

**REVISED
UNIT CODE OF OPERATIONS
SCHOOL OF COMMUNICATION
COLLEGE OF FINE ARTS AND COMMUNICATION
EAST CAROLINA UNIVERSITY**

Section I. PREAMBLE.

This Code allows for faculty participation in and establishes procedures for the School of Communication's (SOC) internal affairs and is consistent with all applicable sections of the East Carolina University [Faculty Manual](#), and all established University policies.

In our mission to educate students, the SOC takes an integrated approach to the processes and practices of human and media communication, combining scholarly thinking and research with demonstrated professional competencies.

Section II: FACULTY.

- A. **Faculty.** The School's faculty is comprised of all persons in the School with permanent tenure, and probationary and fixed-term appointments who are full time and part time.
- B. **Voting Faculty.**
1. "Voting faculty" is defined in accordance with [Part IV](#) of the ECU *Faculty Manual*, as pertains to matters concerning the Unit's Code.
 2. "Voting faculty" is defined in accordance with [Part IX](#) of the ECU *Faculty Manual*, as pertains to making recommendations for:
 - a. Appointments.
 - b. Conferral of permanent tenure to faculty.
 - c. Promotion.
 - d. Reappointments.
 3. For matters not specifically covered above, or not covered elsewhere in the ECU [Faculty Manual](#), a vote is extended to full-time faculty.
- C. **Graduate Faculty.** The Graduate Faculty of the School of Communication shall consist of the School's faculty who meet the criteria outlined in the SOC "Standards for Graduate Faculty," and are granted membership by the Graduate School and the associated rights and privileges noted in [Part II](#) of the ECU *Faculty Manual* and the School's "Standards for Graduate Faculty," which is available in the Unit's main office.
- D. **Criteria for Emeritus.** The School recognizes emeritus status for faculty members who are retired, in phased retirement, permanently disabled or deceased, and who have made significant contributions to the School, College of Fine Arts and Communication, and the University through a distinguished record of scholarship, teaching and/or service. (See [Part VIII](#) of the ECU *Faculty Manual*.)
1. A qualifying faculty member may make a written request for emeritus status to the chair of the Personnel Committee, or the Personnel Committee may initiate such a request on behalf of a qualifying faculty member.

2. The Personnel Committee's recommendation for conferring emeritus status must be approved by the School's Director and by the College's Dean. The dean sends the recommendation to the University's chancellor.

Section III. ADMINISTRATIVE ORGANIZATION of the UNIT.

- A. **Director of the School.** The Director is the School's official representative and advocate to the higher administrative units of the College of Fine Arts and Communication and the University. The Director will provide leadership for the School, and facilitate the teaching, research/creative activity, service, and other efforts of the School.
1. *Appointment.* The Director's appointment will be conducted in accordance with [Part II](#) of the *ECU Faculty Manual*.
 2. *Duties.* The Director oversees the daily operations of the School. The Director's duties include:
 - a. Assigning teaching loads and specific classes to individual faculty members in accordance with [Part VIII](#) of the *ECU Faculty Manual*. Faculty members may request reassigned time from their usual teaching duties for research/creative activity. Written requests, including justification, should be submitted to the Director at least one full semester in advance.
 - b. Developing resources for the School, including fundraising and community outreach.
 - c. Ensuring that SOC Unit Code procedures are followed.
 - d. Exercising responsibility for all School space, facilities and equipment, and their proper use and assignment, to meet continuing School needs.
 - e. Facilitating faculty development and student development.
 - f. Forwarding recommendations for promotion, permanent tenure, appointment, reappointment, non-reappointment and merit salary increases to the Dean.
 - g. Informing faculty of various University funds available for the School's improvement and for faculty research and teaching efforts.
 - h. Informing the faculty of non-confidential higher level administrative decisions that relate to the operations of the School or to the welfare of its individual faculty members.
 - i. Supervising and evaluating clerical and technical staff, and maintaining essential School records.
 - j. Preparing the Annual Report and the Annual Budget. The Director will authorize expenditures after due consultation with the faculty and will have available to the faculty up-to-date files and records on the various budgets within the School. The Annual Report and Annual Budget will be presented and discussed at a regular faculty meeting during the fall semester.
 - k. Presiding over School meetings and electronically distributing agendas for and minutes of those meetings.

1. Promoting the School and maintaining its visibility in professional organizations (e.g., Director attending conferences, promoting institutional and faculty membership in professional organizations, and securing funds to support professional involvement).
- m. Providing publicity to the University and others about various School activities.
3. *Evaluation.* The Director will be evaluated annually and once every five years in accordance with established University policies. An annual evaluation will be conducted using an instrument approved by the ECU Faculty Senate in accordance with [Part II](#) of the ECU *Faculty Manual*. The annual evaluation shall be made available to the Director and Dean.

B. Associate Director.

1. *Appointment.* The Director appoints the Associate Director with the advice and consent of the SOC faculty. The Director shall determine reductions of normal teaching, research, and/or service duties, as well as other forms of non-salary compensation.
2. *Duties.* The Associate Director is responsible for the following:
 - a. Assisting the Director with the day-to-day operations of the School.
 - b. Assuming the role of Acting Director in the absence of the Director.
 - c. Other duties as assigned by the Director.
3. *Evaluation.* The Associate Director will be evaluated yearly by the Director and by the SOC faculty.

C. Assistant Director.

1. *Appointment.* The Director appoints the Assistant Director with the advice and consent of the SOC faculty. The Director shall determine appropriate reductions of normal teaching, research, and/or service duties, as well as other forms of non-salary compensation.
2. *Duties.* The Assistant Director is responsible for the following:
 - a. Assisting with the day-to-day operations of the School.
 - b. Assuming the role of Acting Director in the absence of the Director and Associate Director.
 - c. Other duties as assigned by the Director.
3. *Evaluation.* The Assistant Director will be evaluated yearly by the Director and by the SOC faculty.

- D. Graduate Program Director.** The Graduate Program Director will oversee the day-to-day operations of the SOC graduate programs, and will perform other duties as described in [Part II](#) of the ECU *Faculty Manual*. The graduate faculty will provide feedback each academic year to the Graduate Program Director about any concerns about the graduate program or its day-to-day operations. Feedback shall be solicited in writing and discussed at a Graduate Faculty Meeting.

E. **Area Coordinators.** Each of the School's undergraduate academic areas, such as interpersonal/organizational communication, journalism, public relations and media studies, shall have an Area Coordinator. Faculty in each area shall designate the manner in which the area's coordinator is selected and select a coordinator at the beginning of each fall semester. The Director may determine appropriate non-salary compensation for the coordinators. The Area Coordinator's duties include:

1. Advising the School's administrators on class scheduling, and the utilization of classroom and lab space and equipment for the area.
2. Calling and chairing meetings of the area's faculty.
3. Coordinating and facilitating the development of the area's curriculum in consultation with and the assistance of the area's faculty.
4. Establishing goals and objectives for the area in consultation with and the assistance of the area's faculty.
5. Serving as the area's spokesperson to the School's administrators and faculty, and other audiences.

Section IV. COMMITTEES of the SCHOOL.

A. Standing Committees.

1. *School Committee Election Procedures.* At the beginning of the academic year, the members of all School standing committees will be elected by a majority (present and voting) of the School's voting faculty as defined in this Code (see Sec. II.B). Each committee shall elect a chair from its membership at its first meeting of each academic year.
2. *Equipment and Facilities Committee.*
 - a. **Function.** The Equipment and Facilities Committee shall be responsible for:
 - i. Planning for and recommending the renovation and modification of existing classrooms and facilities in order to meet new needs.
 - ii. Recommending policies for use of School equipment, laboratories and research space.Recommendations of the committee will be made to the School faculty.
 - b. **Composition.** The Equipment and Facilities Committee will consist of at least three (3) members of the School's voting faculty.
 - c. **Term.** Committee members serve staggered terms of two years.
3. *Graduate Curriculum Committee.*
 - a. **Function.** The Graduate Curriculum Committee shall be responsible for:
 - i. Evaluating new course proposals from the graduate faculty.
 - ii. Proposing new courses for the graduate curriculum when necessary.

- iii. Reviewing and revising the School's graduate curriculum and degree program(s).
- iv. Reviewing applications for admission to the unit's graduate program(s) and selecting candidates for admission.

Curricular recommendations of the committee must be approved by the voting members of the School's Graduate Faculty.

- b. **Composition.** The Graduate Curriculum Committee will consist of at least three (3) graduate faculty members selected from the School's Graduate Teaching, Associate Graduate and Graduate faculty membership. The committee chair shall be elected by and from the committee's membership.
 - c. **Term.** Committee members serve staggered terms of two years.
4. *Institutional Effectiveness Committee.*
- a. **Function.** The Institutional Effectiveness Committee shall be responsible for:
 - i. Creating and administrating the materials used to gather data to assess the School's institutional effectiveness.
 - ii. Preparing relevant reports for ECU's institutional effectiveness officer.
 - iii. Preparing relevant reports for accrediting agencies.
 - iv. Recording the School's progress in meeting assessment goals.
 - v. Reporting the School' progress in meeting assessment goals to the faculty.
 - b. **Composition.** The Institutional Effectiveness Committee will consist of at least three (3) members of the School's voting faculty.
 - c. **Term.** Committee members serve staggered terms of two years.

5. *Undergraduate Curriculum Committee.*

- a. **Function.** The Undergraduate Curriculum Committee shall be responsible for:
 - i. Evaluating new undergraduate course proposals from the faculty.
 - ii. Proposing new undergraduate courses for the curriculum.
 - iii. Reviewing and revising the School's undergraduate curricula and degree programs.
- Curricular recommendations of the committee must be approved by the School's voting faculty.
- b. **Composition.** The Undergraduate Curriculum Committee will consist of at least three (3) members of the School's voting faculty.
 - c. **Term.** Committee members serve staggered terms of two years.

B. Personnel, Tenure and Promotion Committees.

- 1. *School Committee Election Procedures.* At the beginning of the academic year, the members of the School's Personnel Committee will be elected by a majority (present

and voting) of the School's voting faculty as defined in this Code (see Sec. II.B). The Personnel Committee shall elect a chair from its membership at its first meeting of each academic year.

2. *Personnel Committee.*

a. Function. Select and appoint new probationary and fixed-term faculty members for the School of Communication in accordance with [Part VIII](#) and [Part IX](#) of the *ECU Faculty Manual*. The Personnel Committee will be responsible for all aspects of conducting searches for new probationary and fixed-term faculty, including the appointment of a search committee to make recommendations to it. As defined in [Part IX](#) of the *ECU Faculty Manual*, the Personnel Committee is responsible for making recommendations regarding:

- i. Initial and subsequent fixed-term faculty appointments.
- ii. Initial probationary faculty appointments.
- iii. Special fixed-term faculty appointments.

The committee also will undertake any additional roles as defined by the *ECU Faculty Manual*.

- b. Composition. The Personnel Committee is composed of at least three (3) members of the probationary and/or permanently tenured voting faculty members, excluding the Director. At least two-thirds of the committee must be tenured. The chair of the Personnel Committee shall be a permanently tenured member of the School's faculty and shall be elected annually by and from the committee's membership. A probationary faculty member in his or her last year of employment shall not be eligible to serve on the Personnel Committee.
- c. Term. Personnel Committee members serve a term of two years and are eligible for re-election.

3. *Tenure Committee.*

a. Function. As defined in [Part IX](#) of the *ECU Faculty Manual*, the Tenure Committee is responsible for making recommendations regarding:

- i. Granting of permanent tenure.
- ii. Initial appointments with permanent tenure.
- iii. Reappointments of probationary-term faculty.

b. Composition. The Tenure Committee is composed of the permanently tenured voting faculty, including those on non-medical leave but present for the vote, and excluding the Director. The chair of the Personnel Committee shall also chair the Tenure Committee.

c. Term. There is no term limit.

4. *Promotion Committee.*

a. Function. As defined in [Part IX](#) of the *ECU Faculty Manual*, the Promotion Committee is responsible for making recommendations for promotions in

academic rank and for recommending the ranks of initial appointments at the associate professor or professor level.

- b. **Composition.** The Promotion Committee is composed of a minimum of three of the permanently tenured and probationary term voting faculty members who hold a rank at least equal to the rank for which the candidate is being considered, including those on non-medical leave but present for the vote, and excluding the Director.
- c. **Term.** There is no term limit.

C. Ad Hoc Committees.

1. **Function.** Ad hoc committees may be established based on School needs. Ad hoc committees can be established by a majority vote of the voting faculty (see Sec. II. B). Recommendations of the committees will be made to the School's voting faculty.
2. **Composition.** Ad hoc committees shall be composed of no less than three (3) members. Criteria for membership shall be determined at the time of committee establishment.
3. **Term.** Ad hoc committee members serve a term of two years or until the committee is dissolved, whichever is shorter.

D. Representatives.

1. **Faculty Senator.** The School's senator(s) to the ECU Faculty Senate shall be elected by the School's voting faculty in accordance with [Part II](#) of the *ECU Faculty Manual*. The duties of the faculty senator(s) include:
 - a. Attending all meetings of the ECU Faculty Senate, and representing the interests and needs of the School at such meetings.
 - b. Reporting at each School faculty meeting on critical issues from the most recent Faculty Senate meeting and on any critical issues anticipated to go before the Faculty Senate.
 - c. Soliciting faculty opinion and comment on critical issues before the Faculty Senate or anticipated to go before it.
2. **Library Representative.** The School's library representative shall be elected by a majority of the School's voting faculty. The library representative is the School's liaison with the ECU libraries for matters pertaining to the selection and acquisition of library materials of relevance to the School.

Section V. EVALUATION of FACULTY.

A. Evaluation of Tenured and Probationary-Term (Tenure-Track) Faculty.

1. **General Provisions.** The procedures for reappointment, promotion and tenure are prescribed by Parts [VIII](#), [IX](#) and [X](#) of the *ECU Faculty Manual* and in this Code.
 - a. Any faculty member of the School requesting promotion or the early conferral of tenure shall notify the Chair of the Personnel Committee of this request, via written memorandum. Upon receipt of said notification, the Chair of the

Personnel Committee shall consult in a timely manner with the faculty member to advise that member of the procedures and needs necessitated by the request.

- b. The contents and usage of Personnel Action Dossiers (PAD) are governed by Parts [VIII](#), [IX](#) and [X](#) of the ECU *Faculty Manual*. Each candidate for reappointment, promotion and tenure shall compile, in consultation with the Director and the chair of the Personnel Committee, his or her PAD. The PAD is to be used by the members of the appropriate School committee in their evaluation of the candidate's readiness for the personnel action being requested.
2. *Evaluation*. Probationary and tenured faculty evaluations are based on the following criteria: (1) teaching effectiveness; (2) disciplinary research/scholarship, creative activity/innovation, and/or engagement/outreach (see [Part VII](#) of the ECU *Faculty Manual*); (3) professional service, and (4) other areas when applicable. Specific criteria may be found in the ECU *Faculty Manual* (Parts [VIII](#), [IX](#) and [X](#)) for probationary faculty reappointment and promotion.
- a. *Assessment of Teaching Effectiveness*. Teaching effectiveness shall be measured by:
 - i. Survey(s) of student opinion.
 - ii. Peer evaluation.
 - iii. Teaching portfolios composed of syllabi or course outlines, including course objectives, major topics, number and weights of tests and examinations, title of textbook(s), grading policies, and/or assigned projects. The portfolio may also include other instructional materials and information that faculty voluntarily make available as evidence of teaching effectiveness, including materials that could result from service or summer teaching assignments.
 - iv. Quality of academic advising, when applicable.
 - v. Seeking and/or securing grants related to teaching.
 - vi. Other evidence of teaching effectiveness.
 - b. *Assessment of Research/Scholarship, Creative Activity/Innovation, and Engagement/Outreach*. The School values Disciplinary Research/Scholarship, Creative Activity/Innovation, and Engagement/Outreach (see [Part VII](#) of the ECU *Faculty Manual*). Disciplinary Research/Scholarship is work consistent with the expertise emerging from the discipline as represented by School faculty and their professional organizations. Creative Activity/Innovation comprises products emerging from disciplinary knowledge, skill, professional activity or application. Recognized Scholarship of Engagement has disciplinary contributions but emerges from partnerships/collaborations among faculty and community members for the mutually beneficial generation and exchange of knowledge. Outreach consists of activities imparting disciplinary knowledge, activities, and/or applications in the context of a community external to the University.
- A record of quality work in one or more of the above areas is necessary for promotion to the senior ranks and tenure. Candidates should engage in a

program of original scholarship that contributes to the discipline. The work should be consistent with performance levels at peer institutions. Candidates should demonstrate some independence and/or leadership of a team in doing scholarly/creative work.

The School recognizes forms of these academic efforts as listed below. The lists are comprehensive but are not intended to be exhaustive as future developments in the field may generate more scholarly/creative outlets for School faculty.

- i. Research/Scholarship.
 - (a.) Published research articles in refereed journals.
 - (b.) Published scholarly books and monographs.
 - (c.) Published book chapters.
 - (d.) Book editorship.
 - (e.) Securing external grants and serving as principal or co-investigator.
 - (f.) Journal/monograph editorship.
 - (g.) Published articles in refereed electronic journals.
 - (h.) Published book reviews.
 - (i.) Publishing articles in proceedings.
 - (j.) Published abstracts.
 - (k.) Grant-seeking activities.
 - (l.) Participating as a juried or invited conference contributor (papers, panels, posters, roundtables, etc.).
 - (m.) Other scholarly publications.
 - (n.) Translation of disciplinary research.
- ii. Creative Activity/Innovation.
 - (a.) Presenting jury-reviewed media and electronic productions (e.g., film festivals).
 - (b.) Presenting jury-reviewed scripts/screenplays.
 - (c.) Production of jury-reviewed video, audio, or other electronic media works.
 - (d.) Patents.
 - (e.) Software development.
 - (f.) Proprietary research in the disciplines relevant to the School.
 - (g.) Consultation in the disciplines relevant to the School.
 - (h.) Journalistic products.
 - (i.) Performance studies products.

- (j.) Public relations products.
- iii. Engagement/Outreach, in addition to activities that fall under Research/Scholarship and/or Creative Activity/Innovation.
 - (a.) Summary detailing sustained community-based programs, projects, or partnerships.
 - (b.) Books, manuals, white papers, websites, instruments, digital products, and other items directly related to specific community engagement/outreach programs or projects.
 - (c.) Summary detailing public influence and community impact and/or assessment of the engagement/outreach to include information about community stakeholders or partner involvement.
 - (d.) A body of complementary products that demonstrate a well-defined program of engagement/outreach that integrates teaching, research, and service.
- iv. Receipt of professional honors and/or awards. Faculty members are expected to provide a description of the focus, goals and significance of Research/Scholarship and/or Creative Activity/Innovation and/or Engagement/Outreach to assist reviewers. As mandated by the ECU [Faculty Manual](#), external peer review of the quality of a candidate's Research/Scholarship, Creative Activity/Innovation, and/or Engagement/Outreach shall occur prior to School consideration of that candidate's readiness for promotion to the senior ranks or for permanent tenure.
- c. *Assessment of Service.* Although service may not be weighed more heavily than either teaching or Research/Scholarship and Creative Activity/Innovation and Engagement/Outreach in evaluations of tenured or tenure-track faculty, it is important. This is an essential component of appropriate professional activity. Examples of appropriate service contributions may include, but are not limited to, the following:
 - i. General service that contributes to the well-being of local, regional, national or international communities by volunteering, organizing and/or contributing to community events, etc.
 - ii. Participation in regional, national or international community activities directly related to the faculty member's profession, such as lectures, speeches and presentations, news media interviews, and professional advice to nonprofit agencies.
 - iii. Participation in School, College and University committees.
 - iv. Participation in service functions of the faculty member's profession, such as acting as a referee or editor, officer of professional organizations, session organizer or chair at professional meetings.

- v. Other School activities, such as participation in faculty meetings and seminars, contributing to the student body as club advisors, organizing events, volunteering, etc.
 - d. *Assessment of other activity.* Any other activity for evaluation is determined by assignment. Such assignments include releases granted for the purpose of pursuing administrative work, program development, etc. Such efforts should be established or identified at the beginning of the evaluation year so that this category may be appropriately weighted.
3. *Reappointment of Probationary Faculty.* The procedures for reappointment of probationary-term faculty shall follow those prescribed in [Part VIII](#) and [Part IX](#) of the *ECU Faculty Manual*. In addition, the following procedures shall apply:
- a. The PAD shall be complete and available to members of the School's Tenure Committee no later than two calendar weeks before that committee's recommendation is required.
 - b. The Tenure Committee shall review the PAD of each probationary-term faculty member in accordance with [Part X](#) of the *ECU Faculty Manual*. The members of the Tenure Committee shall review the PAD individually and discuss the PAD at a meeting called for this purpose.
 - c. The committee shall recommend reappointment only if the PAD indicates a reasonable probability that the record will eventually sustain a recommendation for tenure and promotion using the criteria described in this Code for such actions.
4. *Promotion and Tenure.*
- a. *General Provisions.* The procedures for promotion of probationary term and permanently tenured faculty shall follow those prescribed in [Part VIII](#) and [Part IX](#) of the *ECU Faculty Manual*. Within the discipline of communication, Creative Activity/Innovation and Engagement/Outreach, as defined in this Code, may fulfill the role customarily associated with scholarly research and publication. Candidates for promotion and permanent tenure may satisfy the research expectations of the University either through scholarly research leading to publication or through appropriate evidence of Creative Activity/Innovation and/or Engagement/Outreach. The following procedures shall apply:
 - i. Consideration of faculty for promotion shall employ criteria in the areas of teaching; Research/Scholarship and/or Creative Activity/Innovation, and/or Engagement/Outreach; service; and, when appropriate, other areas. The PAD should demonstrate satisfactory qualifications in each of these areas.
 - ii. The PAD shall be complete and available to members of the Tenure Committee and/or Promotion Committee no later than two calendar weeks before the committee's recommendation is required.
 - iii. The School's Tenure Committee and/or Promotion Committee shall review the PAD of each faculty member being considered for tenure and/or promotion.

- iv. The Tenure Committee and/or Promotion Committee shall use the tenure and/or promotion criteria relevant to the rank being considered.
- b. *Appointment or Promotion to Assistant Professor.*
 - i. Criteria for Teaching.
 - (a.) Teaching effectiveness may be measured by:
 - (i) Documentation of student performance.
 - (ii) Peer review.
 - (iii) Review of course syllabi, including course objectives, requirements, evaluation material and grading procedures.
 - (iv) Student evaluation of teaching surveys.
 - (v) Other evidence of teaching effectiveness.
 - (b.) The criterial for evaluation of teaching are that the candidate:
 - (i) Creates a learning environment that challenges and engages students and encourages and stimulates student learning.
 - (ii) Demonstrates a commitment to professional development as a teacher, through consultation with other faculty, attendance at discipline-specific teaching conferences, and attendance at teaching-related workshops.
 - (iii) Demonstrates a thorough understanding of the relevant communication discipline, including central knowledge of the relevant professions and/or theoretical developments in the field, history, and trends in communication research, theory and practice.
 - (iv) Holds appropriate terminal degrees (i.e., Ph.D., MFA).
 - (v) Practices effective communication with students.
 - ii. Criteria for Research/Scholarship, Creative Activity/Innovation, and Engagement/Outreach. Produces significant and relevant Research/Scholarship and/or Creative Activity/Innovation, and/or Engagement/Outreach work in the chosen area of specialization. The quantity and quality of the candidate's work should point toward potential for eventual national recognition in the field. Acceptable evidence of research includes books, book chapters, published refereed articles, paper presentations at meetings and conferences, etc. Candidates pursuing Creative Activity/Innovation should demonstrate proficiency in the medium relevant to their work, and an ability to deliver and present their communicative media in a variety of settings. Candidates pursuing Engagement/Outreach should provide evidence of community-based scholarly work.

- iii. Criteria for Service. Demonstrates a willingness to serve the School through participation in School committees, performance of specific services within the candidate's teaching and research areas, and participation in ongoing School efforts.
 - iv. Criteria for Other Activity. Any other activity for evaluation is determined by assignment. Such assignments include releases granted for the purpose of pursuing administrative work, program development, etc. Such efforts should be established or identified at the beginning of the evaluation year so that this category may be appropriately weighted.
 - v. Criteria for Permanent Tenure. Criteria for achieving permanent tenure are the same as the criteria for promotion to Associate Professor, in addition to criteria listed in the ECU *Faculty Manual*, [Part IX](#).
- c. *Promotion to Associate Professor*. Candidate has met the requirements listed for promotion to Assistant Professor, in addition to the following:
- i. Criteria for Teaching
 - (a.) Demonstrates a commitment to ongoing professional development as a teacher.
 - (b.) Contributes effectively to curriculum and program development. Skilled in creating learning environments suited to subject matter and course goals.
 - (c.) Participates in student mentoring, where applicable. Course syllabi and materials reflect an advanced and comprehensive understanding of the relevant communication discipline.
 - ii. Criteria for Research/Scholarship, Creative Activity/Innovation, and Engagement/Outreach. Produces significant and relevant Research/Scholarship and/or Creative Activity/Innovation, and/or Engagement/Outreach work in the chosen area of specialization. The quantity and quality of the candidate's work has achieved recognition in the field. Acceptable evidence of research includes books, book chapters, published refereed articles, paper presentations at meetings and conferences, etc. Candidates pursuing Creative Activity/Innovation should demonstrate proficiency in the medium relevant to their work, and an ability to deliver and present their communicative media in a variety of settings. Candidates pursuing Engagement/Outreach should provide evidence of community-based scholarly work.
 - iii. Criteria for Service. Candidate serves the School through participation in School and University committees, performs service relevant to the candidate's chosen area of expertise and/or application. Shows a willingness to serve community programs and activities that directly relate to the chosen area of expertise and/or shows willingness for University service.
 - iv. Assessment of other activity. Any other activity for evaluation is determined by assignment. Such assignments include releases granted

for the purpose of pursuing administrative work, program development, etc. Such efforts should be established or identified at the beginning of the evaluation year so that this category may be appropriately weighted.

- d. *Promotion to Professor.* Candidate has met the requirements listed for promotion to Associate Professor, in addition to the following:
 - i. Teaching Criteria.
 - (a.) Assumes leadership of curriculum and program development projects.
 - (b.) Highly skilled as a teacher and, when applicable, as a practitioner.
 - (c.) Receives positive feedback from peers and/or students.
 - (d.) Other, as the faculty member deems appropriate.
 - ii. Criteria for Research/Scholarship and Creative Activity/Innovation, and Engagement/Outreach. Produces significant and relevant Research/Scholarship and/or Creative Activity/Innovation, and/or Engagement/Outreach work in the chosen area of specialization. There should be evidence in the quality and quantity of refereed publications and juried presentations that the candidate has national recognition compared with others at similar institutions. Acceptable evidence of research includes books, book chapters, published refereed articles, paper presentations at meetings and conferences, etc. Candidates pursuing Creative Activity/Innovation should demonstrate proficiency in the medium relevant to their work, and an ability to deliver and present their communicative media in a variety of settings. Candidates pursuing Engagement/Outreach should provide evidence of community-based scholarly work.
 - iii. Service Criteria. Demonstrates leadership through participation in the School, College, University, discipline, and/or community.
 - iv. Criteria for Other Activity. Any other activity for evaluation is determined by assignment. Such assignments include releases granted for the purpose of pursuing administrative work, program development, etc. Such efforts should be established or identified at the beginning of the evaluation year so that the Other category may be appropriately weighted.
5. *Standards for Post-Tenure Review.* The procedures for this personnel action are prescribed in [Part IX](#) of the *ECU Faculty Manual*. The School's standards are included in the unit's "Performance Review of Tenured Faculty: School of Communication" document, which is available in the Unit's main office.

B. Evaluation of Fixed-Term Faculty.

1. *Following initial appointment.* Fixed-term faculty are granted subsequent appointments according to the procedures outlined in [Part VIII](#) and [Part IX](#) of the *ECU Faculty Manual* and are evaluated according to the provisions of the employment contract. As prescribed by [Part IX](#), fixed-term faculty members seeking subsequent appointments

must submit a letter requesting such and a portfolio to the unit administrator in the specified time frame.

- a. Fixed-term faculty members seeking subsequent appointments will be evaluated on the following:
 - i. Teaching effectiveness, including student evaluations of teaching and syllabi, and/or peer evaluations.
 - ii. Service, including documentation of accomplishments relevant to the position.
 - iii. Fixed-term faculty members may include any other materials they deem necessary and relevant to their case for subsequent appointment.
- b. The School will make reasonable efforts to facilitate the compiling of material for the portfolio.
- c. The request letter and portfolio shall be made available to the School's Personnel Committee no later than two calendar weeks before that committee's recommendation is required.

2. *Advancement of Fixed-Term Faculty.*

- a. General provisions. The procedures for an advancement in title of fixed-term faculty shall follow those prescribed in [Part VIII](#) and [Part IX](#) of the *ECU Faculty Manual*. The procedures listed in this Code shall also apply.
- b. Appointment to Teaching Instructor
 - i. Demonstrates potential for effective teaching.
 - ii. Holds, at a minimum, a master's degree appropriate to the area of instruction, or has equivalent professional experience.
- c. Appointment or Advancement to Teaching Assistant Professor. Candidate has met requirements listed for appointment as a Teaching Instructor, in addition to the following:
 - i. Demonstrates effectiveness in teaching.
 - ii. Holds the appropriate terminal degree, as evaluated by the academic unit and affirmed by the appointing officer and the profession concerned.
- d. Appointment or Advancement to Teaching Associate Professor. Candidate has met requirements listed for promotion to Teaching Assistant Professor, in addition to the following:
 - i. Demonstrates superior teaching ability.
 - ii. Engages in professional development activities.
- e. Appointment or Advancement to Teaching Professor. Candidate has met requirements listed for promotion to Teaching Associate Professor, in addition to the following:
 - i. Demonstrates a degree of proficiency sufficient to establish an excellent reputation among colleagues.

- ii. Engages in professional development activities.
- iii. Has demonstrated excellence in teaching.
- iv. Is qualified and competent in mentoring others (such as graduate students, teaching instructors, etc.).

C. **Criteria for Salary Increases.** All full-time, continuing School faculty shall annually document their accomplishments in teaching effectiveness, research/scholarship and/or creative activity (required of probationary and tenured faculty), service, and other activities where applicable for the academic year. This information will be considered by the Director in making recommendations for merit salary allocation. Evaluation and determination of annual salary increments will be done in accordance with [Part VIII](#) of the *ECU Faculty Manual*.

1. *Assessment for Merit Pay Raises.*

- a. In accordance with [Part VIII](#) of the *ECU Faculty Manual*, the Director, in consultation with each faculty member of the School, will annually establish that member's duties. These include teaching, research/scholarship and/or creative activity, service, and other, if applicable.
- b. The Director, in consultation with the faculty member, will determine the relative weight to be assigned each duty. The values for these weights shall be consistent with the reassigned time given to faculty members for research, administrative and service activities. Based upon each faculty member's assigned duties and weights, the Director shall evaluate annually each member's performance in teaching, research/scholarship and/or creative activity, service, and other activities.
- c. The Director, again in consultation with the faculty member, can revise the relative weights during the academic year if changing circumstances warrant such a revision.
- d. The Director shall report to each faculty member of the School eligible for a merit increase the recommendation for merit pay for that member. The Director shall also reveal the mean and median merit pay awards (dollar amounts and percentage increases) being recommended for the School.

Section VI. SCHOOL MEETINGS.

A. **Number of Meetings.** There shall be at least two School meetings per semester.

B. **Calling of Meetings.** School meetings are called by the Director or by petition of:

- 1. A majority of the voting School faculty (as defined in this Code [Sec. II.B]), or
- 2. A majority of the School's permanently tenured faculty.

If a meeting is called by petition, this meeting shall be held within two weeks of the time the petition is presented to the Director.

C. **Meeting Agenda.** The agenda shall be distributed for each meeting at least 48 hours prior to the meeting, and the Director or any voting School faculty member may request that a

particular item be placed on the agenda. Such requested items shall be placed on the agenda of at least one of the next two School meetings occurring after receipt of the request.

- D. **Meeting Facilitation.** The Director, or his or her designee, shall preside over School meetings that shall be conducted according to the rules and regulations of the most recent edition of *Robert's Rules of Order Newly Revised*. No votes shall be cast by absentee ballots, except when otherwise prescribed. Motions made during School meetings are to be approved by a majority of the School's voting faculty (as defined in this Code [Sec. II.B]) present and voting.
- E. **Quorum.** A quorum shall be three-fifths of the School's voting faculty. A quorum must be present at each school meeting to conduct business.
- F. **Minutes.** Minutes of School meetings will be taken by a designee of the Director, and shall be distributed in a timely manner to all School members before the next School meeting.

Section VII. VOTING by FACULTY MEMBERS.

- A. **Procedure for Approval of Major Planning Documents, Assessment Documents and Other Major Reports.**
 - 1. The Director shall enlist faculty participation and cooperation in preparation for major planning documents, assessment documents and other major reports.
 - 2. The faculty will indicate in a timely fashion and by vote their approval or disapproval of such documents prior to submission in final form to person(s) outside the unit. Such a vote may be taken in a regular or specially called School meeting. A majority vote of the voting faculty (as defined in this Code [Sec. II.B]) is required for approval.
 - 3. *Seven-Year Unit Program Evaluation.* The seven-year program evaluation shall be conducted according to the procedure outlined in [Part IV](#) of the *ECU Faculty Manual*.

Section VIII. BUDGET.

The Director shall prepare the budget and annual report, and present it to the faculty for consultation with the faculty in a regular School meeting at the beginning of the academic/school year. The Director shall make a copy of the budget (original and updated) and annual report available to the faculty.

Section IX. AMENDMENT PROCEDURES.

The Code shall go into effect upon approval by a majority of the permanently tenured faculty members of the School by secret ballot, and upon approval by the Faculty Senate and the Chancellor.

Amendments to this Code are to be submitted to the Director and must be initiated by not less than 20 percent of the School's voting faculty, as defined in [Part IV](#) of the *ECU Faculty Manual*. The proposal should include the signatures of the faculty making the request, the location of the proposed amendment in the Code, and the desired change or changes. The Director shall circulate the proposal to all School faculty and, following a 20-day review period, call for a meeting of the faculty for consideration of the proposal. After discussion with the entire faculty, a vote will be taken by the

tenured faculty. A two-thirds majority of the ballots cast by the tenured faculty will be required to make an amendment to the Code. Amendments to this Code also require the approval of the Faculty Senate and the Chancellor.