East Carolina University | Board of Trustees Meeting
East Carolina Heart Institute | Greenville, NC
Agenda | Friday, July 17, 2015 | 9:00 am

1. Call to Order
2. Pledge of Allegiance
3. Oath of Office for Kel Normann, Leigh J. Fanning and Mark Matulewicz
4. Roll Call+
5. Reading of Ethics Statement
6. Report of the Nominating Committee
7. Election of Officers
8. Remarks by newly elected chair
9. Remarks by the Chancellor
10. New Business
   a. Chancellor Search Process
   b. Heritage Hall Update
   c. Academic Unit Reorganization
   d. Renaming of Research and Graduate Studies to Research & Economic Development
   e. Revision to Faculty Manual Part IX, Section II - Post Tenure Review
   f. Board of Visitors Officer Appointments
11. Closed Session
12. Adjourn

Lunch will be provided upon the conclusion of the meeting for members of the Board of Trustees and members of the Executive Council.

Groundbreaking for Health Sciences Student Center is scheduled at 1:00pm. The location of the new Health Sciences Student center is adjacent to ECHI.
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<th>Session</th>
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<td>Responsible Person</td>
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<td>10. A.</td>
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<td>Item Description</td>
<td>Chancellor Search Process</td>
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<td>Notes</td>
<td>Documents include:</td>
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<td>● UNC Policy Manual Chapter 100.1. I. D – Chancellor Selection</td>
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<td>● BOG Policy 200.8 – Policy on Chancellor Searches - Board of Governors Participation</td>
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<td>● General Administration Chancellor Selection Process Guidance Document</td>
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Pursuant to authority vested in it by the General Statutes, and consistent with the provisions of The Code of the University of North Carolina, the Board of Governors hereby delegates to the boards of trustees of the constituent institutions of the University of North Carolina the following duties and powers:

I. ACADEMIC AND ADMINISTRATIVE PERSONNEL

D. Chancellor Selection

In the event of a vacancy in the chancellorship, the board of trustees shall establish, in consultation with the president, a search committee composed of representatives of the board of trustees, the faculty, the student body, staff, the alumni, one member of the Board of Governors designated by the chair of the Board of Governors to serve on the search committee in a nonvoting advisory capacity, and such other representatives of campus constituencies as may be appropriate. Upon the establishment of the search committee, the chair of the board of trustees, in consultation with the president shall establish a budget and identify staff for the committee.

The search committee, through the chair of the board of trustees, shall make a preliminary report to the president when the committee is preparing a schedule of initial interviews. At the completion of the campus interview process, the search committee shall recommend an unranked slate of three candidates to the trustees for consideration.

The board of trustees, following receipt of the report of the search committee, shall recommend the unranked slate of three names for consideration by the president in designating a nominee for the chancellorship for approval by the Board of Governors, or return the slate to the search committee for further action.
Policy on Chancellor Searches; Board of Governors Participation

The Board of Governors adopts the following policy regarding the chancellor search and election process.

I. Purpose. The search for and election of a new chancellor of a constituent institution of the University of North Carolina requires the participation, involvement, and collaboration of the board of trustees of the constituent institution, the chancellor search committee, the president, and the Board of Governors, each of which performs distinct roles and functions. This policy establishes requirements for the chancellor search and election process, and describes the resources and expertise that shall be maintained and provided through UNC General Administration during each search.

II. Search Process. In the event of a vacancy in the chancellorship, the chair of the Board of Governors shall, in consultation with the president and the chair of the board of trustees, designate a member of the Board of Governors to serve on the search committee in a nonvoting, advisory capacity as the Board of Governors’ representative. The Board of Governors’ representative shall, in collaboration with the president, encourage members of the Board of Governors to recommend individuals who are not members of the Board of Governors for possible service on the search committee.

A. Composition of the Search Committee. The chair of the board of trustees shall establish the search committee in consultation with the president. The committee shall be composed of:

1. Representatives of the board of trustees, the faculty, the student body, staff, the alumni, and such other representatives of campus constituencies as may be appropriate;

2. The Board of Governors’ representative, who shall serve in a nonvoting, advisory capacity; and

3. In consultation with the Board of Governors’ representative, one to two individuals recommended by Board of Governors members for possible service on the search committee.

No member of the Board of the Governors may serve as a voting member of the search committee.

B. Board of Governors’ Representative. The Board of Governors’ representative shall have the following duties and responsibilities:

1. Collaborate with the president and the chair of the board of trustees in developing a matrix of skills and backgrounds to be represented among members of the search committee;

2. Encourage members of the Board of Governors to recommend individuals, who are not themselves members of the Board of Governors, for consideration for possible service on the search committee;

3. Assist the president, the chair of the board of trustees, and UNC General Administration professional staff in narrowing the recommendations for search committee membership received from Board of Governors members;

4. Attend search committee meetings as an additional resource to the search committee;

5. Refrain from actively participating in interviews of candidates and in search committee deliberations regarding candidates;
6. Observe all confidentiality requirements applicable to search committee members and board members, and sign such confidentiality agreements as may be appropriate to reflect such commitments; and

7. Assist the president, when requested, in providing general updates to the Board of Governors concerning the status of the search, but avoid providing information concerning individual candidates.

C. Budget and Staff. Upon the establishment of the search committee, the chair of the board of trustees, in consultation with the president, shall establish a budget and identify staff for the committee.

D. UNC General Administration. UNC General Administration shall maintain expertise and resources necessary to support chancellor and other executive searches, including but not limited to:

1. Qualified professional and administrative staff with expertise in supporting and managing searches for chancellors and other senior academic and administrative officers;

2. Regularly updated knowledge and understanding of the educational and operational landscape of public higher education;

3. Knowledge of the unique skills sets that chancellor candidates must possess to be successful leaders in higher education;

4. Knowledge of industry standards associated with the recruitment, selection, and hiring of institutional leaders; and

5. Regularly updated materials for an instructional seminar to be presented to trustees and search committee members at the commencement of the search process. The seminar shall address topics relevant to the educational and operational landscape of public higher education and the skills that chancellor candidates must possess in order to be effective leaders.

E. Search Status. Members of the Board of Governors may elect to receive public notices of search committee meetings and chancellor search open forums. The chair of the board of trustees shall ensure that the president receives periodic updates concerning the status of the search and the projected schedule for concluding interviews and delivering recommendations of three (3) candidates to the president.

III. Board of Trustees’ Recommendations to the President. The institutional search committee shall recommend an unranked slate of three (3) candidates to the board of trustees for consideration. The board of trustees, following receipt of the report of the search committee, shall recommend the unranked slate of three (3) candidates for consideration by the president in designating a nominee for the chancellorship, or return the slate to the search committee for further action.

IV. Consideration by the President. Once the slate of candidates is received from the board of trustees, the president may choose to interview one (1) or more of the candidates. The president shall consult with the chair of the Board of Governors and the chair of the Committee on Personnel and Tenure. The president may consult with UNC General Administration professional staff and involve one (1) or more UNC General Administration staff members in candidate interviews as necessary or appropriate, and may engage in additional investigation and review of candidates as the president deems appropriate under the circumstances. The president may either identify one (1) of the three (3) candidates for nomination to the Board of Governors, or return the slate to the board of trustees with instructions for further action.
V. Negotiation of Terms and Conditions of Appointment. The president shall consult with the Board of Governors’ Committee on Personnel and Tenure about the president’s nomination. The Committee on Personnel and Tenure may authorize the president to negotiate all terms and conditions of appointment to the position of chancellor. The negotiated terms and conditions may include:

A. Compensation, including base salary;
B. Retirement plan participation;
C. Deferred compensation incentive and retention plans;
D. Stipends, and allowances; and
E. Written contract provisions, including length of appointment and retreat rights.

VI. Election of the Chancellor. The Board of Governors shall vote on the president’s nominee and the proposed terms of appointment. At least forty-eight (48) hours prior to the Board of Governors meeting in which the president’s nomination will be presented, the Committee on Personnel and Tenure shall convene to consider and make a recommendation concerning the president’s nomination and the proposed terms and conditions of appointment, including any written employment contract. The Committee on Personnel and Tenure meeting shall be scheduled so as to reasonably accommodate participation by Board of Governors members in person or by telephone.

VII. Other Matters

A. Effective Date. The requirements of this policy shall be effective for chancellor searches that are initiated on or after the date of adoption of this policy by the Board of Governors.

B. Confidentiality. Members of the Board of Governors, the search committee, the board of trustees, and staff shall keep confidential all search-related records and information that are required by law to be kept confidential, including, but not limited to, personnel records and information of candidates, attorney-client communications, and closed session deliberations and information.

C. Relation to State Laws. The foregoing policies as adopted by the Board of Governors are meant to supplement, and do not purport to supplant or modify, those statutory enactments which may govern or relate to chancellor searches.

D. Regulations and Guidelines. These policies shall be implemented and applied in accordance with such regulations and guidelines as may be adopted from time to time by the president.
Chancellor Selection Process Guidance

The search for and election of a new chancellor of a constituent institution of the University of North Carolina requires the participation, involvement, and collaboration of the institutional board of trustees, the search committees, the president, and the Board of Governors, each of which performs distinct roles and functions in the process. The materials in this guidance amplify the provisions of The Code and the North Carolina General Statutes, and are intended to describe the understandings and practices of the president and the Board of Governors with respect to the chancellor search and election process. To that end, the materials herein: (a) describe and summarize the resources and expertise that will be maintained and provided through UNC General Administration during each search; (b) outline the process that the president and the Board of Governors expect to follow, consistent with The Code; and (c) provide additional information on the essential roles of each individual or entity in the search process.

Technical Resources and Expertise for the Executive Search Function

The University of North Carolina General Administration maintains expertise and resources necessary to support executive searches. These resources are available through the Office of the President, the Office of the Secretary, the Division of Legal Affairs, and the Division of Human Resources, and may also include outside consultants and professionals engaged by the University in a particular search. The support and expertise generally available through UNC General Administration include:

- Qualified professional and administrative staff with expertise in supporting and managing searches for chancellors and senior academic and administrative officers;
- Listings of executive search firms, including firms with multi-industry/multi-disciplinary expertise;
- Guidance and instructional materials on conducting effective executive searches;
- Guidance, matrices, and other advisory materials on assembling search committees and conducting search committee meetings;
- Templates for leadership statements, job descriptions, committee charges, and routine communications;
- Knowledge of industry standards associated with the recruitment, selection, and hiring of institutional leaders;
- Regularly updated knowledge and understanding of the educational and operational landscape of public higher education and the unique skills sets that chancellor candidates must possess to navigate that landscape, along with materials and instructional resources for an instructional seminar on the topic to be presented to trustees and search committee members at the commencement of each search process.

Role of the Board of Governors in Chancellor Searches

The statutory role of the Board of Governors is to elect the chancellor on the president’s recommendation. To support the institutional board of trustees and the search committee in particular searches, and to encourage collaboration between the Board of Governors, board of trustees, and the search committee, the chair of the Board of Governors will, consistent with The Code and in consultation with the president and the chair of the board of trustees, designate a member of the Board of Governors to serve on the search committee in a nonvoting advisory capacity. The Board of Governors’ representative will:

- Collaborate with the president and the chair of the board of trustees in developing a matrix of skills and backgrounds to be represented among members of the search committee;

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1This document is for internal administrative guidance only, and was endorsed by the Board of Governors on the recommendation of the Committee on University Governance, and by President Thomas W. Ross on April 10, 2015. The provisions of this document do not supersede or replace the requirements of The Code and the Policy Manual of the University of North Carolina.
- Encourage members of the Board of Governors to recommend individuals who are not members of the Board of Governors for consideration for service on the search committee;
- Assist the president, the chair of the board of trustees, and UNC General Administration professional staff in narrowing the recommendations for the search committee membership received from Board of Governors members to three (3) to five (5) individuals for further evaluation;
- Attend search committee meetings as necessary to serve as an additional resource and advisor to the search committee. Given the advisory nature of the role, which is different than the function performed by regular search committee members, the Board of Governors’ representative will not be required to attend all search committee meetings;
- Avoid active participation in interviews of candidates and refrain from participation in the substantive deliberations of candidates by the search committee;
- Observe all confidentiality requirements applicable to search committee members, and sign such confidentiality agreements as may be appropriate to reflect such commitments; and
- Assist the president in providing general updates to the Board of Governors concerning the status of the search, but avoid providing information concerning individual candidates.

**Establishment of the Campus Search Committee**

The chair of the board of trustees collaborates with the president to ensure that:

- The committee membership represents important campus constituencies and stakeholders and that no particular set of stakeholders, other than members of the board of trustees, is more largely represented than others. Search committee members should possess diverse backgrounds, perspectives, and skills consistent with provisions in Appendix 1 of The Code. Individuals considered for service on the search committee should be evaluated based on the manner in which the individual's experiences will contribute to the work of the search committee, taking into account the specific needs of the chancellor position involved as well as the existing makeup of the search committee;
- The three (3) to five (5) individuals recommended by Board of Governors members for search committee membership through the Board of Governors’ representative receive thorough consideration;
- The search committee generally includes at least one (1) to two (2) of the individuals suggested for consideration by Board of Governors members in collaboration with the president;
- Potential search committee members understand and accept the responsibilities and time commitments attendant to committee service.

**Communications, Status, and Updates**

There will be a process for regular communication with Board of Governors members regarding the chancellor search, including provisions for Board of Governors members to receive notice of meetings, open forums, web site, consultant interviews, and leadership profiles. The president will receive a preliminary report when the search committee is preparing a schedule of interviews. The chair of the board of trustees will work with the president and UNC General Administration professional staff to provide periodic reports to the Board of Governors concerning:

- The status of the search;
- The projected schedule for concluding interviews and delivering recommendations of three (3) candidates to the president; and
- Such other matters as may be necessary or appropriate.

Consistent with Section 501 B of The Code, the president will be the official medium of communication with the Board of Governors for the search. Board of Governors members will address inquiries concerning the search and candidates to the president, and will not engage in independent inquiries concerning candidates, except as may be requested by the president.
Board of Trustees Recommendations to the President

The board of trustees will receive and consider candidate recommendations from the search committee. The board of trustees will approve an unranked slate of no fewer than and no more than three (3) candidates to forward to the president for consideration.

Consideration by the President

Once the slate of candidates is received from the board of trustees, the president may choose to interview one (1) or more of the candidates. The president:

- Will include in the interview process the chair of the Board of Governors, the chair of the Committee on Personnel and Tenure, and one (1) other member of the Board of Governors designated by the chair, other than the Board of Governors member designated to serve as a resource to the search committee;
- May consult with the UNC General Administration professional staff and involve one (1) or more UNC General Administration staff members in candidate interviews as necessary or appropriate;
- May engage in additional investigation and review of candidates as the president deems appropriate under the circumstances;
- May either identify a candidate for nomination to the Board of Governors, or return the slate to the board of trustees with instructions for further action.

Negotiation of Terms and Conditions of Appointment

The Board of Governor’s Committee on Personnel and Tenure will consult with the president about the nominee and, thereafter, may authorize the president to negotiate with the nominee terms and conditions of appointment, to include:

- Compensation, including base salary, retirement, deferred compensation incentive and retention payments, stipends, and allowances;
- Written contract provisions, including length of appointment, retreat rights, and considerations.

In addition, the president ordinarily consults with the board of trustees chair regarding chancellor salary and compensation issues.

Election of the Chancellor

The Board of Governors will consider and vote on the president’s nominee for chancellor and the proposed terms of appointment according to the follow process:

- The Committee on Personnel and Tenure will ordinarily convene to consider and vote on the president’s nomination for chancellor and the proposed terms and conditions of appointment, including any written employment contracts.
- The Committee on Personnel and Tenure meeting will be scheduled so as to allow participation by any Board of Governors member in person or by telephone, as necessary.
- In the event the Committee on Personnel and Tenure votes to recommend the election of the president’s nominee and the terms of appointment to the full Board of Governors, a meeting of the Board of Governors to consider the recommendation will ordinarily take place no earlier than forty-eight (48) hours after the conclusion of the Committee on Personnel and Tenure meeting.
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<td>Heritage Hall Update</td>
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<td>Responsible Person</td>
<td>Ron Mitchelson, Provost</td>
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<td>Item Description</td>
<td>Academic Unit Reorganization</td>
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<td>Action Requested</td>
<td>Approval of reorganization proposal</td>
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<td>Notes</td>
<td>Board of Trustee approval is one step in the process. This item will need Board of Governors approval in August and is on the BOG agenda.</td>
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<td>PROPOSED MOTION: I move that the board approve the academic unit reorganization proposal as presented in board materials.</td>
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Memorandum

TO: Dr. Steve Duncan
   Assistant Secretary to the ECU Board of Trustees

FROM: Dr. Ronald L. Mitchelson
      Provost and Senior Vice Chancellor for Academic Affairs

DATE: June 23, 2015

SUBJECT: Request for BOT Action on Reorganization of Academic Units

Dr. Duncan, attached is the proposed academic reorganization that I am presenting to the Board of Trustees for consideration at the upcoming July meeting. Please let me know if you need any further information or have questions.
Background

During academic year 2013-2014, East Carolina University conducted an extensive campus-wide self-examination of its capacity to achieve the University’s mission while remaining good stewards of our resources. The University Committee on Fiscal Sustainability (UCFS), with 16 members representing faculty, staff, and administrators across campus, was appointed by Chancellor Ballard at the beginning of fall semester 2013. The UCFS was charged with developing recommendations that will improve the institution’s ability to cope with mounting financial pressures in the short and longer terms.

The UCFS reviewed the UNC system strategic directions; received financial reports of existing conditions, challenges, and opportunities from units and divisions across the entire campus; and conducted campus-wide surveys and forums. These survey data provided useful input and a basis for discussions. A draft of recommendations was issued to the entire campus community on March 28, 2014, followed by two open forums on April 8 and 9 and an online survey with nearly 750 responses. Recommendations from the UCFS were modified to reflect feedback from the campus community and were provided to the Chancellor on May 1, 2014.

On June 4, 2014, the Chancellor formally accepted the Final Report of the UCFS, containing 61 recommendations categorized into: revenue, operational cost, consolidation and reorganization, academic programming, workloads, and other. The complete report of the UCFS is available through the link provided below.

In December 2014, Provost (then Interim) Ronald Mitchelson assembled a work group (“Code Unit Proposal Committee”) to address the UCFS recommendation CR5 to “evaluate consolidation or combination of colleges to reduce the number by at least one.” Six elected faculty members from the College of Health and Human Performance and six elected faculty members from the College of Human Ecology, with at least one representative from each academic unit in both colleges, comprised the work group. The group was charged to address: ascertaining individual unit preferences as to reorganization and ultimate destination, provisional code development, and resource allocation recommendations.

Following ECU’s comprehensive process for making changes to existing code units described below, the work group conducted a thorough study culminating in proposed relocation of each academic unit in the College of Human Ecology to other colleges within the institution (see FIGURE 1). Specifically, faculty of the Department of Child Development and Family Relations, the Department of Interior Design and Merchandising, and the School of Social Work and faculty of the College of Health and
Human Performance voted to reorganize as one college, the College of Health and Human Performance. Faculty in the School of Hospitality Leadership voted to reorganize with the College of Business faculty. Faculty in the Department of Nutrition Sciences voted to join the College of Allied Health Sciences in the Division of Health Sciences. The Department of Criminal Justice faculty are completing the final step in the institution’s reorganization process where they will join fifteen academic departments comprising the Harriot College of Arts and Sciences.

**FIGURE 1**

Upon approval of the proposed reorganization by the UNC Board of Governors, and after internal approvals of the Department of Criminal Justice reorganization with the Harriot College of Arts and Sciences (expected to be completed in early fall semester 2015), final dissolution of the College of Human Ecology will occur.

**Rationale for Proposed Reorganization**

The proposed reorganization addresses the UCFS recommendation to “evaluate consolidation or combination of colleges to reduce the number by at least one.” This proposal originated from earlier work of ECU’s Program Prioritization Committee in 2011-12, in which a comprehensive study including three university forums and an electronic survey resulted in seven reorganization scenarios. One scenario that appeared to provide significant opportunities for collaboration in instructional, research, and service programs, while posing the least disruption, involved academic disciplines presently organized as the College of Human Ecology.
Following the institution’s review process described below, faculty in these academic programs chose to reorganize with four different colleges. We are convinced that this reorganization will result in more effective instructional, research, and engagement programs and support an important institutional goal to reduce administrative costs.

Specifically, we propose dissolving the College of Human Ecology, which is a reorganization that provides administrative cost savings that in the long-term outweigh the short-term expected levels of disruption. Total cost savings and more effective allocation of resources (estimated at $300,000 recurring) will derive from the reduction of one dean position, reduction of one associate dean position, reallocation of one support position (to the expanding Pirate Tutoring Center), reallocation of one academic advisor (to the rapidly growing BS University Studies program), and $30,000 in operating funds.

**Internal Review Process**

Employing ECU’s comprehensive reorganization review process that provides substantial opportunity for self-determination, we are confident that the respective unit faculties have analyzed the strengths and weaknesses of the proposed reorganization and that their recommendations are both rational and reasonable.

Briefly summarized, the procedures entail direct involvement of all affected faculty members, comprehensive analysis of academic and curricular implications, recommendations of relevant unit and university administrators, the institution’s Educational Policies and Planning Committee, the Faculty Senate and approval by the Chancellor.

A detailed description of the ECU process for organizing into academic code units and for making changes to existing code units is described in the *Faculty Manual*, Part IV, sections I and II [see http://www.ecu.edu/cs-acad/fsonline/customcf/currentfacultymanual/part4.pdf](http://www.ecu.edu/cs-acad/fsonline/customcf/currentfacultymanual/part4.pdf). Relevant provisions state, in part:

ECU uses the expression “code unit” to refer to a department, school or college whose operations are governed by a unit code. Differences between unit codes arise because of the subject matter and research methods of different code units. These differences require unique procedures that govern teaching, research, service and other assignments as well as the specific code unit’s criteria for appointment, reappointment, promotion and tenure, for example. The unit code document is created by a group of faculty members and approved by the appropriate tenured faculty, the Unit Code Screening Committee, the Faculty Senate, and the Chancellor.
In addition to creating new code units, some of the changes to existing code units that proposals may address include but may not be limited to:

a. dissolving a code unit without terminating the employment of the faculty members in the unit,
b. dividing a code unit into two or more code units,
c. merging a code unit with one or more other units,
d. moving a code unit to another school or college, or any combination of the above.

Changes in all code units will not be implemented until the faculty members in the units affected and the Faculty Senate have the opportunity to recommend to the Chancellor approval or disapproval of the proposed changes as originally presented or as amended by the affected units or the Faculty Senate.

*Impact on Academic Programs and Faculty Support*

The proposed reorganization was thoroughly reviewed in accordance with established institutional policies and approved by all appropriate campus bodies. Numerous university offices will begin a planned transition of all academic records this summer, with full implementation expected to take approximately one year.

1. The Department of Nutrition Science will move from the College of Human Ecology to the College of Allied Health Sciences, a program realignment long planned and independent of the dissolution of the College of Human Ecology. UNC-GA was notified of this move on February 19, 2015. The Department of Nutrition Science houses the following degree programs:
   - BS in Nutrition and Dietetics (CIP 51.3101.027.000)
   - MS Nutrition (CIP 19.0501.123.000)

2. The School of Hospitality Leadership will move from the College of Human Ecology to the College of Business. The School of Hospitality Leadership will continue to house the following programs:
   - BS in Hospitality Management (CIP 52.0901.027.000)
   - Post-baccalaureate certificate in Hospitality Management (CIP 52.0901.501.000)

3. The School of Social Work will move from the College of Human Ecology to the College of Health and Human Performance. The School of Social Work will continue to house the following programs:
   - BSW in Social Work (CIP 44.0701.043.000)
   - MSW in Social Work (CIP 44.0701.043.000)
• Post-baccalaureate certificate in Substance Abuse (CIP 51.1501.501.000)
• Post-baccalaureate certificate in Gerontology (CIP 30.1101.501.000)

4. Department of Child Development and Family Relations will move from the College of Human Ecology to the College of Health and Human Performance. (Note that the department also is requesting a name change to the Department of Human Development and Family Science). The department will continue to house the following degree programs:

• BS in Birth-Kindergarten (B-K) Teacher Education (CIP 13.1209.027.008)
• BS in Family and Consumer Sciences Education (CIP 13.1308.027.028)
• BS in Family and Community Services (CIP 19.0707.027.000)
• BS in Child Life (CIP 19.0706.027.000)
• MAEd in Birth through Kindergarten Education (CIP 13.1209.104.408)
• MAEd in Family and Consumer Sciences Education (CIP 13.1399.104.428)
• MS in Child Development and Family Relations (CIP 19.0707.123.000)
• MS in Marriage and Family Therapy (CIP 51.1505.123.000)
• PhD in Medical Family Therapy (CIP 51.1505.404.000)

5. The Department of Interior Design and Merchandising will move from the College of Human Ecology to the College of Health and Human Performance. The department will continue to house the following degree programs:

• BS in Merchandising (CIP 19.0901.027.000)
• BS in Interior Design (CIP 50.0408.027.000)

6. The Department of Criminal Justice is completing approval of all required steps for reorganization contained in Part IV of the ECU Faculty Manual, including approval of the Provisional Code by the Chancellor, for moving from the College of Human Ecology to the Harriot College of Arts and Sciences. The department will be the only unit remaining in the College of Human Ecology at the beginning of fall semester 2015. The department houses the following degree programs:

• BS in Criminal Justice (CIP 43.0104.027.000)
• MS in Criminal Justice (CIP 43.0104.123.000)
• PB Certificate in Criminal Justice Education (CIP 43.0103.501)

Implementation Plan for Reorganization of Colleges and Associated Academic Programs

Representatives of the Office of the Provost including personnel administration, the office of the registrar, and academic program planning and development outline three phases for effective implementation of the proposed changes:
Phase 1
Move of the Department of Nutrition Science to College of Allied Health Sciences approved by the chancellor earlier this year will be reflected in 2015-16 catalog.

The ECU Academic Program Inventory will reflect changes in home colleges when the reorganization of colleges and dissolution of the College of Human Ecology is approved by the chancellor, the ECU Board of Trustees, and the UNC Board of Governors.

Preliminary reassignments of affected faculty and staff will be effective July 1, 2015, with final reassignments contingent on Board of Governors’ approval of the dissolution of the College of Human Ecology.

Phase 2
On the July 1 publication date, the 2015-16 university catalogs will include information on the proposed relocation of academic programs as follows:

1. Above the College of Human Ecology section in the catalog, a statement that “Academic Units within the College of Human Ecology are in the process of reorganizing with proposed changes as follows [a table showing the approved relocations]. All academic degree and certificate offerings are available and will continue through the proposed reorganization. See the ‘What’s New’ section of the catalog for updates.”

2. Catalog will identify William Downs as the Acting Dean, College of Human Ecology

Phase 3
With final approval of the UNC Board of Governors to dissolve the College of Human Ecology, work will continue to implement the changes in multiple databases including course scheduling software, Degree Finder, Degree Works, and Applications to ECU. The following list identifies affected procedures and the changes needed to implement program relocation prior to the start of the effective semester:

- Registration restrictions on existing course sections for the term (if sections have already been created), for the new college, program, major, concentration codes
- Registration restrictions on courses at the catalog level in Banner.
- Major, degree, college information for all students pursing degrees within CHE (declared and intended) on each student record.
- Revision of all affected program codes in Banner (Banner tables that feed to all other forms).
- Update of all CHE faculty and advisors college/home department information in Banner.
- Update programming in Degree Works for each program/ major, concentration, to look for both the old and new codes.
• Update Degree Explorer information to provide accurate searches and current information
• Revise recruitment materials to reflect reorganization
• Revise undergraduate and graduate admissions applications
• Campus websites that reference the affected units (including ECU Home Page)
• Faculty information in Acalog (custom page, so requires manual updates)
• IPAR reports, and all ecuBIC reports that pull information based upon college or departmental codes (IPAR, Registrar, Admissions, Graduate School, College reports)
• Student Data Mart (GA)
• Human Resources Data Mart (GA)
• Campus Maps

Redistribution of Resources

To prepare for continuity of operations until the planned dissolution of the College of Human Ecology is final, the Provost will allocate resources effective July 1, 2015. Resource allocation decisions are based upon existing resources, the percentage of faculty members in each respective academic unit, and the strategic directions of each college. Resources are subject to State of North Carolina, University of North Carolina, and East Carolina University policies and regulations. Until such time as facilities and space for physical relocation of affected academic units become available, all reorganized entities will remain in current assigned facilities.

Conclusion

Academic reorganization is challenging and can be disruptive to the lives of faculty and students; thus, the goal to achieve program effectiveness and administrative efficiencies must be accomplished with appropriate sensitivity and flexibility. ECU’s inclusive and transparent process for achieving the proposed reorganization of units within the College of Human Ecology will stimulate collaboration and new synergies within instruction, research, and outreach programs, as well as provide important administrative cost savings. Once the organizational transition is completed, East Carolina University will be a significantly stronger institution of higher education.
<table>
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<th>Session</th>
<th>New Business</th>
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<tr>
<td>Responsible Person</td>
<td>Ron Mitchelson, Provost</td>
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<tr>
<td>Agenda Item</td>
<td>10. D.</td>
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<tr>
<td>Item Description</td>
<td>Renaming of Research &amp; Graduate Studies to Division of Research, Economic Development and Engagement</td>
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<td>Action Requested</td>
<td>Information / Discussion</td>
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Proposals Regarding
The Division of Research & Graduate Studies
ECU Board of Trustees, July 2015

**Recent History.** Dr. Ron Mitchelson served as Interim VC for the Division of Research and Graduate Studies (and Chief Research Officer) between May 2012 and June 2014. During that time the Division was home to three primary administrative units: Research Infrastructure (OSP, OGC, IRB, IACUC, Research Compliance, Office of Undergraduate Research), Economic Development (OIED including technology transfer, community and regional development, entrepreneurial initiative, SBTDC, industrial cluster development, and ORNC), and the Graduate School. Effective July 1, 2014 Ron Mitchelson assumed the Provost position and Senior VC for the Division of Academic Affairs. Also effective July 1, 2014, interim Associate VC Michael Van Scott, within the Division of Research and Graduate Studies, became ECU’s Chief Research Officer (CRO). The VC position within Research and Graduate Studies (RGS) has remained open since July 1, 2014. This has provided an interim (ad hoc) structure. While the Research Infrastructure portion of RGS has reported to CRO Van Scott during the past year, the Economic Development portion has reported to Provost Mitchelson, and the Graduate School has reported to Academic Council.

**Divisional Proposal.** Having worked with the interim (ad hoc) structure described above and in effect at ECU since July 1, 2014, Academic Council recommends a small adjustment to the current interim academic structure (see graphic portrayal of the proposal on the next page). First, the important relationship between research and economic development must be recognized and strengthened. Second, the current UCFS Work Group examining the structural location, resources, and organization of the Office of Public Service and Community Relations (OPSCR) will recommend movement of that Office to report to the VC for Research and Economic Development. Third, because the presence and the importance of graduate programming spans Academic Affairs, Health Sciences, and Research, Academic Council recommends that the Dean of the Graduate School should report to the three vice chancellors that comprise Academic Council. While key decision-making and authority would be delegated to the Graduate School Dean from Academic Council, the budget and personnel administration of the Graduate School would reside within existing administrative capacity of Academic Affairs.

Therefore, Academic Council recommends a new label for the restructured Division: The Division of Research, Economic Development, and Engagement (REDE). This new structure will emphasize the importance of research and its application to benefit communities and corporations across our region and North Carolina. In all cases, we expect students at undergraduate and graduate levels to be involved with this integrated effort. Given our commitments to student success, public service, and regional transformation, the reformation of this Division (in the manner being recommended) provides appropriate visibility and integration of key offices. As such, the remodeled Division serves to span the entire University and should report to the Chief Research Officer, at the Vice Chancellor level. This is a very common structure among American universities and certainly within the UNC System. This
structural configuration maximizes research impact and the potential for growing non-state revenues while maintaining administrative efficiency. Please note that this proposed divisional adjustment will require endorsement by ECU BOT and approval by UNC BOG. AC recommends consideration at the July (BOT) and August (BOG) meetings.

**Recommend Interim VC Appointment.** VC Horns and VC Mitchelson enthusiastically support Dr. Michael Van Scott and plan to appoint him as interim Vice Chancellor for the Division of Research, Economic Development, and Engagement (and CRO) effective August 16, 2015. Michael has emerged in the past two years as a key leader in the effective expansion of collaborative research at East Carolina University. He has gained credibility and popularity with all essential offices within the current research division. More importantly he is highly respected by all units housed within Health Sciences and Academic Affairs. As a result we witness acceleration of collaborative efforts across these divisions. In addition, Michael has been a productive and well-funded researcher for decades. He is a role model in illustrating the value of industry-sponsored research at the international level. Dr. Van Scott understands the commercialization process within university settings very well. Given his obvious talent, his demonstrated integrity, his level of campus experience, and his universal popularity, Michael Van Scott is a near perfect interim appointment in the VC position.

**National Search.** Academic Council recommends that a national search be conducted to fill this VC position as soon as practical (target is July 1, 2016). The CRO should continue to report to the Chancellor and sit with the Chancellor’s Executive Council. We recommend a campus search committee with ad hoc members from the community.
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| Responsible Person | Ron Mitchelson, Provost  
                          Donna Payne, University Counsel |
| Agenda Item      | 10. E.                |
| Item Description | Revisions to Faculty Manual Part IX, Section II – Post Tenure Review |
| Action Requested | Approval of revisions |
| Disposition      |                       |
| Notes            | Documents Include:     |
|                  | • Memo to Assistant Secretary |
|                  | • Faculty Manual Part IX, Section II – Performance Review of Tenured Faculty of East Carolina University |
|                  | • Highlights of Key Changes Required by UNC Policy Revision |
|                  | • Guidelines for Faculty |
Memorandum

TO: Dr. Steve Duncan
Assistant Secretary to the ECU Board of Trustees

FROM: Dr. Ronald L. Mitchelson
Provost and Senior Vice Chancellor for Academic Affairs

Approved by: Steve Ballard, Chancellor

DATE: June 15, 2015

SUBJECT: Request for BOT Action on Policy Entitled “Performance Review of Tenured Faculty of East Carolina University”

Dr. Duncan, attached is a revised policy that needs to be submitted to the Board of Trustees for consideration at the upcoming July meeting.

In June 2014 the University of North Carolina Board of Governors approved several amendments to the policy entitled “Performance Review of Tenured Faculty (i.e., Post-tenure Review).” Subsequently, each constituent institution was instructed to update its policy and submit to General Administration for approval.

Through the approved ECU policy review process, the “Performance Review of Tenured Faculty of East Carolina University” was updated as required, and we submit it for consideration and approval by the Board of Trustees. Hyperlinks to the amended UNC Policy and Guidelines are included below for reference. In addition, two related documents are attached to facilitate the policy review: 1) “Highlights of Key Changes Required”; and 2) “Performance Review of Tenured Faculty of East Carolina University Faculty Five-Year Plan Guidelines and Form.”


Please let me know if you have questions or if I can provide additional information.

Attachments: 1) Performance Review of Tenured Faculty of East Carolina University
2) Highlights of Key Changes Required
3) Faculty Five-Year Plan Guidelines and Form
Revisions to the ECU Faculty Manual, Part IX, Section II. Performance Review of Tenured Faculty of East Carolina University

Document linked here displays proposed deletions and additions for consideration by the Faculty Senate as Resolution #15-28.

The below text replaces all of the current text located in the ECU Faculty Manual at: http://www.ecu.edu/cs-acad/fsonline/customcf/currentfacultymanual/part9section2.pdf

CONTENTS

I. Preamble

II. Description of Policy
   A. Timing
   B. Performance Standards for the Review
   C. Performance Review Committee (PRC)
   D. Review Process
   E. Rewards
   F. Reconsideration
   G. Faculty Development Plan
   H. Subsequent Evaluation

III. Form: Faculty 5-Year Plan [Guidelines to be linked here for reference]
     Form: Report on Performance Review of Tenured Faculty

I. Preamble

On May 16, 1997, the Board of Governors mandated the review of performance of tenured faculty in the University of North Carolina system. 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 June 24, 1997, Administrative Memorandum #371 from the General Administration of the UNC System required each constituent institution to create a policy that examines individual faculty contributions to departmental, school/college, and university goals as well as to the academic programs in which faculty teach. Guidelines mandate that the process shall recognize and reward exemplary faculty performance; provide for a clear plan and timetable for improvement of performance of faculty found deficient; and, for those whose performance remains deficient, provide for the possible imposition of appropriate sanctions or further action, including discharge. Further guidelines direct individual institutions to show the relationship between annual review and performance review, examine faculty performance relative to the mission of the unit and the university, include a review no less frequently than every five years, explicitly involve peers in the review process, assure written feedback as well as a mechanism for faculty response to the evaluation, and require individual
development plans for all faculty receiving less than satisfactory ratings in the performance review.

On June 20, 2014, the UNC Board of Governors revised its *Guidelines on Performance Review of Tenured Faculty* (The UNC Policy Manual: 400.3.3.1(G)).

East Carolina University’s Policy for the Performance Review of Tenured Faculty meets the revised guidelines of the University of North Carolina General Administration and is consistent with East Carolina University’s Faculty Manual and The Code of the University. This policy does not create a process for the reevaluation or revalidation of tenured status. The basic standard for appraisal and evaluation is whether the faculty member under review discharges conscientiously and with professional competence the duties associated with his or her position. Furthermore, the policy is created with the widespread presumption of competence on the part of each tenured faculty member. The performance review for a faculty member must reflect the nature of the individual’s field or work and must conform to fair and reasonable expectations as recognized by faculty peers in each department and discipline. The review must be conducted in a manner free of arbitrary, capricious, or discriminatory elements and must follow these agreed-upon procedures.

II. Description of Policy

A. Timing

At five-year intervals, each academic unit shall review all aspects of each permanently tenured faculty member’s professional performance during the preceding five years. A review leading to promotion in rank qualifies as a performance review. A faculty member granted promotion and/or permanent tenure shall be reviewed within five years of that decision. Probationary-term faculty members are excluded because other review mechanisms exist to evaluate their performance. Unit* administrators, deans, and administrators at the division or university level shall be excluded from this policy. After returning to full-time teaching/research responsibilities, administrators shall be evaluated in the first review period following the return and at all following five-year intervals. In any case where the review period is shorter than five, the expectations shall be adjusted accordingly.

Each academic unit’s Tenure Committee shall decide whether all of its tenured faculty will be reviewed in the same year (block plan) or whether its tenured faculty will be reviewed according to a serial plan. Those units choosing a serial plan shall also determine the method of serialization.

B. Performance Standards for the Review

For the cumulative review of performance for the review period, the unit’s Tenure Committee shall follow its standards of “meets,” “exceeds,” or “does not meet” expectations as described in the unit code. Immediately after each review period, the Tenure Committee shall review and revise the performance standards as necessary. These standards will comply with the provisions of Part VIII, Section I (subsections C and D) of the *ECU Faculty Manual*, the unit’s code provisions, and the primacy of instruction within the UNC system institutions. These standards should be consistent with the mission of the institution, college, and program and with the changing goals of both the unit and the university. While also considering varying expectations at the time of the granting of permanent tenure for individual faculty members, these standards should address the faculty member’s teaching, research, service, and other
duties, including contributions to the departmental, college/school, and university goals, contributions to the academic programs in which the faculty member teaches, and any other professional activities bearing on the faculty member’s performance of his or her duties during the period under review.

C. Performance Review Committee (PRC)
The Tenure Committee will elect a minimum of three faculty members and one alternate from the permanently tenured voting faculty (ECU Faculty Manual, Part IX, Section I (IV.). Voting Faculty Member) not holding administrative status to serve on the Performance Review Committee. The alternate shall serve when a member is unable to serve. Members on the Performance Review Committee shall serve for one academic year.

When a unit is unable to elect three permanently tenured voting faculty members not holding administrative status, the next higher administrator above the unit level shall appoint permanently tenured voting faculty members not holding administrative status from other units to increase the committee’s membership to three members and one alternate. These appointments to the committee must be from one list of candidates selected by a vote of the permanently tenured and probationary-term voting faculty of the unit. The list forwarded to the next higher administrator by the appropriate faculty will contain at least twice the number of faculty members required to complete the membership of the committee. Before voting on the list to be forwarded to the next higher administrator, the voting faculty will ascertain that faculty members nominated to have their names placed on the list are willing and able to serve in this important capacity. The list of faculty names recommended to the next higher administrator may not be returned for revision.

D. Review Process
Performance Review of Tenured Faculty shall cover all aspects of the faculty member’s professional performance. The review will be informed by the faculty member’s annual reports and annual evaluations (ECU Faculty Manual, Part VIII, Section I (III.). Evaluations) and consistent with the faculty member’s 5-year plan (utilizing the form in Section III or an alternate five-year plan approved in the unit code), but primarily shall be based on a comprehensive assessment of the faculty member’s teaching, research, service, and other duties, including contributions to the departmental college/school and university goals, contributions to the academic programs in which the faculty member teaches, and any other professional activities bearing on the faculty member’s performance of his or her duties during the period under review. For permanently tenured full-time faculty members who have received University approved leaves of absence, the expectations for the review period will be adjusted accordingly. A permanently tenured faculty member who is on leave during a block plan will be reviewed at time of their return to full-time service.

Should a subsequent academic unit administrator disagree with the annual reviews and annual reports of an individual faculty member composed before the term of office of the incumbent administrator, the administrator shall not dismiss, alter, or argue against the body and conclusions of the earlier annual reviews and reports.

The initial review shall be conducted by the unit administrator who, using the attached Form, shall prepare a performance review report which shall consist of a narrative evaluation of the overall performance of the candidate 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. This evaluation shall conclude with an overall ranking that categorizes each faculty member’s performance as “meets,” “exceeds,” or “does not meet” expectations.. A negative review must include a statement of the faculty member’s primary responsibilities and specific descriptions of shortcomings as they relate to the faculty member’s assigned duties.

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 to the review committee 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. For each faculty member, the Performance Review Committee shall either agree or disagree with the evaluation of the unit administrator.

When the unit administrator and the Performance Review Committee agree, the Performance Review Committee shall report this agreement on the Form. The unit administrator shall provide a copy of the report to the faculty member and place a copy of the report in the faculty member’s personnel file.

When the unit administrator and Performance Review Committee disagree, every effort (including discussion and negotiation) shall be made to resolve the disagreement within the unit. If the effort to resolve the disagreement fails, the Performance Review Committee shall prepare its own report. The unit administrator shall provide copies of both reports to the faculty member and the matter will be referred to the next higher administrator, who after reviewing both reports and the faculty member’s supporting materials, shall make an independent decision, which shall be reported in writing to the faculty member and forwarded, together with Committee and unit administrator reports, to the Provost (or Vice Chancellor for Health Sciences).

The faculty member may provide the unit administrator with a written response within 10 calendar days of receiving his or her unit-level performance review (see Section II F). A copy of the faculty member’s response will be placed in the faculty member’s personnel file and provided to the Performance Review Committee. The response will also be shared at the next highest administrative level.

The next higher administrator shall review all Performance Review reports, including any faculty member’s response to those reports, and either concur or not concur, then notify the unit administrator and the chair of the unit Performance Review Committee, and forward her/his review to the Provost or the Vice Chancellor for Health Sciences who is responsible for ensuring the integrity of the review process.

Immediately after the completion of each level of administrative review, the administrator’s report shall be communicated to all appropriate lower-level administrators, the tenured faculty member, and the Unit Performance Review Committee.

A copy of the report shall be placed in the faculty member’s personnel file.
A faculty member may provide the unit administrator with a written response within 10 calendar days of receiving his or her unit-level performance review. A copy of the faculty member’s response will be placed in the faculty member’s personnel file and provided to the Performance Review Committee. A faculty member’s response will be forwarded to the next higher administrator.

At the discretion of the faculty member, the final review may be appealed in accordance with the provisions of the grievance procedure of Part XII, Section I, as appropriate.

E. Rewards
The revised UNC Guidelines on Performance Review of Tenured Faculty require that faculty whose post-tenure performance exceeds expectations shall be recognized and rewarded. A faculty member whose performance is deemed to have exceeded expectation may be recognized in ways including, but not limited to, nomination for awards, merit salary increases, research leaves, and/or revisions of work load.

F. Reconsideration
A faculty member whose unit-level review process determines a performance level that does not meet expectations shall have the opportunity to respond within 10 calendar days. The faculty member may request that the unit administrator and Performance Review Committee reconsider the evaluation based on additional substantive information provided by the faculty member. In reconsidering the evaluation, the unit administrator and Performance Review Committee shall have the opportunity to nullify, modify, or reconfirm the original evaluation (or evaluations, in the case of disagreement between the committee and the unit administrator). The response of the faculty member to the report of deficient performance and the decision of the committee and the unit administrator shall be reported to the next higher administrator (as outlined in Section II, D).

When the committee and the unit administrator disagree on the appropriate action after a reconsideration initiated by the faculty member under review, every effort (including discussion and negotiation) shall be made to resolve the disagreement within the unit. If the effort fails, the conflicting responses to the reconsideration appeal by the faculty member under review shall be referred to the next higher administrator for final decision.

The decision of each administrator shall be reported in writing to the faculty member and a copy of each decision shall be placed in the faculty member’s personnel file and provided to both the Performance Review Committee and the unit administrator.

At the discretion of the faculty member, the final review may be appealed in accordance with the provisions of the grievance procedure of Part XII, Section I, as appropriate.

G. Faculty Development Plan
A faculty member whose performance does not meet expectations shall negotiate a formal development plan with the Performance Review Committee and the unit administrator. The development plan must: (a) identify specific shortcomings as they relate to the faculty
member’s performance of his or her assigned duties; (b) state any modification of duties due to a less than satisfactory rating and take into account the new allocation of responsibilities; (c) include specific steps designed to lead to the required degree of improvement; (d) specify resources necessary to support the development plan, (e) specify a reasonable timeline of no more than three academic years, in which improvement is expected to occur; (f) schedule and require written records of progress meetings between the faculty member, the unit administrator and the chair of the Performance Review Committee at regular intervals no less frequently than twice each academic year; (g) state the consequences for the faculty member should improvement not occur within the designated timeline. The use of mentoring peers is encouraged.

The description of specific steps designed to lead to improvement shall state guidelines, present criteria by which the faculty member could monitor his or her progress, and identify the source of any institutional commitments, if required. The plan is a commitment by the faculty member, with support provided by the Performance Review Committee, and the unit administrator to improve the faculty member’s performance. Adequate resources shall be provided to support the plan. The plan shall be consistent with the faculty member’s academic freedom (as defined by the ECU Faculty Manual, Part V), shall be self-directed by the faculty member, and shall be sufficiently flexible to allow for subsequent amendment, if necessary. Such amendment will follow the same process as the development of the original plan. If the unit administrator, Performance Review Committee, and faculty member cannot agree on a formal development plan, each party’s draft of a plan will be forwarded to the next higher administrator, who will make the final decision.

The faculty member’s development progress shall be reviewed in a meeting that occurs at least twice each academic year with the Performance Review Committee and the unit administrator. The unit administrator shall provide a written evaluation of progress to the faculty member. If the unit administrator, the Performance Review Committee, and the faculty member cannot agree on the faculty member’s progress, the next higher administration will meet with the relevant parties and make a final determination. A copy of this evaluation will be provided to the faculty member and placed in the faculty member’s personnel file.

H. Subsequent Evaluation
If the unit administrator and the Performance Review Committee finds that the faculty member’s cumulative performance exceeds or meets expectations within the specified timeline, the unit administrator shall report the results of the performance review in writing to the faculty member and place a copy of the written evaluation in the faculty member’s personnel file. In this case, the faculty member will return to the regular schedule of post-tenure review.

If the faculty member’s cumulative performance level remains below expectations after the specified timelines, the unit administrator may recommend that serious sanctions be imposed as governed by Part IX, Section I (VI), “Due Process Before Discharge or Imposition of Serious Sanction,” of the ECU Faculty Manual and Chapter VI of The Code of the Board of Governors of the University of North Carolina.

*With respect to personnel matters relating to Performance Review, academic units are defined as departments described in the codes of operation of professional schools, the
departments in the College of Arts and Sciences, professional schools without
departments, Academic Library Services, Health Sciences Library, and any other units in
which faculty appointments are made. In the College of Arts and Sciences and in
professional schools whose unit codes describe departmental structures, departmental
chairs are the unit administrators. In schools that do not have departments described in
their unit codes, the dean of the school is the unit administrator.

I. Training
All parties involved in the Performance Review of Tenured Faculty evaluations, including peer
evaluators of the Performance Review Committee, department chairs, unit administrators,
and deans, shall complete performance review training. Training will be provided (1) as
digital training modules provided by UNC General Administration and (2) as face-to-face
campus-specific policy and personnel training provided by the Faculty Senate office in
cooperation with the office of the Provost.

III. Form: Faculty 5-Year Plan

Name: ___________________________________________________________________

College: __________________________________________________________________

Department: _______________________________________________________________

Responsibilities and Mutual Expectations
(Most faculty members will have responsibilities in three or more of these, but in all cases the anticipated
weights in the areas of responsibility must be consistent with those outlined in the department’s unit code)

___% Teaching.

Use the most general descriptions reasonable for the code unit. Some departments want to include course
numbers and semesters in which they will be taught and possibly number of advisees. Other departments
want to use a more general description as given in this example.

___% Research/Creative Activity.

If appropriate specify other forms of products to document scholarship productivity. Use the most general
descriptions reasonable for the code unit.

___% Service to the Profession and the University.

___% ___________________ (as specified in the unit code).

Use the most general descriptions reasonable for the code unit and ensure that the category is consistent
with the unit code. For example clinical service directorships may fall under other specific duties.

Performance Standards

Following the procedures outlined in Part IX, Section II of the ECU Faculty Manual,
meet and strive to exceed the performance standards contained for the Department of
Discipline XYZ in the Unit Code.
Summary of Changes

Tenured: August xx, 19xx under the then-current *ECU Faculty Manual* and the then-current *Department of XYZ Unit code*.

Original 5-Year Plan Effective August xx, 20xx

Amended 5-Year Plan Effective August xx, 20xx

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Add additional lines, as needed, for signatures and dates when changes are made

Responsibilities changed to responsibilities as described above on August xx, 20xx

Form: Report on Performance Review of Tenured Faculty

Performance Review of Tenured Faculty
East Carolina University

Faculty member: _____________________
School/department: ____________________Date: __________________

I. Narrative Evaluation of most recent 5 years of faculty performance:

II. Summary Performance Review Evaluation indicate meets, does not meet, or exceeds expectations in each category (other categories may be added as documented in the unit code):

   _______________Teaching
   _______________Research/Creative Activity
   _______________Service
   _______________Overall

Submitted by: ____________________________   __________________
Unit Administrator        Date

Performance Review Committee Response: _______ Agree
_____________________________________             __________________
Committee Chair                                              Date

_____________________________________   __________________
Faculty Member       Date
(Nota: faculty member signature acknowledges neither agreement nor disagreement with the report.)
PERFORMANCE REVIEW OF TENURED FACULTY
of East Carolina University

Highlights of Key Changes Required by UNC Policy Revision
June 2015

The following bullets outline key changes required for campus policy updates:

• In consultation with department chairs, faculty should develop five-year goal(s) or plans which include milestones that are aligned with annual performance evaluations. Campus policies should be clear that these plans can be modified annually by the faculty member, in consultation with the department chair.

• The department chair or academic unit head must consult with the peer review committee in rendering his/her evaluation.

• Deans must provide an evaluative review in addition to the review conducted by the peer review committee and the department chair.

• The provost must certify that all aspects of the post-tenure review process for that year are in compliance with policy and guidelines.

• Institutions shall provide ongoing support and training for all post-tenure review evaluators, including peer review committee members, department chairs or academic unit heads and deans.

• The provost will certify that required training has been conducted.

• Establishment of at least three assessment categories reflecting whether a faculty member exceeds expectations, meets expectations, or does not meet expectations.
UNC Board of Governors’ revised Guidelines on Performance Review require each faculty member to develop a five-year plan at the beginning of a post-tenure review cycle. This plan may be modified by the faculty member during the five-year period as deemed appropriate based on changes in institutional, departmental, or personal circumstances. Plans should be brief, not to exceed two-pages, and be written in terms comparable to how faculty members might describe their career goals on the first day of service or after initial conferral of tenure. When no major changes in institutional, departmental or personal professional directions are expected, there may be little difference between successive five-year plans for a given faculty member.

The plan should describe, in general terms, projected activities in education, scholarship and professional service that are consistent with the duties associated with the faculty member’s position and the expectations of his or her respective discipline. A five-year plan is not intended to set specific targets in teaching, scholarship/creative activity and service. It should not set benchmarks that in any way restrict a faculty member’s desire or ability to pursue new intellectual, creative or professional directions; such academic freedom is the foundation of the tenure system. The five-year plan is distinct from the individual development plan for faculty members who do not meet expectations in the cumulative review of tenured faculty.

Notes:
- Do include statements of expectations that specify unit or university actions/requirements that are necessary to accomplish the goals of the five-year plan.
- Do not include accomplishment reporting. The plan is an overview of projected goals and expected activity in the next five-year period.
- Do not use language that states or implies specific dates for achieving goals; for example, statements like “this year I will …” or “by year three I expect to…” should be avoided.

Sample statements: What follows is representative language for five-year plans; appropriate content will vary across programs and disciplines.

_____ % Teaching. Teach undergraduate and graduate courses in my field of expertise, including at least one course that fulfills a Foundations requirement. Advise undergraduates and serve on graduate student thesis/dissertation committees.

_____ % Research/Creative Activity. Carry out research in my discipline. Seek research funding and publish results in disciplinary refereed journals, keeping research output in line with expectations in my field and with teaching and service activities (As appropriate, specify other forms of scholarly or creative products using the most general descriptions reasonable for the given code unit).

_____ % Service to the Profession and University. Be an active member of a professional society in my discipline, serving on committees and seeking leadership roles as an officer, committee chair or conference organizer. Serve on departmental, college and university committees, keeping both university and professional service in balance with expected teaching and research productivity.

_____ % Other (as specified in the unit code). For example, clinical service directorships may fall under this category. Use the most general descriptions reasonable, ensuring that the statement plan is consistent with the unit code and/or explicit contractual obligations.
Faculty 5-Year Plan

Name: _____________________________________________________________________

College: __________________________________________________________________

Department: __________________________________________________________________

Responsibilities and Mutual Expectations
(Most faculty members will have responsibilities in three or more of these, but in all cases the anticipated weights in the areas of responsibility must be consistent with those outlined in the department’s unit code)

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*Use the most general descriptions reasonable for the code unit. Some departments want to include course numbers and semesters in which they will be taught and possibly number of advisees. Other departments want to use a more general description as given in this example.*

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*Use the most general descriptions reasonable for the code unit and ensure that the category is consistent with the unit code. For example clinical service directorships may fall under other specific duties.*

Performance Standards

Following the procedures outlined in Part IX, Section II of the ECU Faculty Manual, meet and strive to exceed the performance standards contained for the Department of Discipline XYZ in the Unit Code.

Summary of Changes

Tenured: August xx, 19xx under the then-current *ECU Faculty Manual* and the then-current *Department of XYZ Unit code*.

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<td>Unit Administrator Signature</td>
<td>Date</td>
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</tbody>
</table>

*Add additional lines, as needed, for signatures and dates when changes are made*

Responsibilities changed to responsibilities as described above on August xx, 20xx
<table>
<thead>
<tr>
<th>Session</th>
<th>New Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible Person</td>
<td>Chris Locklear, Chief of Staff</td>
</tr>
<tr>
<td>Agenda Item</td>
<td>10. F.</td>
</tr>
<tr>
<td>Item Description</td>
<td>Board of Visitors Officer Appointments</td>
</tr>
<tr>
<td>Action Requested</td>
<td>Approval of slate of officers</td>
</tr>
<tr>
<td>Disposition</td>
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<td>Notes</td>
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Memorandum

Dr. Christopher D. Locklear
Chief of Staff
202 Spilman Building
East Carolina University
Greenville, NC 27858-4353
252-328-6105 office
locklearc@ecu.edu

To: ECU Board of Trustees

From: Christopher D. Locklear
Chief of Staff

Date: June 30, 2015

Subject: 2015-2016 Board of Visitors Officers

Each year, the Board of Trustees appoint members to the Board of Visitors as well as appoint officers to lead this accomplished group. On April 24, 2015, the Board of Trustees reappointed 5 members and appointed 11 new members to the board.

At this time, we are asking the Board of Trustees to consider the following slate of officers for the 2015-2016 Board of Visitors:

Chair
Mark Garner

Vice Chair
Brenda Myrick

Both of these individuals have two years of service remaining and have held substantial leadership roles on the board. I am confident that they will continue to lead the board effectively in their advocacy of ECU.

Thank you for your support of the ECU Board of Visitors.