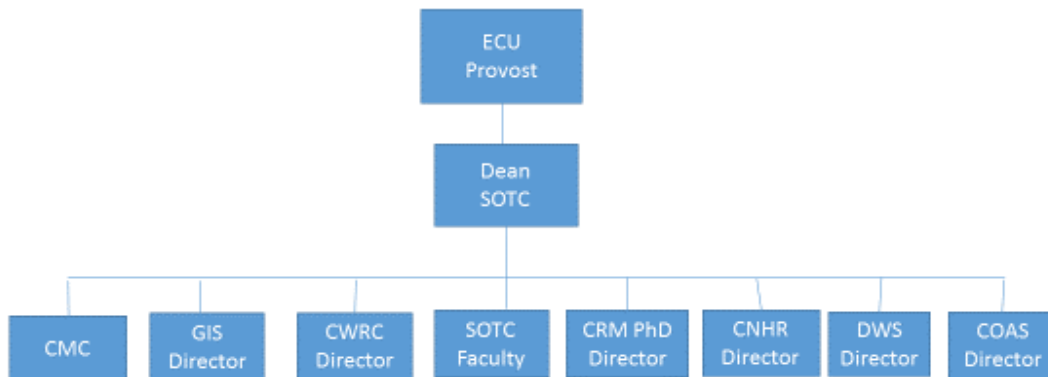


Figure 2: Proposed Organizational Chart for the School of the Coast (SOTC)

Current History and Mission of the Institute for Coastal Science and Policy

“Integrating the social, natural, and engineering sciences for research, teaching, and outreach related to coastal and marine phenomena.”

ECU’s Institute for Coastal Science and Policy (ICSP) is comprised of scientists and policy experts dedicated to conducting interdisciplinary research, integrating social, natural, and engineering sciences to investigate and educate people about issues of critical importance to coastal and marine environments and related human dimensions in North Carolina and around the world. The Institute’s anthropologists, biologists, ecologists, economists, engineers, geographers, and geoscientists have worked with coastal stakeholders, managers and scientists around the world to address challenges facing coastal science, policy, and management. This work has resulted in projects ranging from mapping geological changes along the coast, to estimating immigration’s impact on coastal regions, to understanding how interactions between landscapes and seascapes influence the quality of natural resources.

ICSP scientists have received grants in excess of five million dollars during the past five years and several million dollars more since the Institute was founded in 2007, drawing on a diverse set of federal and state government agencies and foundations, private foundations, and corporate sources. Many of the scientists currently with ICSP were formerly appointed with the Institute for Coastal and Marine Resources, a research institute established at ECU in 1973. Currently, the faculty includes seven social scientists, nine natural scientists, and one engineer spread across eight disciplines and three colleges, making it an ideal location for interdisciplinary research that combines the social, natural, and engineering sciences; ICSP faculty are also currently in the process of filling four open positions, thus potentially increasing the institute’s reach across ECU. This breadth makes ICSP the most appropriate unit for shepherding a School of the Coast proposal through ECU and the UNC System.

Currently, most ICSP are jointly appointed in ICSP (49%) and a home department (51%), in accordance with ECU’s current policy regarding joint appointments (see table 1). These faculty lines are shared by each faculty member’s home college and Academic Affairs. Because ICSP is not a coded unit, recommendations for tenure and promotion of ICSP faculty members, historically, have been made in the faculty member’s home department, based principally on the recommendation of the home department’s personnel committee. The ICSP director and the chairs of ICSP faculty members’ home departments, however, communicate regularly about the progress of jointly appointed faculty, and the ICSP director offers recommendations to the chairs about upcoming tenure and promotion decisions. The ICSP director also communicates regularly with the deans and associate deans of the colleges of ICSP faculty members, and the Vice Chancellor for Research and Graduate Studies, about faculty members’ progress and issues such as strategic planning and hiring, start-up packages, sources of external funding, and other issues germane to research, teaching, and community engagement.

The joint appointment model has facilitated a high degree of productivity. Over the past five years, three ICSP scientists have been awarded distinguished professorships in the College of Arts & Sciences, two have been awarded lifetime achievement awards, and two have been awarded five-year achievement awards from ECU administration. ICSP scientists’ funding has come from the National Science Foundation, the National Institutes of Health, the National Oceanographic and Atmospheric Administration, the National Park Service, the North Carolina Sea Grant College Program, North Carolina’s Department of Health, Environment, and Natural Resources, and several other state and federal agencies and private foundations. In their home departments, ICSP faculty are among the most widely published and cited and generate significant proportions departments’ external funding.

Table 1: Institute Faculty

Name	Rank	Discipline	College
Eban Bean	Assistant professor	Engineering	Engineering and Technology
Reide Corbett*	Professor	Geological Sciences	Arts & Sciences
David Griffith	Interim Director/Professor	Anthropology	Arts & Sciences
Jacob Hochard**	Incoming Assistant Professor	Economics	Arts & Sciences
David Kimmel	Associate Professor	Biology	Arts & Sciences
Jamie Kruse	Professor	Economics	Arts & Sciences
Mark Keusenkothen***	Director, Diving & Water Safety	N.A.	ICSP/ Academic Affairs
David Loomis	Associate Professor	Leisure Studies	Health & Human Performance
Ramon Lopez-Rosaldo	Research Scientist	Geological Sciences	ICSP/ Academic Affairs
Joseph Luczkovich	Associate Professor	Biology	Arts & Sciences
Alex Manda	Assistant Professor	Geological Sciences	Arts & Sciences
Richard Miller	Professor	Geological Sciences	Arts & Sciences
Sidhartha Mitra	Assoc. Professor/CRM Director	Geological Sciences	Arts & Sciences
Mike O'Driscoll****	Associate Professor	Geological Sciences	Arts & Sciences
Enrique Reyes	Professor	Biology	Arts & Sciences
Roger Rulifson	Professor	Biology	Arts & Sciences
JP Walsh*	Professor	Geological Sciences	Arts & Sciences
Hans Vogel song	Assoc. Professor	Leisure Studies	Health & Human Performance

*=currently has reassignment with the UNC Coastal Studies Institute. **=pending approval, will join ICSP faculty in fall of 2015. ***=Staff position with DWS; no department affiliation. ****=affiliation with ICSP is through the Coastal Water Resources Center (10%). We are in the process of filling three faculty lines, in addition to the one pending approval (i.e. Hochard), that were vacated by ICSP faculty in 2014.

The Institute's faculty work with undergraduate and graduate students in both experiential and classroom settings, involving them directly in field research on the coast, in laboratories at East Carolina University, at the UNC CSI, and in affiliated ECU research centers such as the Coastal Water Resources Center. In addition to teaching responsibilities in their home departments, the Institute's jointly-assigned faculty teach courses and mentor students in the PhD program in Coastal Resources Management (CRM). CRM students are prepared for professional careers in policy and science. Drawing on the collaborative work among ICSP faculty and between ICSP faculty and other researchers across ECU involved in coastal studies, the CRM PhD program is specifically designed to offer students the opportunity to learn from social, natural, and engineering scientists engaged in interdisciplinary research.

Examples of research currently being conducted by faculty members include investigating threats to coastal water supplies from saltwater intrusion and the management of storm water; estimating the social, ecological, and economic values of coastal zone management and recreational amenities; profiling coastal communities and fisher folk with an eye toward evaluating the influence of fisheries management; assessing the impacts of weather and climate on human populations and the natural environment; understanding marine food webs and monitoring estuarine health; and working with local coastal communities to promote their seafood and utilize their cultural resources for heritage tourism. This sample of projects constitute only a fraction of the research, education, and outreach that have resulted in the training of scores of students, the publication of dozens of books and hundreds of articles and technical reports, keynote addresses and invited speeches, and an ever expanding understanding of how coastal processes and human societies, whether tensely or harmoniously, coexist.

In addition, an important part of ICSP has been ECU's Diving and Water Safety (DWS) Program, which maintains ECU's research vessel fleet, certifies scientific divers, approves dive plans for ECU's UNC CSI's scientific and recreational diving programs, and operates vessels for academic use for the departments of biology, geology, maritime history, and others. DWS staff includes a director, a licensed boat captain, a diving safety officer, a boat mechanic, and an administrative assistant.

Finally, the Coastal Resources Management (CRM) PhD program, a relatively new academic program whose first cohort started in the Fall of 1999, has become the largest PhD program at ECU. The CRM program currently has 40 active doctoral students. A total of 41 students have earned PhDs in the program. The mission of the program is to meet the need for scientifically trained specialists able to move effectively between the worlds of research, policy, and management as these relate to the world's coastal margins. Emphasizing an integrated, interdisciplinary approach to coastal studies with a focus on science and public policy, the program nurtures skills in the acquisition, interpretation, and synthesis of scientific information on coastal environments and populations and provides the academic basis for students seeking resource management careers in government agencies, private firms, non-profit organizations, and interdisciplinary education programs. Faculty across ECU support the program by fostering the pursuit of individual student interests in the context of a structured but flexible program of classroom instruction, field research, work and professional development experience, and a doctoral dissertation.

The administration of the CRM program was formally moved to the Institute for Coastal Science and Policy upon ICSP's creation in 2006/2007. The CRM Graduate Director reports to the Dean of the Graduate School and to the ICSP Director. Based on self-assessment results, a major curriculum revision was initiated and passed in 2010 and the program remains open to curriculum development based on new partnerships and new coastal developments. A CRM Advisory Committee provides input on policy issues such as admission criteria, curriculum revisions, comprehensive examination policies, and dissertation guidelines. This committee consists of Department Chairs from Biology, Economics, Geography, Geological Sciences, Maritime Studies, Political Science, Recreation and Leisure Studies, and Sociology, as well as appointed faculty from a variety of disciplines.

In the fall of 2013, ICSP and its constituent units, including the CRM Program and DWS, moved from the Division of Research and Graduate Studies into the Division of Academic Affairs. The Director of ICSP now reports directly to the Provost.

Of Institutes and Schools

Institutes are often referred to as Organized Research Units (ORUs) and are designed primarily to facilitate research, educational, and outreach activities among affiliated faculty, who usually have ties to more traditional departments. Institutes are often developed around thematic areas such as marine sciences, coastal policy, or health disparities, and are the most common mechanism by which universities encourage interdisciplinary research in these areas (Nickelhoff and Nyatepe-Coo 2012; Attis and Douglas 2008). The Institute of Marine Sciences at the University of California, Santa Cruz, for example, introduces itself as an ORU developed to “encourage, facilitate, develop, and support facilities to enhance marine science research and education, attract extramural funds, and foster mutually productive relationships between the University and federal and state government agencies, as well as other non-governmental marine organizations” (<http://ims.ucsc.edu>; accessed December 4, 2013). Similarly, the Virginia Institute for Marine Science (VIMS) “has a three-part mission to conduct interdisciplinary research in coastal ocean and estuarine science, educate students and citizens, and provide advisory service to policy makers, industry, and the public” (www.vims.edu; accessed December 4, 2013).

Currently, ICSP's mission, “Integrating the social, natural, and engineering sciences for research, teaching, and outreach related to coastal and marine phenomena,” is in line with the mission statements of other coastal and marine institutes. However, ICSP also houses the CRM PhD program, and combining research with degree programs, as well as certification programs, is more often affiliated with a school than with an institute. In line with other schools at other universities, ECU's School of the Coast provides

the appropriate platform for developing new academic programs, including joint programs with other UNC institutions. Louisiana State University, for example, has a School of the Coast and Environment, which offers five graduate degrees—three in Environmental Sciences and two in Oceanography and Coastal Sciences—and an undergraduate major and minor. Duke University’s Nicholas School of the Environment offers four certificate programs (in Geospatial Analysis, Sustainable Systems, Environmental Innovation and Entrepreneurship, and Community-Based Environmental Management) as well as five graduate degree programs (taken in conjunction with other university programs).

Establishing a School of the Coast at ECU would facilitate the development of similar certification and degree programs, yet its commitment to integrating the social, natural, and engineering sciences would set it apart from other such programs. At the undergraduate level, the School would encourage growth in the Coastal and Marine Studies minor, including expanding its reach beyond Harriot College to access courses and faculty members all across ECU. Although future coastal program planning awaits guidance from current UNC efforts to inventory and recommend greater collaboration, faculty could initially develop a certification program in coastal and marine studies that would target primarily professionals working in areas such as coastal management, environmental health, and state and federal agencies with regulatory authority over coastal and marine environments. This certificate would emphasize interdisciplinary training in the social, natural, and engineering sciences that would prepare its recipients to meet the challenges of managing complex social, political, economic, geological, and biological systems.

Along with a certificate program, ECU and UNCW faculty are well situated to explore a joint PhD program in coastal and marine science, policy, and health. The two institutions’ faculty members are uniquely positioned to explore possibilities for increasing faculty engagement in coastal and marine health-related research, tightening connections between ECU’s Brody School of Medicine and UNCW’s Marine Biotechnology in North Carolina (MARBIONC) program. Such initiatives will allow us to test the waters of inter-institutional partnerships oriented toward increasing student access to faculty, labs, equipment, vessels, ongoing research agendas, and other resources across multiple campuses.

Currently, UNCW offers a Masters of Coastal and Ocean Policy (MCOP), which is oriented toward “integrating science into government decision-making processes in order to improve coastal and ocean resources management in the U.S. and abroad” (www.uncw.edu/mcop). At the same time, UNCW coastal and marine scientists have expressed a desire to create a coastal- and marine-oriented PhD program. ECU’s CRM PhD program could offer them the immediate option of training their students at the PhD level, enhancing both institutions’ abilities to train students in coastal and marine science and policy. In short, both institutions could expand coastal and marine education without adding faculty or requesting additional resources from the state. One clear advantage that ECU brings to this partnership is its widely recognized capacity to provide sophisticated distance delivery of curriculum. ECU’s coastal enterprise has not taken full advantage of the wide range of advanced learning technologies available at ECU and one priority for the proposed School of the Coast is to elevate that capacity as a basis for collaboration with other UNC institutions.

Over the long term, we envision that ECU’s School of the Coast will serve as a catalyst for coastal and marine research, teaching, and outreach across the entire UNC system, strengthen current partnerships with NOAA and other federal agencies, including the nation’s Sea Grant College programs, and foster additional partnerships with coastal and marine research, education, and outreach centers around the world.

The Transition

At this early phase in planning, we are requesting no additional funds to consolidate ECU's coastal programs into a School of the Coast. Instead, we expect to aggregate existing resources and then to use faculty reassignments, the addition of affiliate faculty, and other mechanisms to expand the School's external funding streams, operations, and visibility in the near and long terms. As noted earlier, this proposal is to establish a new, yet similar administrative structure, renaming ICSP as the School of the Coast that includes several centers and programs under its administrative umbrella.

Like the director of ICSP, the Dean of the new school would be under the direct authority of the Provost, and the directors of the affiliated centers and programs would be under the direct authority of the Dean. The Coastal Maritime Council comprised of ECU faculty interested in coastal issues and appointed by the Dean of the School, will serve in an advisory capacity to the Dean. Initially, as in ICSP, affiliated faculty of the School will have joint appointments in the School and a home department, where they will be tenured/ tenure-track, although this arrangement may not apply to visiting faculty, research scientists, renegotiated reassignments, and other developments. The Dean and tenured faculty members of the School and the chairs and personnel committees of the affiliated faculty member's department, along with the Dean of the affiliated faculty's college, will jointly make recommendations regarding tenure and promotion of all of the permanent faculty members of the School.

In preparation for the transition to the School, ICSP faculty members have developed and approved a set of Standard Operating Procedures (SOP—see Appendix A) that define the responsibilities and expectations of jointly appointed faculty members, including the Dean and the directors of the affiliated centers; the shared authority with respect to hiring, salary, tenure, and promotion of joint faculty; methods by which faculty members outside the School can become affiliated with and collaborate with the School; the governance of the CRM PhD program.

To maintain the flexibility and efficiency that currently characterizes ICSP and the CRM PhD program, we propose that, initially, the School maintain the SOP of ICSP, which currently allows ICSP scientists to respond to funding and programmatic initiatives and adapt the curriculum to coastal and marine developments more nimbly and swiftly than is possible in traditional departments. Efficiency will also be achieved through the School's regular faculty meetings, bringing together the dean, center and program directors, and affiliated faculty for strategic planning and to respond to research and educational opportunities. In addition, School faculty can serve as important liaison persons between ICSP and other departments and colleges across ECU, responsible for relaying developments in the School, encouraging educational and research collaborations, negotiating with ECU faculty for potential temporary reassignments to the School, recruiting visiting scientists, and fostering the development of coursework relevant to the School's PhD program.

This is an exciting moment in ECU's history and for the state of North Carolina. North Carolina's coastal regions are faced with ever more complex problems from climate change and sea level rise, population growth, and the need to balance traditional industries like commercial fishing and tourism with growing economic sectors like energy and real estate development. Although the fiscal crisis that the university faces is troubling, it has offered opportunities to seek innovative ways to improve the efficient and effective delivery of research, educational, and community engagement services. Transitioning from ICSP to a School of the Coast, particularly in concert with closer collaboration between ECU and CSI, allows us to bring together the talents and energies of internationally recognized scholars, addressing the multiple, complex problems facing coastal regions while leading the way in creative initiatives to achieve eminence in the social, natural, and engineering sciences of the world's coasts.

References

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Signatures

Dr. Ron Mitchelson
Interim Provost and Senior Vice Chancellor for Academic Affairs

Date

Dr. Phyllis Horns
Vice Chancellor for Health Sciences

Date

Dr. Michael Van Scott
Interim Vice Chancellor for Research and Graduate Studies

Date

Dr. David Griffith
Interim Director of the Institute for Coastal Science and Policy

Date

Appendix A

The Institute for Coastal Science and Policy

Academic Affairs

East Carolina University

Standard Operating Procedures

2014

Preamble

This document outlines the mission, organization and guidelines under which faculty members and associated individuals participate in the governance of East Carolina University's Institute for Coastal Science and Policy (ICSP) and its constituent organizations, the Coastal Resources Management Ph.D. Program (CRM), the Diving and Water Safety (DWS) office, and the Coastal Water Resources Center (CWRC). Included within this document are the responsibilities, obligations and expectations that the Institute's Director have for Institute's faculty and staff, and the expectations that the faculty have of the Institute's administration.

I. Mission

The Institute for Coastal Science and Policy integrates the social, natural, and engineering sciences for research, teaching, and outreach related to coastal and marine phenomena.

The Institute for Coastal Science and Policy is comprised of university faculty, staff and students dedicated to conducting interdisciplinary research, integrating social, natural, and engineering sciences to investigate and educate people about issues of critical importance to coastal and marine environments in North Carolina and around the world. ICSP faculty have a wide range of expertise including (but not limited to) anthropology, biology, ecology, economics, engineering, geography, geology, social psychology, outdoor recreation and tourism. Faculty work with coastal stakeholders, managers and scientists around the world to address challenges involving coastal science, policy, and management.

II. Organization

The ICSP Director reports directly to the Provost, and ICSP faculty report to the Director and to the chairs of their home departments. ICSP faculty are jointly appointed between the Institute and a “home department” (e.g. Biology). In most cases, ICSP faculty are 51% in their home departments, primarily to retain voting privileges and for tenure and promotion, and 49% in ICSP (other splits are possible). While faculty receive tenure and promotion in accordance with the guidelines of their home departments, ICSP has its own performance criteria, rankings and expectations regarding faculty performance related to its mission. These expectations on performance are to be communicated by the ICSP Director to each faculty member and their home department via an agreed upon workplan to ensure they are understood and incorporated into all relevant personnel matters.

III. Faculty

- a. Definition of the ICSP Faculty: ICSP faculty are those with at least 49% of their time and salary allocated to ICSP, and the directors of centers organizationally affiliated with ICSP (e.g. the Coastal Water Resources Center).
- b. Faculty Ranks and Promotion. ICSP faculty members hold ranks of Assistant Scientist, Associate Scientist, or Senior Scientist, which may correspond to their ranks in their home departments as assistant professor, associate professor, and professor, respectively. However, ICSP faculty may be promoted to a higher rank in ICSP independently of their rank in their home department. Rank changes will be voted upon by higher ranked faculty when promotions are being considered, and at other times as requested.
- c. Guidelines for Expectations of all ICSP Faculty: Consistent with their workplan and approved Institute strategic plan ICSP faculty members are expected to 1) maintain active research agendas in coastal issues that results in a continuous stream of contributions to knowledge in the form of publications in peer-reviewed journals, research reports, books, monographs, and other venues, 2) generate external funding for their research and other scholarship, 3) conduct or enhance teaching and advising in the CRM program, and 4) contribute to professional and community engagement in coastal North Carolina and beyond. Developing research projects and submitting research proposals on a consistent basis is a key part of this process.
- d. ICSP faculty must be appointed as members of the graduate faculty at ECU, following the criteria outlined by ECU Graduate School.
- e. Faculty members are expected to participate in the governance of the ICSP through attendance at ICSP faculty meetings and other venues where matters of ICSP business may be discussed, and participate on committees appointed by the ICSP director.

IV. Associated ICSP Faculty

- a. Research Associates, Fixed-Term Faculty, and Research Scientists. ICSP may hire research associates and fixed-term faculty. These faculty are expected to participate in faculty meetings and other activities along with regular faculty members, although they will not have voting privileges for faculty personnel-related matters.

- b. Adjunct, Affiliate, or Collaborating Faculty. Other ECU faculty and faculty from other institutions and organizations may collaborate with ICSP under various formal relationships. ICSP faculty members shall make every effort to communicate research initiatives to their home departments and to others on and off campus in an effort to foster research, teaching, and outreach collaboration between ICSP faculty members and others. The following three mechanisms are available to facilitate collaboration.
 - i. *Adjunct Faculty Appointments.* Adjunct faculty can hold the titles of Adjunct Instructor, Adjunct Assistant Professor, Adjunct Associate Professor or Adjunct Professor. These titles are used to appoint outstanding persons who have a primary employment responsibility outside the university or in a different department in the university, and who bring some specific professional expertise to the academic program.

Adjunct faculty are non-voting members of the ICSP who may utilize the ICSP name, staff, and administrative services in developing and submitting research proposals and orchestrating research projects, but will not be directly compensated from ICSP operating funds. They may be compensated with funds that they generate through external funding. All adjunct faculty of any rank must conform to the University requirements for obtaining that title and rank.

- ii. *Affiliate Faculty Appointments.* Affiliate faculty are non-voting members of ICSP who join ICSP faculty under temporary arrangements, usually tied to specific research projects, and who can be directly compensated from ICSP operating funds.

- iii. *Collaborating Faculty Arrangements.* Collaborating faculty are non-voting faculty who are members of research teams which include ICSP faculty members; like adjuncts, they can be compensated through external funds but not from the ICSP operating budget.

- c. Emeritus status of faculty. Faculty formerly affiliated with the former Institute for Coastal and Marine Resources (ICMR), or the Institute for Coastal Science and Policy will be eligible for Emeritus status after their retirement from ECU. Criteria for being named emeritus faculty include a request for emeritus status and a simple majority vote of the ICSP faculty.

V. Voting

All faculty members who have a 49% or greater affiliation with ICSP, and Directors of affiliated centers (e.g. the Coastal Water Resources Center) are eligible to vote. Any eligible ICSP voter can ask for a vote on any issue, other than personnel matters, which may be only voted upon by higher ranked faculty. These votes within ICSP pertain to decisions that involve the governance of ICSP, but do not count as voting rights as defined by the ECU faculty manual and Unit codes of the home departments. ICSP faculty will retain separate voting rights in their home unit and are governed by their unit code, and the University Faculty Manual.

VI. Committees

- a. Committees may be established by a vote of the ICSP faculty, as needed and at pleasure of the ICSP Director. These committees may involve personnel recruitment, searching for new faculty and staff to be hired by the school (search committees), and they may interact with and have members from other Units. Other issues deemed by faculty to require a committee-like structure will be decided during regularly faculty meetings.

VII. Faculty Meetings

The Director will convene faculty meetings more or less once per month from August through April. Faculty members are free to request additional meetings, should they deem them necessary to address pressing ICSP issues. A quorum is a simple-majority of voting faculty.

VIII. Administration

- a. The Director of ICSP is expected to accomplish the following:
 - i. Represent and advocate for ICSP and its faculty to ECU administration.
 - ii. In conjunction and with the approval of ICSP faculty and other academic partners as relevant, develop a strategic plan, which supports and guides resource management, faculty efforts and budget priorities of ICSP.

- iii. Responsibly manage the budgets of ICSP, CRM, CWRC and DWS, including making decisions concerning equipment purchases, faculty travel, and expenditures related to salary increases and faculty retention.
- iv. Advise the chairs and personnel committees of ICSP faculty members' home departments on issues related to their hiring, tenure, promotion, and salaries. Shall ensure that the ICSP portion of the faculty members' appointment is properly understood and represented in the faculty members' home departments.
- v. Participate in the formal evaluations of ICSP faculty members annually independently of their home departments' expectations.
- vi. ICSP has one standing committee, the Coastal Maritime Council (CMC), comprised of an even number of chairs and faculty members from the home departments of ICSP faculty and who had been approved by the ICSP Director. The charge to CMC is to advise the Director and assist him or her in developing special initiatives aimed towards the advancement of ICSP. CMC members typically serve for three years, but they can be reappointed, and all serve at the discretion of the ICSP Director.
- vii. Hold regular faculty meetings to discuss issues at hand, allow faculty members to raise new business, and vote on any issues requiring a vote.
- viii. Be available to meet with ICSP faculty when they deem meetings necessary for purposes directly or indirectly related to ICSP's mission.
- ix. Work with faculty and staff on matters related to assessment, credentialing, and other matters mandated by ECU administration.
- x. Oversee office staff and annually evaluate their performance.
- xi. Oversee the directors of the CRM PhD program, CWRC and DWS and consult with them regularly on issues related to their operations. Regularly meet with the Provost to discuss matters of relevance to ICSP strategic plan, operations, budget, and personnel matters.
- xii. Manage office space, facilities, and equipment in ICSP.

IX. Support Staff

ICSP currently has six support staff—a Business Services Coordinator, two administrative support associates, a research vessel captain, a diving safety officer, and a dockmaster.

X. Coastal Water Resources Center

1. The CWRC's mission is to build ECU's capacity for water resources training, research, and outreach and to help focus campus-wide efforts to improve regional water management, education, and research.
2. The CWRC activities are the responsibility of the CWRC Director, overseen by the Director of the Institute for Coastal Science and Policy. The Center Director will work within the broad constraints of the CWRC Implementation Plan and the available budgetary resources to advance ECU's capacity for water resources science.
3. CWRC will be supported by at least one administrative assistant. ICSP support staff will serve to support the CWRC as needed to fulfill its mission.
4. Baseline funding to sustain the CWRC will come from ICSP and/or Academic Affairs.

Approved by the ICSP faculty November 25, 2014.

Institute for Coastal Science and Policy
Faculty and Staff Organization Chart

