

COVER/SIGNATURE PAGE

REVISED UNIT CODE OF OPERATION
UNIT NAME: COLLEGE OF BUSINESS
EAST CAROLINA UNIVERSITY

THIS CODE ALLOWS FOR FACULTY PARTICIPATION IN AND ESTABLISHES
PROCEDURES FOR THE UNIT'S INTERNAL AFFAIRS AND IS CONSISTENT WITH
THE EAST CAROLINA UNIVERSITY FACULTY MANUAL.

Revised Unit Code Approval

1. Approval by the tenured faculty of the Unit:
Chair, Code Unit Committee Scott Dellana *Scott Dellana* Date: 9/23/2016
Unit Administrator Stanley Eakins *Stanley Eakins* Date: 10/6/16
2. Submitted to Next Higher Administrator for advice:
Administrator Ron Mitchelson, Provost and Senior Vice Chancellor *Ron Mitchelson* Date: 11/4/2016
2/15/2017
3. If changed, reapproved by tenured faculty of the unit*:
Chair, Code Unit Committee Scott Dellana *Scott Dellana* Date: 2/10/2017
4. Reviewed/recommended by Faculty Senate Unit Code Screening Committee:
Committee Chair Patricia Anderson Date:
5. Approved by the East Carolina University Faculty Senate:
Chair of the Faculty John Stiller Date:
6. Approved by East Carolina University Chancellor/or designee:
Chancellor Cecil Staton Date:

(Effective Date of Unit Code is the date of the Chancellor's Signature)

* Any changes to the Code that are made after the original approval by a majority of the tenured faculty of the unit, in response to advice received from the next higher administrator, must be approved again by a majority of the tenured faculty of the unit.

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[LINK TO COLLEGE OF BUSINESS FACULTY HANDBOOK](#)

COLLEGE OF BUSINESS CODE

Section I . Preamble, Purpose, Vision and Mission

This Unit Code allows for faculty participation in and establishes procedures for the unit's internal affairs and is consistent with the East Carolina University (ECU) *Policy Manual*, the ECU *Faculty Manual*, and all established University policies.

This Unit Code provides a means for shared governance between administrators and faculty. It establishes procedures which allow the faculty of the College of Business (COB) to follow ECU *Faculty Manual* procedures up to the appropriate Vice Chancellor on appointments, reappointments, promotions, and permanent tenure. This Unit Code identifies those College responsibilities which have been delegated to the Departments/Schools by the Dean. It reflects these delegations but remains consistent with the intent of the ECU *Faculty Manual*.

COB Purpose:

We build leaders who inspire, innovate, create, and positively impact society.

COB Vision:

To be the business school of choice for tomorrow's leaders

COB Mission:

Learn Today. Lead Tomorrow.

East Carolina University's COB provides an engaging learning environment to the leaders of today and tomorrow while expanding business knowledge and serving our communities. The foundation of our mission is the integration of four critical elements: Think, Value, Communicate, Lead.

Section II. Faculty

- A. Definition of the Faculty – In accordance with the ECU *Faculty Manual*, Part VIII and Part IX, the general faculty shall consist of all members of the teaching, research, or administrative staff who hold an academic rank or title. It is the responsibility of the COB faculty to provide course instruction, produce scholarly works, and engage in service. The definitions of voting faculty and Graduate Faculty, are consistent with those described in the ECU *Faculty Manual*, Part IV and Part II, respectively. Emeritus Faculty is defined herein and in the ECU *Faculty Manual*, Part VIII.
- B. Criteria for Serving as a Voting Faculty Member in the College of Business
 1. The responsibility for voting on the Unit Code rests with permanently tenured faculty members who qualify under the criteria established in the ECU *Faculty Manual*, Part IV.
 2. For voting on the initiation, review and approval of appointments, reappointments, promotions, and conferral of permanent tenure, voting faculty members are determined by the criteria established in the ECU *Faculty Manual*, Part IX.

3. For curriculum approval at the undergraduate level, the voting faculty shall be composed of all permanently tenured faculty, probationary term faculty, and full-time fixed-term faculty of the Unit. For curriculum approval at the graduate level, the voting faculty shall be composed of the Graduate Faculty as defined in section II.C of this Unit Code.

C. Criteria for Appointment to the Graduate Faculty

The COB voting Graduate Faculty shall consist of those faculty who have been appointed as Graduate Faculty members, Associate Graduate Faculty members, or Graduate Teaching Faculty members of the ECU Graduate Faculty as defined in the *ECU Faculty Manual*, Part II. Criteria for appointment are found in the *COB Faculty Handbook*, incorporated herein by reference and maintained in the College office, Faculty Senate office, and available to all faculty members through the COB SharePoint site (Policies & Procedures area). Only faculty who hold status as a Graduate Faculty member may vote on graduate issues.

D. Criteria for Emeritus Status

The COB recognizes emeritus status for retired, permanently disabled, or deceased faculty members who have made significant contributions to the COB and the University through a long and distinguished record of scholarship, teaching, and service. A recommendation for emeritus status must be initiated by the Department/School Personnel Committee, approved by the Chair/Director and forwarded to the Dean. This recommendation is sent to the next higher administrator. Emeritus status will be conferred on faculty following the *ECU Faculty Manual*, Part VIII.

Section III. Administrative Organization of the College of Business

- A. The Dean is the chief executive officer of the COB. This position, as established by University policies available in the *ECU Faculty Manual*, Part II, entails fundamental internal and external functions. Internally, the Dean is responsible for leadership in program development, staffing, and the maintenance of balance and integration in academic programs offered by the College. Externally, the Dean is responsible for the maintenance and development of academic and administrative relationships with the institution at various levels as well as for appropriate interaction with business and professional organizations, government agencies, and public and private educational institutions. The Dean will ensure that Unit Code procedures are followed. The Dean is responsible for maintaining Association to Advance Collegiate Schools of Business (AACSB) accreditation and for assuring that the accreditation standards are followed and documented. The Dean will oversee both long- and short-term planning within the College.
- B. The Associate Dean is an administrative staff officer of the COB and is responsible to the Dean for all academic programs offered by the College.
 1. Responsibility to the Dean includes assisting in planning, implementing, evaluating, and assuring the quality of all academic programs of the College and their component parts, assisting in the continuous improvement of programs, and performing other duties delegated by the Dean. Academic programs are assessed

through an assurance of learning system to promote learning of discipline specific knowledge in accordance with the COB mission.

2. The Associate Dean is evaluated annually by the Dean and also by a Quadrennial vote of the faculty on the Associate Dean's effectiveness (see Appendix A of this Unit Code)
 3. The Associate Dean is appointed, after a search (either internal or external) and an interview process, by the Dean from among individuals on a list of not more than three nominees furnished by a Search Committee. This Search Committee is constituted as follows: an elected member from each academic Department/School and two at-large members appointed by the Dean. All members are COB faculty. Selection and voting procedures follow Section VII and Section X of this Unit Code.
- C. The Dean may appoint, after an interview process, other individuals who are not administrators as defined by UNC or ECU policies, but fulfill limited roles as associate deans, assistant deans, coordinators, directors and the like. These roles vary depending on the needs of the COB. These individuals are evaluated annually by the Dean and will report to the Dean and serve at his/her pleasure (see Appendix A of this Unit Code for evaluation procedures).
- D. The COB consists of five Departments and two Schools. The Departments include the following: Accounting, Finance and Insurance, Management, Management Information Systems, and Marketing and Supply Chain Management. The two Schools include the School of Hospitality Leadership and the Miller School of Entrepreneurship. The administrative head of each Department is designated as the Department Chair and the administrative head of each School is designated as the Director. The selection, term of office, and administrative review for the head of each Department/School shall be in accordance with established University policies found in the ECU *Faculty Manual*, Part II, entitled "Appointment and Review of Administrative Officers at ECU."

The Chair/Director of a Department/School is responsible for administration of the Department/School plan, budget, facilities, equipment, instruction, research/creative activity, service, personnel, and fund development. The Chair/Director ensures that Unit Code procedures and University policies are followed. The Chair/Director is also responsible for personnel actions relating to employees subject to the State Human Resource Act (i.e., SHRA employees) assigned to the Department/School. The Chair/Director will utilize University and College resources to carry out duties of the position.

Duties of the Chair/Director include, but are not limited to, the following:

1. Represent the Department/School faculty to the Dean in the administration of the affairs of the COB and the Department/School;
2. Exercise participative management in reaching decisions on Department/School policies;
3. Manage the operation of the Department/School office and staff, and ensure the maintenance of up-to-date records including appropriate storage of all official personnel files;

4. Promote productive and harmonious professional relationships within the Department/School, College, and University;
5. Support the Personnel Committee in faculty recruiting efforts;
6. Evaluate annually each faculty member's performance in teaching, scholarly activity, and service; and recommend salary increments to the Dean;
7. In consultation with the Department/School Tenure Committee, notify annually each probationary-term faculty member with a written statement of progress toward tenure;
8. Inform faculty members on application procedures concerning tenure and promotion processes of the Department/School, College, and University;
9. Provide timely notice to the Department/School Personnel Committee Chair to convene the Personnel Committee, consult with the Committee on personnel matters regarding initial probationary appointments and fixed-term appointments and other functions of the Personnel Committee as specified in the *ECU Faculty Manual*, Part IX; convey the Personnel Committee's recommendations along with the recommendations of the Department Chair/School Director to the Dean for transmittal, along with the Dean's recommendations, to the Provost and Senior Vice Chancellor for Academic Affairs, as appropriate;
10. Provide timely notice to the Department/School Personnel Committee Chair to convene the Tenure Committee; consult with the Committee on personnel matters as specified in the *ECU Faculty Manual*, Part IX; convey the Tenure Committee's recommendations along with the recommendations of the Department Chair/School Director to the Dean for transmittal, along with the Dean's recommendations, to the Provost and Senior Vice Chancellor for Academic Affairs, as appropriate;
11. Provide timely notice to the Department/School Personnel Committee Chair to convene the appropriate Promotion Committees; and convey the Promotion Committees' recommendations along with the recommendations of the Department Chair/School Director to the Dean for transmittal, along with the Dean's recommendations, to the Provost and Senior Vice Chancellor for Academic Affairs, as appropriate;
12. Give due consideration to the recommendations of Department/School committees;
13. Determine the use of the physical facilities assigned to the Department/School;
14. Develop course schedules and teaching assignments while considering College needs, student needs, and faculty preferences;
15. Prepare and communicate to the faculty brief reports of public and private funds over which the Chair/Director is responsible. These annual reports will include

an estimate of funds available at the beginning of the year and a summary of expenditures and changes made during the previous year;

16. Convene a Department/School faculty meeting at least twice a year. Such meetings should have a written agenda and be called at least five working days in advance [see COB Unit Code Section VI];
 17. Encourage continuous improvement in all activities within the Department/School;
 18. Facilitate development and mentoring programs for probationary term (i.e., tenure-track) faculty;
 19. Develop and maintain external relationships, including the use of Advisory Boards as appropriate;
 20. Be available to meet with faculty members to discuss individual issues within a reasonable time frame;
 21. Complete any other responsibilities assigned by the Dean; and
 22. Ensure this Unit Code is followed.
- E. Selection and Evaluation Procedures for individuals with other administrative responsibilities are outlined in Section X and Appendix A of this Unit Code.

Section IV. Committees of the Unit

All committees, including ad hoc committees, serve in an advisory capacity to the unit faculty and to the Dean. All standing committees shall hold regularly scheduled meetings. Other meetings may be held upon request of the committee Chair, the Dean, or a majority of the committee. Ad hoc or special committees may be formed by the COB or by individual Departments/Schools when deemed necessary. The Chair of each COB committee shall report regularly at unit meetings and ensure minutes are maintained for all meetings, along with an annual report of the committee's accomplishments for the College office at the end of the academic year.

The Dean and the faculty shall be obligated to take action upon all applicable committee recommendations. The Dean shall inform committee Chairs and faculty specifically involved, as appropriate, of non-confidential actions taken.

A. Standing Committees (see detailed descriptions in subsection 3 below)

- Faculty Advisory Committee
- Undergraduate Committee
- Research and Scholarly Activity Committee
- Graduate Committee

1. Nominations and Elections of Committee Members

- a. Committees may include Department/School, ex officio, and student members as permitted by relevant policies.

- b. Nominations and elections of Department/School representatives to College committees will normally be made in the initial Department/School meetings held at the beginning of the academic year. Department/School representatives will serve two-year terms. The Associate Dean will select which Department/School elects their representatives in the odd-numbered years; all other Departments/School(s) in the even-numbered years in a manner that balances the rotation of representation on the committees.
- c. Ex officio members will be as identified in detailed committee descriptions.
- d. Student members may be selected by the Dean and will serve one-year terms.
- e. No faculty member will be required to serve on more than two COB committees, nor will one person be allowed to have more than one vote on any committee.

2. Committee Organization and Procedures

- a. With the exception of the Business Faculty Representative, who Chairs the Faculty Advisory Committee (refer to Section IV.A.3.a. of this Unit Code), the individual whose name heads the committee roster alphabetically will call an organizational meeting in September and serve as temporary Chair for the purpose of electing a permanent Chair for the committee. If a quorum exists (Section IV.A.2.c. of this Unit Code), nominations will be made from the floor and persons elected with a majority of those present.
- b. Student and ex officio members may not serve as Chair.
- c. The quorum for a committee will be a majority of the total membership of the committee. If a quorum exists, a majority of those present carries the vote.
- d. Committee meetings will be conducted according to the most recent edition of *Roberts' Rules of Order, Newly Revised*. The elected Chair is charged with the preparation and maintenance of a brief written summary of the committee actions and recommendations when a specific issue or issues are brought to, deliberated by, and referred out of the committee. A Secretary shall be elected by a majority of the committee membership to officially record meeting minutes and assist the Chair in writing of the summary.
- e. All committee members (including ex officio and student members) are voting members as permitted by relevant policies.

3. Detailed Description of College of Business Standing Committees

a. Faculty Advisory Committee

The Faculty Advisory Committee will be composed of one elected representative from the permanently tenured faculty of each

Department/School elected by the Department/School faculty, the Dean or a designee/representative, and the Business Faculty Representative (see detailed description of role below). The Committee will meet as frequently as necessary and will be chaired by the Business Faculty Representative. Minutes of the Faculty Advisory Committee meetings will be made available to all faculty of the COB.

(1) Business Faculty Representative

The voting faculty will elect a Business Faculty Representative from among the permanently tenured faculty of the COB who have no reassigned time for administrative duties. The Business Faculty Representative will serve a two-year term. The election will be held in even-numbered years at the initial general faculty meeting at the beginning of the academic year. Nominations for the position will be accepted from the floor.

The Business Faculty Representative will:

- i. Serve as Chair of the Faculty Advisory Committee (Refer to Section IV.A.3. above);
- ii. Facilitate implementation of this Unit Code;
- iii. Coordinate faculty involvement in the democratic functioning of the COB;
- iv. Represent the COB faculty and convey the outcome of faculty voting to the Dean;
- v. Call meetings of the faculty in accordance with Section VI of this Unit Code;
- vi. Facilitate, at the request of the Dean, election of members of Nominating or Search Committees for the position of Associate Dean in accordance with established University policy (refer to the *ECU Faculty Manual*, Part II; and
- vii. Facilitate, at the request of the next higher administrator above the Dean, election of faculty members of Nominating or Search Committees for the position of Dean in accordance with established University policy (refer to the *ECU Faculty Manual*, Part II). The elected members of the Nominating or Search Committee will be recommended to the next higher administrator making the request.

(2) The Committee will:

- i. Annually review and, in consultation with the COB faculty, recommend changes in long-range plans for the College to ensure that they contain clear and measurable sets of College objectives which contribute to continuous quality improvement within the COB. Recommendations will be made to the Dean and submitted to the faculty for their information;
- ii. Advise the Dean on proposed changes in the organizational structure of the COB as to their consistency with long-range objectives. Structural changes that require Unit Code amendment will be accomplished in accordance with the *ECU Faculty Manual*, Part IV;

- iii. Advise the Dean on the allocation of financial resources (including gifts, unit annual budget request and annual report) as to consistency with long-range objectives;
 - iv. Recommend to the Dean appropriate avenues for student involvement in the College's activities;
 - v. Have the authority to establish a committee, as necessary, which will review the Unit Code of the COB. This Unit Code Committee will make recommendations to the tenured faculty for the amendment of the Unit Code in part or in total as provided in Section IX.A of this Unit Code;
 - vi. Review and recommend to the Dean changes in College of Business guidelines for granting reassigned time and leaves of absence for purposes of advanced study, research, or service in accordance with University policies;
 - vii. Implement procedures consistent with the ECU *Faculty Manual*, Part II, for the nomination and election of individuals to the East Carolina University Faculty Senate;
 - viii. Interpret the Unit Code upon request of an administrator or a faculty member when an item is submitted in writing and states in detail the specific area of concern;
 - xi. Consult with the Dean about factors to be considered regarding annual salary increases, in compliance with UNC and ECU compensation regulations; and
 - x. Perform other duties delegated by the Dean and consistent with University policies.
- b. Undergraduate Committee
- (1) The Undergraduate Committee will be composed of one elected representative from each Department/School, a representative of the Dean's Office, and a representative from the Undergraduate Programs Office appointed by the Associate Dean;
 - (2) The Undergraduate Committee will review and make recommendations to the Dean concerning the quality and continuous improvement of:
 - i. Policies for admission of undergraduate students into the COB;
 - ii. New undergraduate course proposals and other undergraduate curriculum changes;
 - iii. Undergraduate degree requirements for majors in the COB and Business Administration minors;

- iv. Policies and procedures to promote high standards of advising of undergraduate business students; and
 - v. Other issues related to the undergraduate programs in the COB.
- (3) The Committee holds responsibility, in cooperation with the COB assessment coordinator appointed by the Dean, for ensuring the implementation of meaningful assessment contributing to assurance of learning in COB undergraduate education.
 - (4) The Committee will meet as frequently as necessary. At least five working days prior to each meeting (with the exception of the organizational meeting), each Department Chair/School Director and the Associate Dean, will be provided written notification of the time and location of the meeting, the agenda, and documentation of any course proposals. This information will also be posted to the COB SharePoint site (Policies & Procedures area) for faculty notification. It is the responsibility of the COB faculty to provide input to the Committee through their Department/School representative(s) who serve on the Committee. The Committee is then responsible for communicating outcomes to the faculty.
 - (5) Course proposals presented to the Committee must first be approved by the faculty of the Department(s) or School(s) responsible for the course(s).
 - i. The faculty member who prepared the proposal or his/her representative will be expected to attend the meeting at which the proposal will be considered to explain the proposal and to respond to questions. In addition, the Chair/Director of the proposing Department/School or his/her representative is also expected to attend the meeting. Other COB faculty members are welcome to attend.
 - ii. Chairs/Director(s) of other Departments/School(s), or their representatives, may also attend any meeting of the Undergraduate Committee to secure information or to call attention to any duplication or overlapping that might result from the adoption of any proposal.
 - (6) If an approved proposal involves any change in any requirement pertaining to general education, cognate courses, common body of knowledge, admission, or graduation, then the Undergraduate Committee will notify the Dean for review and approval for accreditation consistency. The Committee will then notify the Business Faculty Representative and request that time be allocated for the presentation of the proposal to the faculty at the next meeting of the faculty of the COB. If approved by the faculty, the proposal will be forwarded to the appropriate University committee.

- (7) Proposals not covered in the paragraph immediately above can be approved by the Undergraduate Committee and forwarded to the appropriate University committee.
- (8) If the Undergraduate Committee rejects a proposal, the individual(s) who proposed the change may request that the proposal be placed on the agenda of the next meeting of the faculty of the COB. If approved by the faculty, the proposal will be forwarded to the appropriate University committee. The Associate Dean will be responsible for presenting any approved proposal(s) to the appropriate University committee and will normally undertake this activity in conjunction with the Chair of the Undergraduate Committee.
- (9) The Committee will perform other duties delegated by the Dean.

c. Research and Scholarly Activity Committee

The Research and Scholarly Activity Committee will be composed of one elected representative from each Department/School and the Dean or a designee/representative. This Committee will meet as frequently as necessary and will report directly to the Dean. It is the responsibility of the COB faculty to provide input to the Committee through their Department/School representative(s) who serve on the Committee. The Committee is then responsible for communicating outcomes to the faculty. The Scholarly Activity Committee will:

- (1) Foster scholarly activities among faculty of the COB and between COB faculty and other University units;
- (2) Review and recommend procedures and processes to determine eligibility requirements for COB research space, funds, equipment, and special support;
- (3) Facilitate the distribution of information concerning availability of grants, stipends, and other resources; and
- (4) Perform other duties delegated by the Dean in accordance with University policies.

d. Graduate Committee

The Graduate Committee of the COB will be composed of one elected representative from the Associate Graduate Faculty or Graduate Faculty of each Department/School, the Dean or a designee/representative, a representative from the Graduate Programs Office appointed by the Dean or a designee/representative, and the representative(s) to the University Graduate Council. This Committee will meet as frequently as necessary.

The Graduate Committee will:

- (1) Recommend changes in graduate degree requirements and curricula and consider new course proposals from a Department/School to assure quality and continuous improvement;
- (2) Ensure, in cooperation with the COB assessment coordinator appointed by the Dean, the implementation of meaningful assessment contributing to assurance of learning in COB graduate education;
- (3) Forward recommendations approved by the Committee to the Associate Graduate Faculty and Graduate Faculty for their consideration. Approved recommendations will be transmitted to the appropriate University Committee or the University Graduate Council by the COB representative(s) to the Graduate Council.
 - i. If the Graduate Committee rejects a proposal, the individual(s) who proposed the change may request that the proposal be placed on the agenda of the next meeting of the Associate Graduate Faculty and Graduate Faculty. If approved, the proposal will be forwarded to the appropriate University Committee or University Graduate Council.
- (4) Consider policies and other issues concerning the graduate program(s);
- (5) Confirm the selection of the COB representatives(s) and alternate(s) of the University Graduate Council. Provided they are Graduate or Associate Graduate Faculty members, the Graduate Programs Office representative is the representative to the University Graduate Council, and the Associate Dean is the alternate. If the Graduate Programs Office representative is ineligible to serve, the Associate Dean is the representative to the University Graduate Council and the Chair of the Graduate Committee is the alternate. All appointments must be confirmed by the Graduate Committee, and if the individuals mentioned above are not acceptable to the Graduate Committee or cannot serve for other reasons, the Committee refers the matter to the Graduate Faculty to elect other faculty members to serve in one or the other of these posts; and
- (6) Perform other duties delegated by the Dean.

B. Personnel Committee, Tenure Committee, and Promotion Committees (See ECU *Faculty Manual*, Part IX)

Consistent with the organizational structure in the COB and the requirements of the ECU *Faculty Manual*, Part IX, each Department/School will form, at a minimum, those committees necessary to implement personnel actions included in the ECU *Faculty Manual*, Part VIII and Part IX, and this Unit Code.

Personnel matters will be handled by the Personnel, Tenure, and Promotion Committees of each Department/School in the manner described in the ECU *Faculty Manual*, Part VIII and Part IX.

1. Personnel Committee

a. Nominations and Elections of Department/School Personnel Committee Members

Nominations and elections of eligible voting Department/School members to Department/School Personnel Committees will be made in a Department/School meeting. If a quorum of the Department/School is represented, Committee members will be elected by a majority of eligible voting faculty present. The appointment term is two years.

b. Committee Administration

(1) The Personnel Committee shall have a Chair who shall be elected by the Committee members. Nominations will be made from the floor with elections by a majority of those present if a quorum of the Committee is represented.

(2) The quorum for Committees will be in accordance with the *ECU Faculty Manual*, Part IX.

c. Membership, terms, and duties of each respective Personnel Committee will be conducted in accordance with the *ECU Faculty Manual*, Part IX.

(1) The regular membership of the Committee shall consist of two tenured faculty members and one probationary term faculty member (excluding the Department Chair/School Director), all elected by a majority of the Department/School eligible voting faculty (reference Section II.B of this Unit Code). In addition, an alternate tenured faculty member and an alternate probationary term faculty member (excluding the Department Chair/School Director), will be elected by a majority of the Department/School eligible voting faculty. In the event a regular member cannot complete the term of service, the appropriate alternate member will act as the replacement for the remainder of the term.

(2) The Committee is responsible for making recommendations regarding initial probationary appointments and initial and additional fixed-term appointments as well as other roles as described in the *ECU Faculty Manual*, Part VIII and Part IX.

2. Tenure Committee

a. The Committee shall consist of permanently tenured voting faculty of the Department/School, including those who are on non-medical leave but in attendance at the time of the Committee's vote, excluding the Department Chair/School Director. If fewer than three faculty members qualify for the Tenure Committee, additional members will be selected in accordance with the *ECU Faculty Manual*, Part IX.

b. The Committee is responsible for all duties described in the *ECU Faculty Manual*, Part IX.

3. Promotion Committees

- a. The Committees shall consist of permanently tenured voting faculty members of the Department/School who hold rank at least equal to the rank for which the candidate is being considered, including those on non-medical leave but in attendance at the Committee's meeting at the time of the Committee's vote, excluding the Department Chair/School Director. If fewer than three faculty members qualify for the Promotion Committee, additional members will be selected in accordance with the *ECU Faculty Manual*, Part IX.
- b. The Committees are responsible for making recommendations for promotions in rank and for recommending the ranks of initial appointments at the associate professor or professor level. Recommendation is based on a review of the faculty member's scholarly record in relation to typical standards within the specific Department/School. Duties are carried out following the *ECU Faculty Manual*, Part IX.

Section V. Evaluation of Faculty

(Refer to *ECU Faculty Manual*, Part VIII, Part IX, and Part X; Guidelines in the *COB Faculty Handbook* comply with the *ECU Faculty Manual*, Part IV)

ECU is committed to recruiting, retaining, and developing faculty that are highly accomplished in teaching and scholarship, including research and creative activities. Accordingly, research and creative activities that align with the institution's mission, engage students in effective ways, and advance our academic disciplines are an expectation of all tenured and probationary (tenure-track) faculty. Measures of success in these arenas include, but are not limited to, peer-reviewed publications, books, presentations, performances, patents, and national awards, including both honorary awards and competitively awarded external funding as appropriate to the discipline. These measures, and particularly national awards that recognize prominence in the discipline, will be positively reflected in annual evaluations and other personnel actions.

A. Procedures and Criteria for Evaluations of Tenured and Probationary Faculty:

1. Procedures for Annual Evaluation:

- a. Each faculty member, in consultation with the Chair/Director of his/her Department/School, will select the relative weights to be applied to the criteria that are used in the annual evaluation of the individual's performance in advance of the completion of the annual evaluation by the Chair/Director of his/her Department/School (at least seven months for new Fall appointees). The relative weight of teaching, scholarly activity, and service in the annual faculty performance evaluation of tenured and probationary faculty shall follow the criteria and procedures specified in the *COB Faculty Handbook*, in accordance with the *ECU Faculty Manual*, Part VIII.
- b. The faculty member shall submit an annual report that documents the completion of the activities in support of the annual evaluation. The

Chair/Director of the Department/School will prepare an annual evaluation following the *ECU Faculty Manual*, Part VIII. The annual evaluation will be based, in part, upon the faculty member's annual report using the criteria established by the COB faculty.

- c. The faculty member will be evaluated annually or at the end of the appointment term, if less than one year, by the Chair/Director of his/her Department/School based on the weights for teaching, scholarly activity and service assigned in the contract. The criteria for annual evaluation include the items in the lists of possible activities identified in *COB Faculty Handbook* and as specified in the *ECU Faculty Manual*, Part VIII and the criteria included in the *COB Faculty Handbook* which is maintained in the College office, Faculty Senate office, and is available to all faculty members through the COB SharePoint site (Policies & Procedures area).
2. Criteria for Annual Evaluations: The following criteria will be used in the annual evaluation process. Each of the three criteria is supported by possible activities which might be considered in the annual evaluation process and which are listed and further detailed in the *COB Faculty Handbook*.
 - a. Teaching Effectiveness: Evidence of teaching effectiveness includes, but is not limited to, student and peer evaluations of teaching, evidence of continuous improvement efforts, and other documentation attesting to the characteristics of effective teaching as described by Faculty Senate Resolution #91-29.
 - b. Scholarly Activity: Scholarly items are recognized as taking a long time from inception to completion (e.g., multiple years) and are normally thought to include such phases as preparation, submission, review, revision, acceptance, and publication. Significant credit will be awarded at the time of the item's completion, which will normally be defined as the time of physical appearance of the item in a publication based on the volume/issue date of the publication. Partial credit may be awarded earlier in the process.
 - c. Service to the University, Profession, or Community: Activities may include service rendered on Department, School, COB, and University committees, councils, and other assemblies; service to professional organizations; service to local, state and national governments; and contributions to the development of public forums, institutes, continuing education projects, and consulting in the private and public sectors.
3. Procedures and Criteria for Reappointment, Promotion and Tenure:
 - a. Reappointment of probationary term (i.e., tenure-track) faculty and promotion and tenure processes will follow the *ECU Faculty Manual*, Part VIII, Part IX and Part X. Recommendations for reappointment, promotion and tenure shall be made in accordance with the procedures specified in the *ECU Faculty Manual*, Part IX. The criteria for reappointment, tenure and promotion are identified in this subsection below and in the *ECU Faculty Manual*, Part VIII and in the *COB Faculty Handbook*. For purposes of the *ECU Faculty Manual*, Part IX, a "unit" shall be deemed to be an academic

Department/School within the COB and the “next higher administrator above unit levels” shall be deemed to be the Dean of the College of Business. For all faculty seeking reappointment, permanent tenure or promotion, a Personnel Action Dossier shall be maintained in accordance with the ECU *Faculty Manual*, Part X.

- b. Within the context of University policy, conferral of permanent tenure shall be based on the following criteria and those specified in the COB *Faculty Handbook*:
 - (1) An appropriate terminal degree as evaluated by the academic unit and affirmed by the appropriate administrative officer and the profession concerned;
 - (2) Demonstrated competence in teaching, scholarly activities and service. The COB requirement for demonstrating competency in scholarship requires that during the probationary period the candidate publish an adequate number of articles in journals of acceptable quality and in which a significant amount of the work is attributable to the candidate. The COB also requires that the candidate show ongoing efforts to publish by developing a stream of research projects resulting in submission of manuscripts for journal review. This is particularly important as the candidate approaches the end of the probationary term. The goal should be to have a number of manuscripts in various stages of development, which should include manuscripts in the journal review cycle;
 - (3) A record of satisfactory performance in all three areas of teaching, scholarly activities, and service will be expected. A strong record of accomplishment in one of these areas will not be considered a substitute for deficiencies in another area; and
 - (4) Evidence is expected of potential for continued professional growth and on-going contributions to the field; candidates for tenure must be judged by their peers as colleagues with whom they will want to have a long-term association based upon mutual respect, civility, and the ability to collaborate and cooperate constructively [for additional information refer to the ECU “Statement on Professional Ethics” in the ECU *Faculty Manual*, Part V].
- c. Promotion shall be based upon the faculty member’s total demonstrated professional competence and achievement following criteria for each rank as described in the ECU *Faculty Manual*, Part VIII and those specified in the COB *Faculty Handbook*.

B. Procedures and Criteria for Evaluations of Fixed-Term Faculty

1. Annual Evaluation: Fixed-term faculty members will be evaluated on the basis of their contributions to the mission of the COB in accordance with contract terms defined in the respective letters of appointment. Typically, these contributions will be teaching and service as defined above but will also include activities

related to obtaining or maintaining professional qualifications. Fixed-term faculty members who have administrative duties as their primary responsibility will be evaluated based on those administrative duties, and, as appropriate, individual teaching, service, and other activities related to achieving or maintaining appropriate professional qualification. Percentage weights for applicable activities of fixed-term faculty will be agreed to yearly in a September meeting between the faculty member and his/her Chair/Director.

2. Evaluation of Fixed-Term Faculty for Subsequent Appointment and Advancement in Title: Processes for subsequent appointment and advancement in title of fixed-term faculty will follow the ECU *Faculty Manual*, Part VIII and Part IX. Fixed-term faculty will be considered for subsequent appointment based on continuing need for the faculty member's expertise, the availability of resources, and satisfactory performance in teaching, service and other duties assigned to the faculty member. Procedures for advancement in title for fixed-term faculty are included in the COB *Faculty Handbook*, which is maintained in the College office, Faculty Senate office, and is available to all faculty members through the COB SharePoint site (Policies & Procedures area).

C. Advancement in Title for Fixed-Term Faculty

1. In general, fixed-term appointees (teaching instructors-, etc.) are appointed for a fixed-term of one to three academic years, one semester, or one summer term. Fixed-term appointees normally engage in teaching and teaching-related activities (development of teaching materials, advising, working with students and student organizations, service on appropriate committees, etc.). Fixed-term appointees are not eligible for tenure. Fixed-term faculty members will be evaluated in accordance with provisions of the employment contract and on the basis of their contributions to the mission of the College of Business. Typically, these contributions will be teaching and service but will also include activities related to obtaining or maintaining professional qualifications for accreditation purposes. Fixed-term faculty who have administrative duties as their primary responsibility will be evaluated based on those administrative duties, and, as appropriate, their teaching, their service, and their activities related to achieving or maintaining professional qualification. Percentage weights for applicable activities for faculty will be agreed to yearly in September between the faculty member and administrator. Full-time, fixed-term appointees normally have a twelve-hour teaching load.

According to the 2013 Eligibility Procedures and Accreditation Standards for Business Accreditation (or the most current standard): fixed-term faculty can engage in different activities to maintain currency and relevance than academically qualified faculty members. Since the professionally qualified members have been appointed to bring in a different set of qualifications, it is reasonable to expect that those qualifications will be maintained differently.

In general, a fixed-term faculty member is expected to engage in a continuous stream of activities that will indicate currency of appropriate relevant professional experience. In all cases, the professional experience must be related to the teaching area. Appropriate activities may include, but are not limited to (or

for a more extensive list, refer to the COB AACSB Standards 15: Faculty Qualification & Engagement document located at the COB SharePoint site):

- Internship or employment in the teaching area
- Obtaining and maintaining appropriate professional certifications
- Business consulting activities
- Material participation in workshops or professional meetings in the teaching area
- Holding a leadership role in an appropriate professional organization
- Continuing Professional Education related to the teaching area
- Member of a board of directors of a corporation
- Author or reviewer of discipline-specific or pedagogical articles or publications

The standards require “currency” of activities. In every academic year, fixed-term faculty should ideally engage in one or more appropriate activities. During any rolling three-year window, fixed-term faculty **MUST** demonstrate one or more appropriate activities. Documentation of accomplishments by fixed-term faculty seeking advancement in title will be submitted in a portfolio, as required by the ECU *Faculty Manual*, Part IX.

2. Criteria and Procedures for Faculty with the Primary Responsibility of Teaching

Fixed-term faculty review and appointment criteria will follow the ECU *Faculty Manual*, Part VIII and Part IX.

For the Teaching Instructor appointment, a review of the annual faculty evaluation will suffice for subsequent appointment. For other fixed-term appointments, the following apply:

- a. Initial Fixed-Term Appointment Criteria for Teaching Instructor (refer to ECU *Faculty Manual*, Part VIII)
 - (1) Holds a Master’s degree in the appropriate area or related discipline, or has equivalent professional work experience-
 - (2) Demonstrates the potential for effective teaching
 - (3) Provides service to Department, School, or College
- b. Advancement/appointment in Title to Teaching Assistant Professor
 - (1) Demonstrates qualifications of the previous title-
 - (2) Holds the appropriate terminal degree in a related discipline-
 - (3) Demonstrates effectiveness in teaching-
 - (4) Demonstrates teaching effectiveness through a minimum of 2 years of peer review of teaching (at least 2 sessions each year, with 2 reviewers at

each session: the candidate choosing one reviewer, and the unit administrator choosing the second reviewer)-

- c. Advancement/appointment in Title to Teaching Associate Professor
 - (1) Fulfills all the criteria for advancement in title to Teaching Assistant Professor
 - (2) Provides a portfolio that demonstrates teaching excellence, including the following:
 - i. Relevant components of the Cumulative Report format that is referenced in the ECU *Faculty Manual*, Part X (which includes all teaching effectiveness and peer review documentation, teaching innovations, teaching awards, distance education, mentoring activities, or outside activities)-
 - ii. New course preparations (and consider any reassigned time)
 - iii. Grade distributions for each class
 - iv. Scope and size of course projects and papers
 - (3) The past five years of annual evaluations showing a minimum of Meets Expectations ratings
 - i. Exceeds Expectations – The faculty member needs to demonstrate excellence in teaching as evidenced by an annual average over the review period of a rating of 4.5 to 5.0 as documented on the member’s annual evaluations.
 - ii. Meets Expectations – The faculty member needs to meet expectations for teaching as evidenced by an annual average over the review period of ratings between 3.0 to 4.4 points as documented on the member’s annual evaluations.
 - iii. Does Not Meet Expectations – The faculty member falls below expectations for teaching as evidenced by an annual average over the review period of less than 2.9 points as documented on the member’s annual evaluations.
 - (4) Provides service to the Department, School, COB, University, and profession via committees, public service, professional service, or service to students
 - (5) Engages in professional development activities
- d. Advancement/appointment in Title to Teaching Professor
 - (1) Fulfills all criteria for advancement in title to Teaching Associate Professor
 - (2) Provides a portfolio as described in previous section to demonstrate superior teaching
 - (3) Engages in professional development activities

- (4) Has demonstrated a degree of proficiency sufficient to establish an excellent reputation among colleagues
- (5) Is qualified and competent in mentoring others (such as graduate students, teaching instructors, etc.)
- (6) Provides an additional five years of annual evaluations documenting a minimum satisfactory level as a Teaching Associate Professor.
- (7) Engages in professional teaching scholarship activities (or creative activities)
 - i. Attending and presenting at conferences and workshops (could also include peer reviewed poster sessions, or editing conference proceedings)
 - ii. Publishing (especially pedagogical work) in peer-reviewed journals
 - iii. Grant submissions (concerning teaching topics)

3. Criteria and Procedures for Faculty with the Primary Responsibility of Research

Research faculty are typically externally funded. Research faculty are encouraged to give seminars and teach occasional courses in their specialty. Teaching is at the discretion of the unit and the availability of funds.

a. Initial Fixed-Term Appointment Criteria for Research Instructor

- (1) Holds a minimum of a master's degree appropriate for the specific position or has equivalent professional experience
- (2) Has demonstrated potential for effective research
- (3) Should be capable of carrying out individual research or should be trained in research procedures
- (4) Should have had the experience and specialized training necessary to develop and interpret data required for success in such research projects as may be undertaken

b. Advancement/appointment in Title to Research Assistant Professor

- (1) Has qualifications of the previous title
- (2) Holds the appropriate terminal degree, as evaluated by the academic unit and affirmed by the appointing officer and the profession concerned
- (3) Has demonstrated effectiveness in research
- (4) Is qualified and competent to direct the work of others (such as technicians, graduate students, etc.)

c. Advancement/appointment in Title to Research Associate Professor

- (1) Has qualifications of the previous title

- (2) Has extensive successful experience in scholarly or creative endeavors
 - (3) Has the ability to propose, develop, and manage major research projects
 - i. Relevant components of the Cumulative Report format that is referenced in the ECU *Faculty Manual*, Part X (which includes all journal articles, chapters in books, book reviews in professional journals, abstracts, articles in proceedings, editorships of professional journals or books, electronic publications, research presentations/posters, participation in expert panels, visiting professorships, grants, or other)
 - ii. A letter of acceptance is valid for a published work
- e. Advancement/appointment in Title to Research Professor
- (1) Has qualifications of the previous title
 - (2) Has demonstrated a degree of proficiency sufficient to establish an excellent reputation among colleagues
 - (3) Has demonstrated scholarly production in research, publications, professional achievements or other distinguished and creative activity
 - (4) Is qualified and competent in mentoring others (such as graduate students, research assistants, etc.)
 - (5) Provides an additional five years of annual evaluations documenting a minimum satisfactory level as a Research Associate Professor.
 - (6) Engages in professional research scholarship activities (or creative activities)
 - i. Attending and presenting at conferences and workshops (could also include peer reviewed poster sessions, or editing conference proceedings)
 - ii. Publishing in peer-reviewed journals
 - iii. Grant submissions

D. Standards for Performance (Post-tenure) Review of Tenured Faculty

Performance (Post-tenure) review of all tenured faculty members will follow procedures outlined in the ECU *Faculty Manual*, Part IX. Specific standards developed for COB faculty can be found in the *COB Faculty Handbook*, incorporated herein by reference and maintained in the College office, Faculty Senate office, and available to all faculty members through the COB SharePoint site (Policies & Procedures area).

Section VI. Procedures for Meetings Within the College of Business

A meeting of the COB faculty may be called by either the Dean or the Faculty Advisory Committee and conducted according to the most recent edition of *Roberts' Rules of Order, Newly Revised*. A meeting may also be called by the Business Faculty

Representative when one-third or more of the voting faculty petition for a special meeting of the faculty. The Business Faculty Representative shall prepare and distribute an agenda at least five working days in advance of called meetings. [see also Unit Code Section IV.A.3]

Section VII. Voting by the Faculty of the College of Business

A. Vote by Meeting

In the event of a call for a faculty meeting to administer a vote, notice to all eligible voting faculty of at least five working days is required. A majority of the voting faculty as defined in this Unit Code constitutes a quorum for meetings of the faculty (see Unit Code, Section II.Voting Faculty, for specific voting eligibility).

B. Vote by Electronic Ballot, When Permitted by Unit and University Policies

In the event of a ballot administered by electronic mail, a minimum of three business days' notice by electronic mail is required before the vote is closed. A majority of the voting faculty as defined by reference herein this Unit Code constitutes a quorum for an electronic ballot of the faculty (see Unit Code, Section II. Faculty, for specific eligibility).

C. Majority Vote

Unless required by policy or otherwise stated in this Unit Code, when a quorum exists an affirmative vote requires a majority of those voting.

D. Procedures for review and approval of all major planning documents

Allowing ten working days for faculty review whenever possible, the Dean shall make available to the faculty of the COB a copy of the College's Strategic Plan or any other major planning documents. Following the processes defined above in this Section of the Unit Code, the Faculty Advisory Committee will provide ballots for the faculty to vote their approval or disapproval of the report(s). A majority of voting faculty, as referenced in Section II.B of this Unit Code, will be required for approval.

Section VIII. Budget and Annual Report

A. Annual Budget

In the area of budget and resources, the Dean, with input from the faculty through the Faculty Advisory Committee, Department Chairs/School Directors, the Associate Dean and other COB administrators, as appropriate, prepares a budget that allocates funds across the College to support the mission. Final budget responsibility resides with the Dean. The Dean will discuss the budget with faculty at the annual COB faculty convocation meeting.

B. Annual Report

In a regular meeting, the Dean reports and discusses the total annual budget and the annual report to the COB faculty.

Section IX. Amendment Procedures and Enabling Provisions

- A. Amendments: *Robert's Rules of Order, Newly Revised* "Bylaws," #55, Article IX will be followed for all votes and amendments to this Unit Code. In accordance with the *ECU Faculty Manual*, Part IV, this Unit Code may be amended in part or in total by the vote of a majority of all permanently tenured faculty of the College, at any College-wide faculty meeting, providing that at least five working days of written notice of the proposed action has been given.
- B. This Unit Code and amendments will go into effect when approved by the Faculty Senate and the Chancellor of the University.
- C. When this Unit Code is amended, elections for newly created committee positions will be held during the first semester in which the amended Unit Code takes effect.
- D. This Unit Code supersedes in full all previous COB Unit Codes.
- E. No section or provision of this Unit Code will be construed to be in conflict with the *ECU Faculty Manual*. If any conflict exists, the *ECU Faculty Manual* takes precedence.

Section X. Selection and Evaluation of Administrators

- A. Selection of Administrators
 - 1. Selection of the Dean, Department Chairs, and School Directors of the COB follows the procedure available in the *ECU Faculty Manual*, Part II.
 - 2. Selection of officers in other administrative positions (as determined by the Dean) will be supervised by the Dean as specified in Section III of this Unit Code.
 - 3. Selection of a Chair/Director of a Department/School: When made available by a representative of the appointing officer, election of faculty members to a Nominating or Search Committee will be facilitated by the Department/School Personnel Committee Chair.
 - 4. Upon announcement of an administrative vacancy (or impending vacancy), at least five working days must pass before a Nominating or Search Committee is selected.
- B. Evaluation of Administrators

The administrative officers with authority throughout the COB include the Dean and the Associate Dean. The Dean, Department Chairs, Directors, Assistant Deans and Associate Deans will be evaluated following procedures available in the *ECU Faculty Manual*, Part II. Appendix A of this Unit Code defines the process for annual evaluations of administrative officers.

College of Business Unit Code
Appendix A

A. Procedures for Evaluating Administrative Officers in the COB, Including Department Chairs, Directors, Assistant Deans, and Associate Deans.

1. Application

This document describes the procedures for evaluating administrative officers in the COB by the policies of the Board of Trustees available in the ECU *Faculty Manual*, including those officers described in this Unit Code, Section III.C.

Other administrators who may be appointed by and responsible to the Dean are staff positions and that the occupants of these positions are evaluated by the Dean and serve at the pleasure of the Dean.

2. Review Period

This review shall occur in accordance with University policy for the annual review cycle of faculty.

3. Review Authority

This review shall be initiated and performed by the Dean. The Dean will form a Review Committee consisting of three persons: one faculty member from the Department/School of the administrator undergoing the review, one administrative officer from an outside Department/School, College, or college in the University, and one other administrative officer or faculty member. The Dean may request that the administrator under review suggest potential members of the Review Committee. The Review Committee shall select a Committee Chair.

The Dean shall meet with the Review Committee to advise the Committee regarding specific areas of review and persons to consult. The administrator undergoing review may suggest topics or aspects related to his/her record or administrative style for special consideration by the Review Committee.

4. Review Methods

The Dean and the Review Committee shall examine the following documents:

- a. an administrative portfolio statement prepared by the administrator under review that documents his or her performance during the review period, including 1) administrative philosophy, strategies, and methodologies; 2) attempted innovations and assessment of their effectiveness; and 3) a statement of objectives for the future of the administrative unit;
- b. administrator's and unit annual reports during the review period;
- c. Documents included in a. and b. above shall also be provided to the voting faculty of the COB (see Section II.B. of this Unit Code) before the faculty vote on the effectiveness of the administrator; and

- d. The Review Committee shall make a general request for written or oral evaluations of the performance of the administrator under review from administrators, faculty, staff, and students. It may also solicit specific feedback from selected individuals. The Committee may gather other information as suggested by the Dean, or at its own discretion, including, if appropriate, reviews by professionals outside the University regarding the performance of the administrator under review in representing the officer's unit externally.

5. Review Reporting

The Review Committee shall present a written report with recommendations to the Dean. The written report shall be forwarded to the administrator under review and he or she invited to prepare a response, if desired. This shall occur at the same time as the report of the results of the COB faculty's vote on the administrator's effectiveness. The Dean shall review this information and report his or her conclusions to the administrator under review and the Review Committee. A brief summary of non-confidential information will also be shared with the faculty of the COB.