

**UNIT CODE OF OPERATIONS  
EAST CAROLINA UNIVERSITY**

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**CODE OF OPERATIONS**

***THE DEPARTMENT OF GEOGRAPHY, PLANNING, AND ENVIRONMENT  
HARRIOT COLLEGE OF ARTS AND SCIENCES***

**Section I. PREAMBLE**

This Code of Operations (Code) allows for Faculty participation in, and establishes procedures for, the Department of Geography, Planning, and Environment's internal affairs and is consistent with the *East Carolina University (ECU) Policy Manual*, the *ECU Faculty Manual*, and all established university policies.

**MISSION STATEMENT**

The mission of the Department of Geography, Planning, and Environment is to achieve and sustain high quality, up-to-date instructional programs in our General Education courses and in our undergraduate and graduate programs; to provide opportunities for and to encourage Faculty and students in research and creative activities so that their achievements can result in professional recognition for them and for the department and university; to lend our professional expertise in appropriate service to the University, to private and public groups, and to organizations on the local, state, national, and international levels; and to integrate these areas of endeavor (teaching, research, and service) into the larger, synergistic enterprise of scholarship. Within the Department is a unique program in Planning that is accredited by the [Planning Accreditation Board](#).

The mission of the Planning Program is to provide opportunities for students to achieve excellence, envision their future, grow intellectually, and pursue a professional planning position or a graduate education. As a multidisciplinary field, planning strives to integrate knowledge derived from the social and physical sciences and related professions. It upholds the principle of promoting sensitivity to cultural, ethnic, and gender differences and actively works to encourage diversity in its program.

## Section II. FACULTY

### A. The Faculty

The Faculty of the Department shall consist of all Faculty within the Department. This includes Probationary (Tenure-Track), Tenured, and Fixed-Term appointments.

### B. Voting

The voting Faculty includes those who are full-time with at least half of their appointment in the Department and having permanent tenure, probationary appointments, or full-time fixed-term appointments in the Department, except where excluded by the [ECU Faculty Manual, Part IV](#) and [Part IX](#), or this Unit Code.

### C. Graduate Faculty

The Graduate Faculty and Graduate Teaching Faculty of the Department are as defined in the [ECU Faculty Manual, Part II](#).

### D. Emeritus Status

The Department recognizes Emeritus status for a retired (including Phased Retirement participant), permanently disabled, or deceased Faculty member who has made a significant contribution to the Department through a long and distinguished record of research, teaching, and/or service. A recommendation for emeritus status must be initiated by the Personnel Committee, approved by the Department Chair, and forwarded to the Dean for appropriate action as stipulated in the [ECU Faculty Manual, Part VIII](#).

## Section III. ADMINISTRATIVE ORGANIZATION OF THE UNIT

### A. Department Chair

The Department Chair is the chief administrative officer of the Department. The Chair is responsible for maintaining departmental activities and procedures in accordance with University and departmental policies. The Chair should ensure that *Code* procedures are followed. The Chair is subject to periodic evaluation that shall conform to established University policy, which may be found in the [ECU Faculty Manual, Part II](#). The duties of the Department Chair include:

1. leading the Department in program and curriculum development, recruitment of students, implementation of strategic plans, promotion of research, and coordination of efforts to secure external funding;
2. representing the Department within the University community;
3. administering the affairs of the Department in accordance with the policies determined by the Department's *Code*, the College, and the University;
4. determining Faculty teaching assignments, supervising class scheduling with the Director of Undergraduate Studies and the Director of Graduate Studies, and overseeing Faculty advising duties;
5. supervising departmental office personnel and being responsible for the acquisition and appropriation of space, equipment, and supplies;

6. preparing and managing, in consultation with the Faculty, the departmental budget and annual report;
7. maintaining personnel files;
8. informing the Faculty in a timely manner of administrative decisions or actions affecting the Faculty;
9. chairing Department meetings and supervising the composition and distribution of departmental minutes;
10. evaluating annually, in consultation with the elected Advisory Committee, each Faculty member's performance in teaching, research, and service in accordance with the guidelines established in Section V of this document;
11. conducting annually a review of the performance of the administrative coordinators within the Department;
12. consulting with the Advisory Committee before submitting salary recommendations;
13. recommending Faculty salary raises when available to the Dean of the Harriot College of Arts and Sciences (HCAS), giving consideration to the principles and criteria established by the Department;
14. facilitating the hiring of all new Faculty members in consultation with the Personnel Committee and in accordance with [ECU Faculty Manual, Part IX](#);
15. communicating with the Personnel Committee chair concerning the processes of reappointment, promotion and conferring of permanent tenure;
16. consulting with the Planning Program Director about the personnel matters pertaining to the Planning Program Faculty (hiring, reappointment, conferring permanent tenure, and promotion);
17. providing a means for the Faculty of the Department to vote on the major planning documents and other assessments of the Department prior to submission to person(s) outside the Department; and
18. forwarding recommendations as appropriate concerning the Faculty of the Department to the Dean of the HCAS.

#### B. Planning Program Director

The Planning Program Director will be selected from the tenured Faculty of the Planning Program by the Department Chair and will be approved by the HCAS Dean. The Planning Program Director reports to the Department Chair. As required by the Planning Accreditation Board (PAB), the Director "shall be capable and effective in assisting the program to achieve its goals and objectives." In situations where the Planning Program Director and the Department Chair hold differing opinions regarding substantive issues, the Department Chair and the Planning Program Director will meet jointly with the Dean of the HCAS to resolve the differing opinions. The Planning Program Director is a nonvoting Faculty member (under provisions of the [ECU Faculty Manual, Part IX](#)) who has an administrative position within the unit and is subject to periodic evaluation by the Department Chair. The duties of the Planning Program Director include:

1. leading the Planning Program Faculty in the necessary areas of program development and governance, curriculum, budget, and course scheduling;
2. consulting regularly with the Department Chair about the needs of the Planning Program;

3. providing input to the Department Chair for annual evaluations of Planning Program Faculty, including providing a written evaluation of the Faculty and attending evaluation meetings;
4. consulting with the Department Chair about Personnel Committee recommendations pertaining to hiring, reappointment, promotion, and permanent tenure of Planning Program Faculty;
5. providing an annual assessment of the Planning Program to the Department Chair for inclusion in the Department's annual unit report;
6. leading the Planning Program Faculty in its work as a committee-of-the-whole for the Planning Program;
7. leading efforts to recruit students into the Planning Program,
8. serving as an initial advisor to undergraduate students majoring in the Planning Program;
9. reviewing academic records, assigning students to appropriate Faculty advisors and advising interested Planning Program undergraduates concerning admission to graduate programs in the Department or elsewhere
10. keeping abreast of regulations regarding major, minor, and General Education Curriculum requirements and informing Planning Program academic advisors and students accordingly;
11. preparing and managing, in consultation with the Planning Program Faculty, the Planning Program budget and annual report;
12. informing the Planning Program Faculty in a timely manner of administrative decisions or actions affecting the Faculty; and
13. appointing coordinators, as needed, for specialized areas within the Planning Program curriculum at undergraduate and graduate levels.

#### C. Director of Graduate Studies

The Department's Director of Graduate Studies is appointed annually by the Department Chair. The Director of Graduate Studies must be a full-time Faculty member with Graduate Faculty status. The duties of the Director of Graduate Studies include:

1. leading the recruitment, screening and admission of new graduate students;
2. overseeing the orientation of all graduate students;
3. coordinating, in cooperation with the Department Chair and the Dean of the Graduate School, procedures relating to the admission of prospective students into graduate instruction within the Department;
4. administering the Department's graduate assistantship budget, allocating assistantships to students, and assigning graduate assistants to Faculty according to policies of the Department, College and University;
5. working with the Department Chair and Department staff to ensure ongoing records are maintained on graduate students, graduate course enrollments, placements, etc.;
6. representing the Department to the Graduate School and coordinating with the HCAS in matters pertaining to the allocation of graduate stipends and out-of-state tuition remissions;
7. chairing the Department's Graduate Committee and collaborating with this committee in the selection of graduate assistants, fellows, and the recipients of other awards;
8. serving as initial advisor to graduate students and assisting thesis advisors in the timely completion of degree requirements by their respective graduate students;

9. reviewing the composition of all graduate thesis committees and ensuring conformity to Graduate School requirements and expectations;
10. reporting annually to the Department regarding the status of the graduate program;
11. acting for the Department Chair in his/her absence on graduate matters;
12. representing the Department on the HCAS Graduate Council; and
13. assisting assessment efforts by providing data and other information, as needed.

#### D. The Director of Undergraduate Studies

The Director of Undergraduate Studies is appointed annually by the Department Chair. The Director of Undergraduate Studies must be a Probationary (Tenure-Track) or Permanently Tenured Faculty member. The duties of the Director of Undergraduate Studies include:

1. leading the recruitment, advising, and registration of students in consultation with the students' advisors;
2. serving as an initial advisor to undergraduate students majoring in a Geography area and assisting all majors in the timely completion of degree requirements;
3. processing such forms as are designated by the Department Chair;
4. assisting with the coordination of the degree programs in the Department;
5. keeping abreast of regulations regarding major, minor, and General Education Curriculum requirements and informing Geography academic advisors and students accordingly;
6. chairing the Geography Undergraduate Committee;
7. reporting annually to the Department regarding the status of the undergraduate Geography programs and leading the departmental effort to market opportunities and recruit majors;
8. working with the Department Chair and Department staff to ensure ongoing records are maintained on majors, course enrollments, etc.;
9. acting for the Department Chair in his/her absence on undergraduate Geography matters;
10. representing the Department on the HCAS Undergraduate Council; and
11. assisting assessment efforts by providing data and other information, as needed.

### Section IV. COMMITTEES OF THE UNIT

#### A. Standing Committees

Members of standing committees shall be elected at the beginning of the fall semester by a majority of the voting Faculty of the Department present and voting. Fixed-term and Probationary (Tenure-Track) Faculty shall be eligible for election on standing committees, except as noted below. Standing committee meetings shall be open to all members of the Faculty of the Department and invited guests except in those cases that deal with confidential information.

1. Curriculum Committee. The membership of the Department's Curriculum Committee shall consist of a minimum of four full-time Faculty members elected for a period of three years. The Committee elects its Chair at the first meeting of the academic year. The Committee will consist of at least one representative each from Geography and the Planning Program and at least three members must be Graduate Faculty. This

Committee deals with all undergraduate and graduate programs housed within the Department. Only members of the Committee who are Graduate Faculty can vote on graduate curriculum matters. Recommendations of the committee will be brought to the Faculty for a vote. The Faculty's recommendations will be forwarded to the Chair.

Responsibilities of the Curriculum Committee include:

- a. monitoring results of program assessment activities;
- b. providing leadership and facilitating graduate and undergraduate curriculum changes for all degrees in the Department that must navigate the university hierarchy;
- c. reviewing new course or program proposals and bringing proposals to the Faculty for approval of curriculum changes;
- d. anticipating disciplinary evolution and suggesting need for curriculum development to maintain contemporary features at the undergraduate and graduate levels;
- e. reporting to the Department on all Curriculum Committee activities; and
- f. having an elected committee member to serve as liaison to the University Curriculum Committee.

2. Graduate Committee. The membership of the Department's Graduate Committee shall consist of the Graduate Director (*ex officio*) and at least three Graduate Faculty members elected by the Department's Graduate Faculty for a period of three years. The appointed Director of Graduate Studies chairs the Committee and is a voting member. The Committee will consist of at least one representative each from Geography and the Planning Program. Beyond the Director of Graduate Studies and the required three elected members, the Graduate Faculty can determine the number of committee members. The responsibilities of the Graduate Committee include:
  - a. leading the recruitment and admission of graduate students;
  - b. overseeing procedural and curriculum changes in the graduate program;
  - c. advising the Department Chair regarding graduate class scheduling for each semester; and
  - d. promoting understanding of policies, procedures, and guidelines among graduate students and Faculty.
3. Undergraduate Committee. The membership of the Undergraduate Committee shall consist of the Undergraduate Director (*ex officio*) and at least three full-time Faculty members elected by the Faculty for a period of three years. The appointed Director of Undergraduate Studies chairs the Committee and is a voting member. The responsibilities of the committee include:
  - a. promoting the majors in the Department;
  - b. developing and implementing plans for recruiting majors;
  - c. nominating outstanding students for awards, honors and scholarships;
  - d. advising the Department Chair regarding undergraduate class scheduling for each semester; and
  - e. promoting understanding of policies and procedures among undergraduate Geography majors and Faculty.
4. Planning Program Committee. The Planning Program Committee is composed of all full-time Faculty members with greater than half-time appointments in the Planning Program, including the Planning Program Director. The Planning Program Director will serve as the chair of the Planning Program Committee. The Committee addresses issues related to undergraduate and graduate education in Planning as well as Planning Program

development and administration. There are no term limits on the Planning Program Committee. The responsibilities of the Planning Program Committee include:

- a. recruiting majors
- b. maintaining and promoting a nationally recognized Planning Program;
- c. developing and proposing changes to the Planning Program curriculum to be approved by Department Faculty;
- d. preparing a Planning Program dossier and satisfying the requirements for degree accreditation through the Planning Accreditation Board;
- e. executing the Planning Program's undergraduate assessment strategy;
- f. providing the necessary academic services to Planning Program majors and minors;
- g. advising the Department Chair regarding Planning Program class scheduling for each semester;
- h. maintaining a visible presence in the University and in eastern North Carolina;
- i. maintaining a strategic plan for the Planning Program; and
- j. establishing subcommittees as necessary.

#### 5. Advisory Committee.

- a. Composition of the Committee:
  - i. four full-time Department Faculty members of any title or tenure status;
  - ii. at least one representative each from the Geography and the Planning Programs;
  - iii. members are elected annually by a vote of the Faculty;
  - iv. the term of membership shall be one year; and
  - v. Faculty members are eligible for committee membership for up to three consecutive years. Following a three-year term, a Faculty member is ineligible for committee membership for a full academic year.
- b. Membership of the Advisory Committee is determined by the following election procedure: Faculty are asked to inform the Personnel Committee Chair if they are unable to serve on the Advisory Committee; each full-time departmental Faculty member votes for four individuals eligible for Advisory Committee membership; the Personnel Committee Chair tallies the vote. The top individuals from the Geography and the Planning Program along with the next two top vote getters constitute the Advisory Committee.
- c. Responsibilities of the Committee:
  - i. to assist the Department Chair in assigning evaluation scores for merit raises and in recommending annual salary raises when available that comply with university compensation requirements. The Advisory Committee's goal is to offer complementary interpretations of Faculty accomplishments, in order to provide a broad range of views during the evaluation process. This Committee is only advisory to the Chair of the Department on merit evaluation and raises when available.
  - ii. To assist the Chair on other departmental matters as deemed necessary.

#### B. Personnel Committee, Tenure Committee, and Promotion Committees

1. The Personnel Committee. The Personnel Committee shall function according to the procedures and policies in the [ECU Faculty Manual, Part IX](#). The Committee shall consist of all permanently tenured Faculty in the department who meet the definition of voting Faculty in the [ECU Faculty Manual, Part IX](#). The chair of the Department's

Personnel Committee shall be permanently tenured and shall be elected annually by and from the Committee's membership present and voting in accordance with [ECU's Faculty Manual, Part IX](#).

2. The Tenure Committee. The Tenure Committee of the Department shall be constituted and function according to procedures and policies in [ECU Faculty Manual, Part IX](#). The chair of the Personnel Committee chairs the Tenure Committee.
3. Promotion Committees. The Department's Promotion Committees shall be constituted and function according to procedures and policies in [ECU Faculty Manual, Part IX](#).

#### C. Ad Hoc Committees

In addition to the standing committees, there may be task-related (*ad hoc*) committees and functions. Task-related committees can be created or eliminated by a simple majority vote at any Faculty meeting of the Department.

### Section V. EVALUATION OF FACULTY

- A. Tenured and Probationary (Tenure-Track) Faculty Evaluation. Annual evaluation of Tenured and Probationary (Tenure-Track) Faculty members will be undertaken in accordance with [ECU Faculty Manual, Part VIII](#).
  1. Annual Evaluation Procedures. By the end of the Spring semester, the Department Chair will negotiate the specific weights given to teaching effectiveness, research, and service with individual Faculty members for the next academic year. These weights should reflect departmental need balanced with individual Faculty member preference. In general, the weights shall range between 25-50 percent for teaching effectiveness, 25-50 percent for research productivity, 20-25 percent for service. Proportional effort allotted to service must not be greater than the effort allotted to research or teaching. The general norm within the Department is a weighting of 40/40/20. However, the weighting factors may be adjusted to accommodate special circumstances such as research leave, institution related assignments, College Research Award, or buyout of a course or courses.

All full-time continuing Faculty members shall annually document their accomplishments in teaching effectiveness, research, and service for the academic year. These documents will be considered by the Department Chair using the University's qualitative descriptions and 0.5 increments on a 0.0 to 5.0 point scale. The Department Chair is assisted in this process by the elected Advisory Committee (see Section IV. A. 5). In addition, the Planning Program Director will provide assistance in evaluation of the Planning Program's Faculty. Each Faculty member will receive an annual evaluation from the Department Chair, in accordance with University guidelines established in the [ECU Faculty Manual, Part VIII](#), and will meet with the Chair annually.



2. Annual Evaluation Criteria. 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.

Below are lists of possible items that might be used in evaluating teaching effectiveness, scholarship and service for Probationary (Tenure-Track) and Tenured Faculty. The location of any item on the three lists is not intended to imply a ranking of importance, nor are the lists intended to be exhaustive or mutually exclusive. Furthermore, the items on each list are not necessarily of equal weight. Both quality and quantity of work being evaluated should be taken into account.

- a. Teaching: Faculty are expected to contribute to required courses and elective curriculum. Materials for the evaluation of teaching may include:
- Curriculum design and development
  - Instructional innovation
  - Student advising
  - Supervision of internships, directed readings, and honors projects
  - Thesis or dissertation supervision or committee membership
  - Scholarship of teaching (publications that focus on teaching in the discipline)
  - Teaching awards
  - Study abroad programs developed and led
  - External and internal grants to support instruction
  - Peer evaluation of teaching
  - Surveys of student opinion
  - Attendance at teaching-related workshops/presentations
  - Related activities
- b. Scholarship (Research, Creative Activity/Innovation, Engagement and/or Outreach): Faculty members are expected to contribute to the scholarship mission of the Department. Materials for the evaluation of scholarship may include:
- Articles in refereed journals or other professional publications
  - Books or chapters in books
  - Research grants or contracts (submitted proposals and funded proposals)
  - Papers or abstracts in proceedings of professional associations
  - Papers or abstracts presented at meetings of professional associations
  - Serving as a panelist at professional meetings
  - Research reports to funding sources
  - Book reviews in journals or other professional publications

- c. Service to the department, university, profession, and community: Faculty members are expected to participate in some combination of service activities at various levels, including departmental, university, professional, and community.
- Department Service
    - Advising student organizations and activities
    - Committee work
    - Providing technical assistance to colleagues or the department
  - College/University Service
    - Committee work
    - Faculty Senate Service
    - University outreach
    - Other service activities
  - Professional Service
    - Editorship of journals
    - Service for professional organizations (officer, reviewer, discussant, session chairperson)
    - Reviewer for journals or other professional publications
    - Consulting activities
  - Community Service
    - Public service related to the discipline
- d. Other. This category is for other activities, including administrative duties compensated by course releases (examples may include but are not limited to serving as the Graduate Director or Undergraduate Director).
3. Criteria for Permanent Tenure and Promotion. The following criteria are in accordance with the [\*ECU Faculty Manual, Part IX\*](#).

a. Teaching/Advising

Teaching is defined as the articulation of the salient aspects of a discipline in a rigorous but accessible manner, whether in or out of the traditional classroom setting; academic advising within the discipline, where unit operating procedures provide such opportunity; and other contributions towards the University's fundamental mission of transmitting knowledge, including participation in curriculum development.

Documentation of teaching and advising contributions requires the Faculty member's willingness to participate in unit-approved means of assessment. It is expected that contributions to the teaching mission of the unit will develop commensurate with job experience. It is expected that candidates will achieve and maintain a level of teaching and advising effectiveness consistent with unit criteria as specified below.

- i. Teaching /Advising Criteria for Permanent Tenure. Criteria may include but are not limited to:

- New course proposal and preparation or significant redesign of a course (including honors sections, or writing intensive courses);
  - Innovative approaches and extraordinary effort (e.g., distance learning, honors courses, writing intensive courses, field trips, laboratory exercises, teaching overload, independent projects);
  - Lucid, carefully written course objectives, requirements, formats, procedures, instructional materials, grading policies, and evaluation materials for students;
  - Positive feedback from student surveys and peer evaluations;
  - An active role in departmental discussions regarding curriculum and program development;
  - An active role in the achievement of overall program goals of the Department;
  - An active role in advising students regarding course and laboratory work, independent research, program choices, and career planning;
  - Achievement and maintenance of the level of teaching and advising effectiveness specified by the unit; and
  - Other documentation of teaching effectiveness.
- ii. Teaching /Advising Criteria for Promotion to Associate Professor  
The teaching and advising criteria for promotion to Associate Professor are the same as those for permanent tenure (see A. 3.a., above).
- iii. Teaching/Advising Criteria for Promotion to Professor  
The teaching criteria for promotion to Professor include those for promotion to Associate Professor (see A. 3.a., above). Additional criteria include, but are not limited to, the following:
- Taking an active role in development and implementation of, for example, the following:
    - Recruiting and mentoring graduate and undergraduate students
    - Curriculum and program development
    - Mentoring Probationary (Tenure-Track) Faculty regarding teaching and advising effectiveness
- b. Scholarship (Research, Creative Activity/Innovation, Engagement and/or Outreach). Scholarship is defined as inquiry, examination, or experimentation aimed at the discovery and interpretation of knowledge, revision of accepted theories or laws in the light of new knowledge, or practical application of such new or revised theories or laws; and the dissemination of such discovery, interpretation, or revision through refereed scholarly publications; or the combination of refereed scholarly publications and publication of monographs by reputable scholarly presses. The candidate must have consistent achievements of high quality in research/creative productivity before permanent tenure and promotion can be awarded.

The scholarship portfolio of candidates for tenure and/or promotion shall be submitted for review by three reviewers external to the University following selection procedures specified in the [ECU Faculty Manual, Part IX](#). Reviewers

shall have a record of publication suggesting an ability to evaluate the scholarship of the candidate and hold academic rank equal to or greater than that sought by the candidate. In no case shall the external reviewers be former graduate school associates, instructors, co-authors, supervisors, or other individuals having a close personal relationship with the candidate.

- i. Scholarship (Research, Creative Activity/Innovation, Engagement and/or Outreach) Criteria for Permanent Tenure
  - The candidate's publications must reveal a significant and developing scholarship agenda in the area of specialization. The publications must be of high quality in content and style and reflect consistent scholarship efforts. They should take the form of articles published in the discipline's refereed journals (or other relevant journals in related disciplines); monographs published by presses held in high regard by the scholarly community; or some combination thereof. Order of authorship and single- or multiple-authorship shall be an evaluative consideration, with single and lead authorship carrying more weight. Although it is difficult to define a specific number of publications because of differences in journal reputation and a candidate's overall research portfolio, an average of 1.5 articles per year in highly respected journals in the discipline and/or sub-discipline is recommended. Success in securing grants as PI or co-PI in support of the candidate's scholarship is also an important evaluative consideration, with grants from competitive agencies like the National Science Foundation (NSF), the National Aeronautics and Space Administration (NASA), and the National Oceanic and Atmospheric Administration (NOAA) being highly valued. Evaluation of the quality and quantity of the candidate's scholarship portfolio by the external reviewers shall be included in the evaluation.
  - Other considerations include, where appropriate, such activities as technical reports, publishing papers in conference proceedings, and papers presented at professional meetings, but they carry less weight than those above.
  - Overall, a critical consideration is consistent productivity that indicates a trajectory of career-long scholarship.
- ii. Scholarship (Research, Creative Activity/Innovation, Engagement and/or Outreach) Criteria for Promotion to Associate Professor  
The criteria for promotion to Associate Professor are the same as those for permanent tenure (see A.3.b. above).
- iii. Scholarship (Research, Creative Activity/Innovation, Engagement and/or Outreach) Criteria for Promotion to Professor  
Promotion to Professor shall be preceded by evidence of significant accomplishments in scholarship since promotion to Associate Professor.

A national and/or international scholarly reputation may be demonstrated in a number of ways, including number of refereed articles in leading journals, books and/or book chapters in titles published by highly regarded presses, contributions to edited volumes, publication of major review articles, and invited commentaries and/or scholarly presentations. Additional evidence of research quality may be derived from successful grant proposals, frequent citation of research publications, favorable reviews published in respected periodicals, journal editorship, and special honors or awards. Recognition and/or use of research by government, non-government/non-profit organizations, the mass media, or popular press may constitute evidence of significant impact in applied research.

In addition to the prima facie evidence of the publications themselves, national and/or international recognition may be indicated by citations, reviews and credible awards in accordance with disciplinary standards.

National/international recognition is further evidenced by external letters of support from leading scholars in the discipline or area of specialization (generally defined as full professors at research institutions).

A candidate whose recognition as an important scholar in the discipline but whose reputation is not clearly established through publications shall not be recommended for promotion to Professor.

c. Service

Service is defined as formal and informal assignments or activities on behalf of the Department, College, University, the community at large, and the profession. The highest level of professional service is that which enhances the academic reputation of the University.

Expectations regarding service contributions increase as a Faculty member's career progresses.

i. Service Criteria for Permanent Tenure

Although service is accorded the least weight in the tenure evaluation, it is nevertheless an essential component of the candidate's professional commitment. An especially strong service record cannot compensate for a record of weak teaching or weak research, but a reasonable record of departmental and university service is expected of any Faculty member under consideration for tenure. The quality rather than the quantity of service is of primary importance.

It is expected that most of the Faculty member's early service contributions will be internal to the Department. During subsequent years, the Faculty member should strive to make service contributions to the HCAS and University as a whole and eventually to the community at large and to the profession. Examples of such contributions may include, but would not be limited to, the following:

- Unit—Department committee participation as specified by Unit Codes, administrative duties, and special assignments from the Department Chair.
- College—Participation in college-level committees and assignments.
- University—Participation in University-level committees and assignments.
- Community—Participation in regional, national, or international community activities directly related to the Faculty member's profession, such as lectures and presentations, news media interviews, and professional advice to nonprofit agencies.
- Discipline—Participation in service functions of professional organizations, especially as an officer; writing or editing books or resource manuals that are essentially compilations of previously available materials (whereas books or resource manuals that advance or make a significant contribution to the discipline and that contain a significant amount of original scholarship materials shall count as research).

ii. Service Criteria for Promotion to Associate Professor

The Criteria for promotion to Associate Professor are the same as those for permanent tenure (see D. 3.a., above).

iii. Service Criteria for Promotion to Professor

Associate Professors seeking promotion are expected to have contributed consistently and significantly to the operation of both the Department and the University in a leadership capacity. This includes chairing Department, College, and/or University committees; contributing in other significant ways to the administration of College/University programs and divisions; and mentoring the professional development of Probationary (Tenure-Track) Faculty.

In addition, candidates for promotion are expected to show evidence of external service activities, such as election as an officer of a professional organization; appointment to journal editorships; review of journal/book manuscripts and grant proposals; organization of professional development seminars, workshops, panel discussions at professional meetings; community outreach activities related to the profession or that further the objectives of the Department, College, University; news media interviews; and professional advice to nonprofit agencies.

4. Progress Toward Tenure Letter

Each Probationary (Tenure-Track) Faculty member will be advised annually of strengths and weaknesses in the progress toward tenure letter in accordance with the [\*ECU Faculty Manual, Part IX\*](#).

B. Fixed-term Faculty Evaluation.

1. General Guidelines. The evaluation by the Department Chair of Fixed-Term Faculty members shall be based on their performance of duties as stated in their letters of appointment in accordance with [ECU Faculty Manual, Parts VIII and IX](#). Because their duties are primarily teaching related, the following are of importance:
  - Attendance at teaching-related workshops/presentations
  - Certification received in professional area
  - Course development, materials and policies
  - Curriculum design and development
  - Instructional workload
  - Peer evaluation of teaching
  - Surveys of student opinion
  - Student advising
  - Teaching awards
  
2. Appointment of Fixed-Term Faculty. Appointment of Fixed-term Faculty is done in accordance with [ECU Faculty Manual, Parts VIII and IX](#). Documentation of the criteria listed below will be reviewed by the Personnel Committee, which will recommend to the Department Chair the appointment of Fixed-Term Faculty with duties primarily in instruction. Fixed-term Faculty appointments and qualifications are as follows:
  - a. Teaching Instructor
    - ii. Holds, at a minimum, a relevant Master's degree or has equivalent professional experience; and
    - iii. Has demonstrated potential for effective teaching.
  
  - b. Teaching Assistant Professor
    - i. Holds a PhD in an appropriate discipline; and
    - ii. Has demonstrated teaching effectiveness at the college/university level by student surveys, peer evaluations or teaching demonstration (whenever possible).
  
  - c. Teaching Associate Professor
    - i. Has qualifications of the previous title plus a minimum of six years of full-time post-secondary teaching experience post-PhD at East Carolina University or elsewhere;
    - ii. Has demonstrated superior teaching effectiveness at the college/university level by student surveys, peer evaluations or teaching demonstration (whenever possible); and
    - iii. Engages in professional development activities and/or professional service at the Department, College, University and/or community level.
  
  - d. Teaching Professor
    - i. Has qualifications of the previous title plus an additional six years of full-time post-secondary teaching experience at East Carolina University or elsewhere;
    - ii. Has demonstrated excellence in teaching effectiveness at the college/university level by student surveys, peer evaluations or teaching demonstration (whenever possible);

- iii. Engages in professional development activities and/or professional service at the Department, College, University and/or community level; and
  - iv. Is qualified and effective in mentoring others (such as undergraduate or graduate students and teaching instructors, etc.).
3. Criteria and procedure for advancement in title of Fixed-Term Faculty in accordance with [\*ECU Faculty Manual, Parts VIII and IX\*](#). For advancement in title under teaching, the Faculty member shall submit a portfolio (maximum 2-inch binder) containing documentation of the above criteria. This documentation will be reviewed by the Personnel Committee. Recommendations of the Personnel Committee will be provided to the Department Chair for review and concurrence or non-concurrence. In the case of non-concurrence, the Chair will provide a statement. The Chair will then forward the recommendation and, if applicable, a statement concerning change in title to the Dean of HCAS for review and concurrence or non-concurrence.
- a. Advancement in title from Teaching Instructor to Teaching Assistant Professor
    - ii. Candidates must hold a terminal degree in the discipline.
    - iii. Candidates must demonstrate teaching/advising effectiveness by means of the methods below:
      - Student evaluation surveys (e.g., BLU or equivalent).
      - Two peer evaluations.
      - Academic advising within the discipline, where the Department operating procedures provide such opportunity.
  - b. Advancement in title to Teaching Associate Professor
    - i. Candidates are eligible upon completing at least five years of service at the title of Teaching Assistant Professor.
    - ii. Candidates must demonstrate exemplary teaching effectiveness by means of the methods below:
      - Student evaluation surveys (e.g., BLU or equivalent).
      - A teaching portfolio (format and design to be determined by agreement between the candidate and the Personnel Committee) that includes a summary of annual evaluations by the Department Chair.
      - Peer evaluations of teaching.
      - Academic advising within the discipline, where Department operating procedures provide such opportunity.
    - iii. Candidates must provide evidence of leadership or innovation, such as the following examples:
      - Leading teaching effectiveness workshops.
      - Publications in professional journals.
      - Grants or grant proposal submissions accompanied if possible by reviews.
      - Seminars attended by tenured and Probationary Faculty.
    - iv. Candidates must provide service to the Department, University, or profession, such as any of the following examples:
      - Departmental committees.
      - University committees.
      - Public outreach.



- Professional service such as reviewing papers or grants.
- c. Advancement in title to Teaching Professor
- i. Candidates are eligible upon completing at least five years of commensurate experience at the title of Teaching Associate Professor
  - ii. Candidates must demonstrate exemplary teaching effectiveness by means of the methods below:
    - Student evaluation surveys (e.g., BLU or equivalent).
    - A teaching portfolio (format and design to be determined by agreement between the candidate and the Personnel Committee) that includes a summary of annual evaluations by the Department Chair.
    - Peer evaluations of teaching.
    - Academic advising within the discipline, where Department operating procedures provide such opportunity.
  - iii. Candidates must provide evidence of leadership or innovation, such as the following examples:
    - Leading teaching effectiveness workshops.
    - Publications in professional journals.
    - Grants or grant proposal submissions accompanied if possible by reviews.
    - Seminars attended by tenured and Probationary Faculty.
  - iv. Candidates must provide service to the Department, University, or profession, such as any of the following examples:
    - Departmental committees.
    - University committees.
    - Public outreach.
    - Professional service such as reviewing papers or grants.
  - v. Candidates must provide evidence of sustained excellence in leadership efforts in teaching, professional development, and service.
  - vi. Candidates must have demonstrated an excellent reputation in teaching at the university level as indicated by examples such as the following:
    - Honors and/or teaching awards.
    - Assistance to colleagues: guest-lecturing, consulting about educational and instructional issues (e.g., curriculum development, mode of presentation, or assistance with new instructional technology), providing advice about or reviews of manuscripts or grant applications.
    - Invitations to publish/present scholarship of teaching.

### C. Standards for Performance (Post-Tenure) Review of Tenured Faculty

Performance review of tenured Faculty is governed by UNC Policy 400.3.3. and by the policy entitled *Performance Review of Tenured Faculty of East Carolina University*, contained in the *ECU Faculty Manual, Part IX*. The overriding goal of the review is stated in the Preamble: “This review, defined as the comprehensive, formal, periodic evaluation of cumulative Faculty performance, has the purposes of ensuring Faculty development and promoting Faculty vitality.” The Preamble further states, “This policy does not create a process for the reevaluation or revalidation of tenured status. Furthermore, the policy is created with the widespread presumption of competence on the part of each tenured Faculty member.”

**General Considerations:** Guided by the Faculty Manual requirements, the initial review shall be conducted by the unit administrator after reviewing the Faculty member's 5-year plan, current curriculum vitae, annual reports and annual evaluations for the years under review (not to exceed five years), and any other materials that the Faculty member provides in support of his/her professional performance over the review period.

Using the "Form: Report on Performance Review of Tenured Faculty" the unit administrator prepares a performance review report which shall consist of a narrative evaluation of the overall performance of the Faculty member that takes into account the relative weights assigned to each duty during each of the years being reviewed and the amount of reassigned time from teaching to the performance of other duties for each year under review. The review may be informed by the Faculty member's annual evaluations, but should be a broad and comprehensive assessment of teaching, research and service, including individual Faculty contributions to departmental, school/college, and university goals as well as to the academic programs in which the individual Faculty member teaches; it should not be derived by averaging annual Faculty evaluations for the years being reviewed. This evaluation shall conclude with an overall ranking that categorizes each Faculty member's performance as "meets," "exceeds," or "does not meet" expectations.

The evaluative report, together with the Faculty member's annual reports and annual performance evaluations for the period under review, a copy of the Faculty member's 5-year plan, a copy of the Faculty member's current curriculum vita, and any other material the Faculty member provided in support of his/her professional performance over the review period, shall be forwarded to the Performance Review Committee and shall become part of the permanent personnel file.

The Performance Review Committee shall consist of three Faculty members and one alternate elected by the Tenure Committee from among the permanently tenured voting Faculty. For each Faculty member, the Performance Review Committee shall either agree or disagree with the review findings of the unit administrator. PRC discussion will address all aspects of the Faculty member's professional performance, including all duties actually assigned to the Faculty member during the period covered by the review, as these duties were weighted for the individual Faculty member at the time.

The review shall reflect the nature of the Faculty member's field or work and shall conform to fair and reasonable expectations as recognized by Faculty peers in the discipline.

The review may consider any performance of duties judged supererogatory (duties that address the unit's mission but are not specifically assigned during the period under evaluation).

The review shall be conducted in a manner free of arbitrary, capricious, or discriminatory elements and shall adhere to the requirements of the Faculty Manual and the unit code.

**Evaluation Criteria:** The PRC shall apply the following criteria in determining whether to agree or disagree with the findings of the unit administrator:

1. [ECU Faculty Manual, Part VIII](#), Evaluations, and

2. The criteria for evaluation of Faculty stated in Section V of this Department code.

**Performance Standards for Review:**

Performance Standards are determined by the Tenure Committee, and shall be reviewed and revised as necessary following each review period.

1. Teaching

*Exceeds Expectations:* Significantly exceeds departmental norms in teaching effectiveness, mentoring and advising, and curriculum/program coordination or development, so as to constitute a model for one's peers.

*Meets Expectations:* Performs near departmental norms in teaching effectiveness, mentoring and advising, and curriculum/program coordination or development.

*Does Not Meet Expectations:* Is significantly below departmental norms in teaching effectiveness, mentoring and advising, with negligible contribution to curriculum/program coordination or development.

2. Research

*Exceeds Expectations:* Significantly exceeds departmental norms in scholarly productivity and quality, including publications and other research outputs, funding in support of research (as appropriate to one's field), and national/international recognition so as to constitute a model for one's peers.

*Meets Expectations:* Performs near departmental norms in scholarly productivity and quality, including publications and other research outputs, funding in support of research (as appropriate to one's field), and evidence of scholarly reputation.

*Does Not Meet Expectations:* Is significantly below departmental norms in scholarly productivity as defined by publications and other research outputs and funding in support of research (as appropriate to one's field), with limited evidence of scholarly reputation.

3. Service

*Exceeds Expectations:* Significantly exceeds departmental norms in taking on, and effectively exercising, leadership roles in departmental, college and/or university committees and activities, and in professional societies, so as to constitute a model for one's peers.

*Meets Expectations:* Performs near departmental norms in participation and leadership in departmental, college and/or university committees and activities, and in professional societies.

*Does Not Meet Expectations:* Is significantly below departmental norms in participation in departmental, college and/or university committees and activities, and in professional societies.

**Other Considerations:**

The performance review will address misconduct only if the misconduct is documented in the Faculty member's personnel file and the Faculty member's due-process rights were

respected (the right to appeal a finding or sanction to the relevant committee and the right to include in the personnel file a letter expressing disagreement with a finding).

### **Faculty Development Plan**

A Faculty member whose performance is judged to "not meet expectations" shall negotiate a formal development plan with the Performance Review Committee and the unit administrator, as set forth in [ECU Faculty Manual, Part IX.](#)

## **Section VI. PROCEDURES FOR MEETINGS WITHIN THE UNIT**

### **A. Faculty Meetings**

Meetings of the Faculty shall conform to applicable University policy. The Chair shall announce all regular Faculty meetings, including agenda items at least seven calendar days prior to the meetings. Special meetings of the Faculty may be called by the Chair or by a majority of voting Faculty members. Special meetings require that the Faculty receive two days' notice with an agenda. The Department Chair (or representative designated by the Chair) shall preside at all Faculty meetings. A quorum shall consist of a majority of the voting Faculty. Departmental action shall be determined by a majority of the Faculty present and voting (as defined in Section II. B. above).

### **B. Committee Meetings**

The chairs of committees should announce all meetings to the members at least three days prior to the meetings. In the case of any Personnel, Tenure, Promotion or Advisory Committee meeting, a quorum is defined as three quarters of the membership for the committee that has twenty or fewer members; and a quorum is defined as a majority, defined as 50% plus one, of the membership for a committee that has more than twenty members. For all standing committees, a quorum is 50% plus one of the membership.

All standing committees of the Department will meet at least once each semester. All Department meetings are governed by *Roberts Rules of Order, Newly Revised* unless otherwise specified. In all cases, the Department expects an environment of trust and respect within which to conduct its official business.

## **Section VII. VOTING**

The Department's Voting Faculty members indicate in a timely manner and by vote their approval or disapproval of the Department's major planning documents, assessment documents, Unit Academic Program Review, and other major reports prior to their submission in final form to person(s) outside the Department in accordance with the [ECU Faculty Manual, Part IV.](#)

## **Section VIII. BUDGET**

### **A. Annual Budget Request.**

Preceding submission of the annual budget request, the Department Chair shall distribute copies of the "One-time and Recurring Budget Requests" and a report describing its content

to the Faculty, as described in the duties of the Chair. The Chair will report to the Faculty at a meeting during the Fall semester to solicit feedback from Faculty on budgetary requests.

B. Annual Budget Report

Preceding submission of the Department annual report, the Department Chair shall distribute copies of the annual report and solicit feedback, as described in the duties of the Chair.

**Section IX. OTHER POLICIES AND DOCUMENTS**

A. Reassigned Time

The granting of reassigned time will be done in accordance with [ECU Faculty Manual, Part VIII](#).

**Section X. AMENDMENT PROCEDURES**

This *Code* may be amended by a majority vote of the permanently tenured Faculty in accordance with the [ECU Faculty Manual, Part IV](#) at a meeting of the Faculty called at least seven days in advance. Prior to this vote, an advisory vote or poll of all Faculty shall be solicited for advisory purposes. Amendments become effective upon the approvals of the University Faculty Senate and the Chancellor. The process follows the most recent edition of *Robert's Rules of Order, Newly Revised*.