

COVER/SIGNATURE PAGE

REVISED UNIT CODE OF OPERATIONS  
UNIT NAME: SCHOOL OF HOSPITALITY LEADERSHIP  
SCHOOL/COLLEGE OF: HUMAN ENVIRONMENTAL SCIENCES  
EAST CAROLINA UNIVERSITY

Revised Unit Code Approval

1. Approved by the tenured faculty of the unit

Chair, Code Unit Committee *Eric Lennison* Date: *6/9/2014*

2. If changed, reapproved by tenured faculty\*

Chair, Code Unit Committee \_\_\_\_\_ Date: \_\_\_\_\_

3. Submitted to Next Highest Administrator for advice:

Administrator *[Signature]* Date: *6/30/14*

4. Reviewed/recommended by Faculty Senate Unit Code Screening Committee:

Chair, Unit Code Screening Committee *Patricia J. Anderson* Date: *11/3/14*

5. Approved by the East Carolina University Faculty Senate: *FS Resolution #15-08*

Chair of the Faculty *John T. Mohr* Date: *1/28/15*

6. Approved by East Carolina University Chancellor/or designee:

Chancellor: *Steve Ballard* Date: *4-6-15*

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

Effective Date of Code: *4-6-15*

\* Any changes to the code that are made after the original approval by a majority of the tenured faculty of the unit must be approved again by a majority of the tenured faculty of the unit.

**UNIT CODE OF OPERATIONS  
SCHOOL OF HOSPITALITY LEADERSHIP**

Section I      PREAMBLE

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

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

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

Section II      FACULTY

A. Definitions of the unit's faculty

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

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

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

C. Approved criteria for appointment to the graduate faculty

The 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 [Part II of the ECU Faculty Manual](#), and who hold at least a 51% teaching/research/creative activity appointment in the School of Hospitality Leadership. Criteria for appointment are found in the School of Hospitality Leadership *Faculty Handbook*, which is maintained in the School office, Faculty Senate office, and are available to all faculty members. Only faculty who hold status as a graduate faculty member may vote on graduate issues.

#### D. Criteria for emeritus status in the unit

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

### Section III ADMINISTRATIVE ORGANIZATION OF THE UNIT

#### A. Role of the Director

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

The Director is responsible for administration of the School of Hospitality Leadership, School plan, budget, facilities, equipment, instruction, research/creative activity, service, personnel, and fund development. The Director ensures that unit code procedures and university policies are followed. The Director is also responsible for personnel actions relating to employees subject to the State Human Resource Act (i.e., SPA employees) assigned to the School. The Director will utilize university and college resources to carry out duties of the position. Duties of the Director include, but are not limited to, the following:

1. Develop course schedules and teaching assignments
2. Direct the School's strategic plan and assessment plan
3. Develop and administer the School budget
4. Provide updates on School financial status at faculty meetings
5. Schedule and conduct meetings with faculty and staff to review annual evaluations and progress toward tenure letters, as appropriate
6. Develop plans and evaluate the use of School facilities and equipment
7. Facilitate faculty and staff development and mentoring programs for probationary term (i.e., tenure-track) faculty

8. Conduct orientation programs for new faculty and staff
9. Provide support for grant writing, budgets, editorial review, and grant administration for faculty
10. Coordinate an annual fundraising and alumni development program
11. Coordinate an annual marketing plan for the department programs with updates on a semester basis
12. Preside at School faculty meetings in accordance with university guidelines, and appoint a leader for meetings when not able to attend
13. Coordinate with College Advising Center
14. Develop and support a faculty development leave program
15. Monitor committee performance and membership
16. Evaluate Program Coordinator performance using input from faculty and students
17. Develop and maintain external relationships
18. Organize, appoint, and communicate on a regular basis with the Advisory Board for the School of Hospitality Leadership
19. Be available to meet with faculty members to discuss individual issues within a reasonable time frame

#### B. Role of Program Coordinator

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

1. Facilitate the development and revision of curricula
2. Market programs and handle requests for information
3. Coordinate admissions processes
4. Develop and maintain external relationships in conjunction with the Director
5. Serve as Director in the absence of the Director
6. Develop and submit budget requests for program using faculty, staff, and student input
7. Direct accreditation processes and the program assessment process

#### Section IV COMMITTEES OF THE UNIT

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

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

##### A. Standing Committees

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

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

1. Curriculum Committee

a. Membership: The curriculum committee shall consist of five members. These five will be elected from the tenured, probationary-term, and full-time fixed-term faculty members in the School.

b. Duties: Make recommendations to the faculty concerning the curricula within the School following approval of faculty:

- (1) Recommend proposals for new courses, tracks, options, and degree programs
- (2) Review and make recommendations on course offerings and changes in the catalogue which require University action as proposed by the School faculty
- (3) Review and recommend guidelines for admission to programs offered by the School
- (4) Review guidelines for degree requirements
- (5) Develop and implement a process for designating and recording curriculum changes linked to learning outcomes assessment

2. Student Services and Scholarship Committee

a. Membership: The student services and scholarship committee shall consist of three faculty members elected from the full-time faculty of the School.

b. Duties:

- (1) Solicit nominees, evaluate applicants, and recommend student recipients for School awards and scholarships
- (2) Direct arrangements for the School graduation reception

3. Code Committee

a. Membership: Three voting faculty members elected from the members who have at least three years of service at ECU.

b. Duties:

- (1) Review annually the Code, solicit input from faculty for suggested changes, and recommend revisions to the faculty as needed
- (2) Conduct a complete review of the Code according to the schedule developed in the [ECU Faculty Manual, Part IV](#).

B. Personnel Action Committees

Personnel matters will be handled by the Personnel, Tenure, and Promotion Committees in the manner described in the [ECU Faculty Manual Part VIII](#) and [Part IX](#).

1. Personnel Committee

Membership, terms, and duties of standing committees will be conducted in accordance with *ECU Faculty Manual, Part IX*.)

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

2. Tenure Committee

- a. Structure: All permanently tenured voting faculty of the unit, including those who are on leave but in attendance at the time of the committee's vote, excluding the unit administrator. 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. Duties: Responsible for all duties described in the [ECU Faculty Manual Part IX](#).

3. Promotion Committee

- a. Structure: Permanently tenured and probationary-term voting faculty members who hold rank at least equal to the rank for which the candidate is being considered, including those on leave but in attendance at the committee's meeting at the time of the committee's vote, excluding the unit administrator. 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. Duties: Responsible for making recommendations for promotions in rank and for recommending the ranks of initial appointments at the associate professor or professor level. Duties are carried out following the [ECU Faculty Manual Part IX](#).

Section V EVALUATION OF FACULTY

- A. Guidelines, criteria, and weights governing the evaluation of tenured and probationary term (i.e., tenure-track) faculty members annually and otherwise for all personnel actions,

including recommendations for raises, merit awards, reappointment, promotion and the award of permanent tenure follow [Part VIII](#), [Part IX](#), and [Part X](#) of the *ECU Faculty Manual*.

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

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

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

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

## 2. Criteria for raises and merit awards

When merit pay funds are available for distribution within the School of Hospitality Leadership, the Director shall, as part of the annual evaluation of faculty, using weights dictated by this Code and those mutually agreed to by the Director and the faculty member being evaluated, recommend each faculty member's merit award.

The criteria on which these awards shall be based are the faculty member's performance in

teaching/advising, research/creative activities, and service, as well as contributions to the School's mission and strategic plans. The Director's recommendation shall be based upon the duties, responsibilities, and accomplishments as reflected in the annual faculty evaluation.

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

### 3. Reappointment, Tenure, and Promotion

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

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

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

- a. An appropriate terminal degree as evaluated by the academic unit and affirmed by the appropriate administrative officer and the profession concerned
- b. Demonstrated competence in teaching, research/creative activities and service
- c. A record of satisfactory performance in all three areas of teaching, research/creative 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. In no case will service be weighted heavier than teaching or research/creative activities.
- d. Evidence is expected of potential for continued professional growth and on-going contributions to the field

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

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

1. The faculty member will be evaluated annually or at the end of the contract term by the Director based on the weights for teaching and service assigned in the contract. Criteria for faculty evaluation have been approved by a majority of the permanently tenured faculty and are available in the School of Hospitality Leadership *Faculty Handbook*, which is maintained in the School office, Faculty Senate office, and is available to all faculty members.
  2. 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.
  3. Procedures for advancement in title for fixed term faculty are included in the School of Hospitality Leadership *Faculty Handbook*, which is maintained in the School office, Faculty Senate office, and is available to all faculty members.
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- C. Standards for performance review of tenured faculty (i.e., post-tenure review) (Refer to ECU *Faculty Manual*, [Part IX](#))

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

## Section VI PROCEDURES FOR MEETINGS WITHIN THE UNIT

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

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

## Section VII VOTING BY FACULTY MEMBERS

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

## Section VIII BUDGET

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

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

## Section IX AMENDMENT PROCEDURES

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

Any School of Hospitality Leadership faculty member may initiate a proposed amendment to the Code. Proposed amendments should be presented to the Code Committee. The Code Committee will submit the proposed amendment in writing to each faculty member at least one week prior to a special or regular faculty meeting convened to discuss the amendment. A ballot distributed during the meeting or a secure ballot will be issued to approve the amendment. Approval by two-thirds of the permanently tenured faculty shall be required for an amendment to carry in the School, where after it must receive the approval of the Unit Code Screening Committee, the Faculty Senate and the Chancellor of East Carolina University.