



**East Carolina University | Board of Trustees Meeting
Murphy Center | Greenville, NC
Minutes Requiring Board Approval | September 25, 2015**

July 17, 2015

**ECU Board of Trustees
July 17, 2015
East Carolina Heart Institute**

MINUTES

The Board of Trustees met in regular session at the East Carolina Heart Institute on the Health Sciences Campus of East Carolina University. Acting Chair Steve Jones called the meeting to order and introduced Air Force ROTC Cadet Emily Grimes, a Junior in Computer Technology from Pfafftown, NC to lead the Pledge of Allegiance.

Mr. Jones recognized Pitt County Clerk of Court, Sara Beth Fulford Rhodes, who administered the oaths of office to Leigh Fanning, Kel Normann, Kieran Shanahan and Mark Matulewicz.

In compliance with the State Government Ethics Act, Mr. Jones read the conflict of interest statement and asked if anyone had a conflict of interest to disclose. No conflicts were identified.

Mr. Brinkley called on Secretary Edwin Clark to call the roll:

Members Present

Edwin Clark
Deboarh Davis
Leigh Fanning
Steve Jones
Max Joyner
Mark Matuelwicz
Kel Normann
Bob Plybon (via phone)
Danny Scott
Kieran Shanahan
Terry Yeargan

Members Absent

Mark Copeland
Vern Davenport

APPROVAL OF MINUTES

Mr. Jones asked for a motion to approve the minutes from the April 24, 2015 meeting. Mr. Scott moved approval of the minutes and Mr. Joyner seconded the motion. The motion was approved with no negative votes.

REPORT OF THE NOMINATING COMMITTEE

Mr. Jones called on Mr. Clark, chair of the Nominating Committee, for his report. Mr. Clark said that the nominating committee followed the recently revised nominating and election processes section of the ECU Board of Trustees bylaws. Following that process, the Nominating Committee proposed the following slate of officers to the board: Steve Jones, chair; Kieran Shanahan, vice chair; and Bob Plybon, secretary. Mr. Jones asked for a motion approved the slate of officers. Mr. Joyner moved approval and Mr. Clark seconded the motion. The motion unanimously passed.

Mr. Jones called on Assistant Secretary to the board, Steve Duncan, to conduct the election. Dr. Duncan asked if there were any nominations from the floor for any office. There was no additional nominations. Dr. Duncan then asked for a motion accepting the Nominating Committee's report and electing Steve Jones as chair, Kieran Shanahan as vice chair and Bob Plybon as secretary. Mr. Yeargan moved and Mr. Joyner seconded the motion. The motion was unanimously approved and the elections were closed.

UNIVERSITY REPORTS

CHANCELLOR'S REPORT

Dr. Ballard gave his remarks to the board. A full text version of the Chancellor's remarks is listed as "Attachment A."

AGENDA ITEMS

CHANCELLOR SEARCH PROCESS UPDATE

Ms. Ann Lemmon, Secretary for the University of North Carolina, reported on the chancellor search process. A copy of her presentation is included as “Attachment B.”

HERITAGE HALL UPDATE

Chris Dyba, Vice Chancellor for University Advancement presented the board with an update regarding the status of Heritage Hall. Vice Chancellor Dyba said that a working group comprised of himself, faculty members, alumni, campus planners, and a student representative, as well as board members Mr. Joyner and Mr. Plybon as working group liaisons, met to provide the Chancellor with recommendations about the specific location of Heritage Hall. The working group reviewed 12-14 sites which were viable options, but no determination of actual content was decided. The working group determined two feasible locations: a possible annex to Joyner Library, or space in the soon-to-be-built Student Services Center location in the Uptown Greenville area. These two options were vetted with Athletics and Advancement committee chair Mr. Clark and with Vice Chair Mr. Jones, and ultimately the recommendation was taken to Chancellor Ballard. All agree with the chancellor’s determination that the Student Services Center will house the permanent location of Heritage Hall. (For clarification, this is not the new Student Center location). Vice Chancellor Dyba’s remarks are included in these minutes as “Attachment C.”

Mr. Scott asked follow up questions regarding next steps. He specifically asked about the content of Heritage Hall, the timeline for completion and who is responsible going forward. Vice Chancellor Dyba said that in his opinion, the project should now be the responsibility of the administration, facilities and academic affairs. His office would certainly have responsibility for the fundraising part of this project, but that is not the main focus.

Following the update and subsequent discussion, Ms. Davis moved that the board direct the administration present a proposed business plan for Heritage Hall and a specific timeline for implementation and completion to the board at the September 24-25 board meeting. The motion was seconded by Mr. Scott and passed with no negative votes.”

ACADEMIC UNIT REORGANIZATION

Provost Ron Mitchelson presented the Academic Unit Reorganization plan. The plan includes the relocation of each academic unit in the College of Human Ecology to other colleges within the institution. Specifically, the 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. The 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 the Harriot College of Arts and Sciences. 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, final dissolution of the College of Human Ecology will occur. The text version of the Academic Unit Reorganization Plan is listed as “Attachment D.”

Following Dr. Mitchelson’s presentation, Ms. Davis moved that the Board approve the proposed Academic Unit Reorganization plan as presented in board materials. The motion was seconded by Mr. Yeargan and approved with no negative votes.

RENAMING OF RESEARCH AND GRADUATE STUDIES TO RESEARCH, ECONOMIC DEVELOPMENT AND ENGAGEMENT

Provost Mitchelson presented the board with divisional changes regarding the Research and Graduate Studies. Following his presentation, the board endorsed the proposal to rename the Division of Research and Graduate Studies to the Division of Research, Economic Development and Engagement (REDI). As a part of the proposal, the board endorsed moving the administrative reporting structure of the Graduate School to the Division of Academic Affairs. In addition, the board endorsed the plan to appoint Dr. Michael Van Scott as Interim Vice Chancellor for the Division of Research, Economic Development and Engagement as well as Chief Research Officer. The full proposal is included as “Attachment E.”

REVISION TO FACULTY MANUAL PART IX, SECTION II, POST TENURE REVIEW

Ms. Donna Payne, Vice Chancellor for Legal Affairs, presented a revision to Part IX, Section II of the Faculty Manual (post tenure review). Following Ms. Payne’s presentation, Ms. Davis made a motion to approve the revisions to the Faculty Manual Part IX, Section II as presented in board materials. The motion was seconded and passed unanimously. These revisions and supporting documentation are attached as “Attachment F.”

BOARD OF VISITORS OFFICER APPOINTMENTS

Dr. Chris Locklear presented the slate of recommendations for Board of Visitor officer positions: Mark Garner, chair and Brenda Myrick as vice chair. Mr. Yeargan asked the board to consider an alternative set of officers. Due to unique circumstances, he said the Board of Visitors would be better served by a set of officers who have been engaged in the sustained legislative efforts for continuity purposes. Mr. Yeargan moved that the board appoint Reid Tyler as chair, Mark

Garner as vice chair, and Brenda Myrick as secretary of the Board of Visitors. The motion was seconded and approved with no negative votes.

CLOSED SESSION

Mr. Joyner moved that the board go into closed session. That motion was seconded and approved unanimously.

MOTIONS FROM CLOSED SESSION

Upon resumption of open session, Mr. Jones called for any motions that were a result of closed session discussions.

Ms. Davis moved that the board approve the conferral of tenure for Dr. Grant Hayes, Dr. Daniel Dickerson and Dr. Venkat Gudivada, as presented in board materials. The motion was seconded and passed with no negative votes.

Ms. Davis moved that the board approve the conferral of tenure for those faculty members from the Division of Health Sciences as presented in board materials. The motion was seconded and passed unanimously. The list of those faculty members is listed as “Attachment G.”

Ms. Davis moved that the board approve the petition for political activity for Ms. Nancy Ray as presented in board materials. The motion was seconded and passed unanimously. Ms. Ray’s petition is listed as “Attachment H.”

UNFINISHED BUSINESS

There was no unfinished business

NEW BUSINESS

There was no new business

ADJOURNMENT

Hearing no other business, Mr. Jones adjourned the meeting at 11:15 a.m.

ADJOURN

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Respectfully Submitted,

Megan Ayers

Office of the Assistant Secretary to the Board of Trustees

BOT July 2015

Thank you Mr. Jones.

At the July Board meeting each year, I like to present a brief outline of major goals for the year. I will continue that tradition, with the recognition that we welcome your input into these goals. Also as we all know, new goals will emerge during the course of the year in response to external opportunities and challenges.

My first and most important goal is to continue the progress we've been making on the Brody School. Of the long list of variables that affect its well-being, we have the most control over two major factors. The first is how we do business in the practice plan and the second is our relationship with Vidant.

The faculty and leadership of the practice plan have been successful in **restructuring the ECUP** and we will continue to save every penny we can and to provide the best incentives possible for strong clinical performance. We are benefiting from implementation of the recommended efficiency measures. That said, we know we can't shrink our way to excellence. Our goal is grow, to produce more doctors, to make an even bigger impact on the East;

We currently enjoy excellent relationships with our teaching hospital, Vidant, as well as with the Vidant medical system. We are very encouraged by the new CEO, Dr. Waldrum, as well as with the A+ partnership we have with the hospital. Our goal this year includes continued progress on clinical integration with the hospital.

Our second goal is to prepare for and structure a major Capital Campaign, which will be the largest in our history. Dyba has prepared for this by hiring excellent people in advancement and continuing to grow his team. We will be well prepared for this new campaign, which will be consistent with and supportive of the new strategic plan, *BEYOND TOMORROW*. This goal will be an important topic of Board meetings during the spring of 2016. As a precursor to the campaign, we set an all time record for annual giving this year at over 40M.

Thirdly, we will continue to implement the goals of the University Committee on Fiscal Sustainability. We are doing what has historically been viewed to be impossible...reducing the number of college administrative structures so that resources can be concentrated on academic quality and the classroom. This academic year, we have one less College and we are now concentrating on reducing the administrative structure of departments in the Harriet College of Arts and sciences and in the health sciences.

We also continue to consolidate services. Mary Schulken has done great work to consolidate marketing and communications. Hence, instead of having separate Marketing and Communications functions in every division and every college, we will have one centralized office under Mary's leadership.

Thirdly, we've recently completed our second major Enrollment Management report. One significant recommendation is to grow our enrollment to about 30,000 over the next 5 years. If we reach that goal, it will add about 20M in revenue to ECU.

A fourth goal is to continue to build academic quality, especially in areas most relevant to state needs and to student success. Past successes include the Honors College, the Dental School, and the College of Engineering. Goals this year will concentrate on the College of Business, the new School of Public Health, and the new School of the Coast.

In the College of Business, we will start the new School of Entrepreneurism. This significant accomplishment is aided by a \$5M gift from former Trustee Fielding Miller...

In the Health Sciences, we will continue to move toward an accredited School of Public Health. We will be conducting a national search for the Director of the Public Health Program... a position that we intend to soon become a dean. Also, 3 doctoral programs are under development and will be submitted to the BOG for approval...in epidemiology, public health administration, and Environmental and Occupational Health.

We've created the School of the Coast and completed all internal reviews and approvals. This year it goes to the Board of Governors. It will help us to recognize the quality and success of over 50 faculty at ECU who are active in research on the coast and bring in millions of external grants. We are also developing a joint doctoral program in Coastal Science and Policy with UNC-Wilmington.

Finally, let me brag for a moment about our work related to public service and making a difference for our state and our region...one of 3 promises we make in our strategic plan. Recently, the country's largest and most prestigious academic professional association, the Association of Public and Land Grant Universities, recognized ECU as one of 18 public universities as "INNOVATION AND ECONOMIC PROSPERITY UNIVERSITIES. Dr. Sharon Paynter, director of the Office of Public Service and Community Relations, was the leader on this application. This designation identifies universities that are leaders in regional economic development... at the heart of our strategic plan.

Remember that this designation is in addition to being recognized by the Carnegie Foundation as an engaged university, APLU's award to ECU for the C Peter McGrath excellent in community engagement award, the recent Millennial designation by the Board of Governors, and having two of our faculty recognized for the excellence in Public Service Award by the Board of Governors.

Thank you. I'm happy to take questions.

UNIVERSITY OF NORTH CAROLINA CHANCELLOR SEARCH PROCESS



July 2015

UNIVERSITY OF NORTH CAROLINA CHANCELLOR SEARCH PROCESS

- UNC Code and UNC Policies
- Board of Trustees
- Open Meetings/Public Records
- Search Committee
- Search Firms
- Timetable
- Questions

THE CODE OF THE BOARD OF GOVERNORS OF THE UNIVERSITY OF NORTH CAROLINA

100.1

Appendix 1 - DELEGATIONS OF DUTY AND AUTHORITY TO BOARDS OF TRUSTEES

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:

THE CODE OF THE BOARD OF GOVERNORS OF THE UNIVERSITY OF NORTH CAROLINA

100.1

Appendix 1 - DELEGATIONS OF DUTY AND AUTHORITY TO BOARDS OF TRUSTEES

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.

POLICIES OF THE BOARD OF GOVERNORS OF THE UNIVERSITY OF NORTH CAROLINA

200.8

Policy on Chancellor Searches; Board of Governors Participation

1. 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.

POLICIES OF THE BOARD OF GOVERNORS OF THE UNIVERSITY OF NORTH CAROLINA

300.1.1

SENIOR ACADEMIC AND ADMINISTRATIVE OFFICERS

II. Senior Academic and Administrative Officers of the University of North Carolina as Defined in Section I.A. above, Shall Be Subject to the Following Regulations.

4. Appointment of Chancellors

- a. The appointment of chancellors shall be made by the Board of Governors upon the recommendation of the President, in accordance with N.C.G.S §116-11(4).**

WHAT THAT MEANS

- The Chancellor Search Committee is appointed by the Board of Trustees
- The Chancellor Search Committee functions as a special committee of the BOT, subject to the rules of the BOT, including the Open Meetings and notice requirements
- The final decision to appoint a chancellor rests with the BOG, following the recommendation of the President

OPEN MEETINGS

The Chancellor Search Committee is a public body subject to the Open Meetings Act. It must:

- Give notice of meetings
- Allow the public to attend
- Keep minutes
- Meet in open session unless an exception applies

OPEN MEETINGS

Exception

- G.S. 143-318.11(a)(6): To consider the qualifications, competence...character, fitness, ... or conditions of initial employment of *an individual* ... prospective public officer or employee... .”
- Review of applications, narrowing the pool, interviewing applicants, and deciding whom to recommend may be done in closed session.

PUBLIC RECORDS

- All records (paper, electronic, or other forms) made or received in connection with the search will be public records.
- This includes e-mails among committee members.
- Unless records are covered by an exception, the public has access to them.

PUBLIC RECORDS

Exception

- G.S. 126-22 provides that “*personnel files*” are not subject to the public records law.
- ““ *Personnel file*” means any employment-related or personal information gathered by an employer...”
- “Employment-related information contained in a personnel file includes information related to an individual’s application, selection...”

CONFIDENTIAL OR OPEN SEARCH

- Each campus makes its own decision regarding whether a search will be confidential, open, or a combination.
- All searches should be confidential in the early stages in order to assure that strong candidates can consider the position without putting their current positions at risk.
- The last chancellor search at East Carolina was confidential.
- If the decision is to announce the names of finalists, applicants should be told from the beginning of the search that the Committee has decided to publicly announce the finalists.
- At the appropriate time, applicants will be asked for their consent to release their names as finalists.

CONFIDENTIAL OR OPEN SEARCH

- Confidentiality also refers to the deliberations of the Chancellor Search Committee
 - The Committee must be able to discuss candidates with complete candor
 - “Vegas” rules: What happens in the search committee stays in the Search Committee
 - Confidentiality doesn’t end with the search ---it lasts forever
- We recommend that search committees require that committee members and staff sign a confidentiality agreement

SEARCH COMMITTEE

- 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;

SEARCH COMMITTEE

Examples of search committee composition for recent chancellor searches

	Average	ASU (2013)	ECSU (2013)	UNCA (2014)	UNC-CH (2012)	UNCG (2014)	UNCP (2014)	UNCW (2014)	UNCSA (2012)	WSSU (2014)	ECU (2003)
Trustees	6	6	3	6	4	5	5	6	5	7	5
Faculty*	4	6	4	5	6	5	3	5	4	2	4
Staff	1	2	1	1	1	3	1	1	1	1	1
Students	1	1	1	2	2	2	1	1	1	1	1
Community	3	2	5	2	2	3	4	4	3	6	1
Administrators	1	2	0	1	1	2	0	0	1	1	1
Alumni**	2	1	6	2	1	3	1	1	1	1	0
Foundation	1	1	2	1	2	0	1	1	2	1	0
Other	0	0	0	0	0	0	0	0	0	0	0
TOTAL	19	21	22	20	19	23	16	20	18	20	13

* Faculty may include Academic Department Administrators (Deans, Chairs)

** Alumni may be included in other categories

Average is for all 15 searches in last 5 years, not just 9 most recent shown

SEARCH FIRMS

- Typically, the BOT engages an executive search firm to assist with the search
- The role of the search firm is to
 - Recruit candidates
 - Screen candidates
 - Coordinate interview logistics
 - Process candidate expenses
 - Conduct initial referencing, background checks, etc.

QUESTIONS???

Statement on Heritage Hall

At the April Board of Trustees meeting, a request to form a working group was made to help determine the location of Heritage Hall. That working group was quickly formed and included myself, Max Joyner and Bob Plybon as Board liaisons, three faculty members, representatives of student government, alumni, as well as Bill Bagnell and other campus planners. We met in a series of meetings in May and June. Meetings were covered by the press and follow up notes of each meeting were shared with the full Board of Trustees shortly after each meeting. I wish to thank the entire working group for their time and dedication to the process.

The working group studied 12-14 sites, on or near campus, which showed potential. In addition, possible content was discussed in order to help conceptualize the space, but no determination of the actual content was decided upon. The working group narrowed down site options by looking at the feasibility of the current use of the space, accessibility and foot traffic, very rough estimates of renovation costs, etc. By the final meeting in June, the working group determined two feasible locations: a possible annex to Joyner Library or space in the soon to be built Student Services Center location next to campus in the Uptown Greenville area. I took these two recommendations to Athletics & Advancement committee chair Edwin Clark and to Vice Chair of the Board Steve Jones and then ultimately to Chancellor Ballard. All agree with the chancellor's determination that the Student Services Center will house the permanent location of "a place of recognition for persons of historical significance to the University," a location "where those recognized are presented in an authentic and comprehensive context," a place where "all members of the Pirate Family can make their own value judgments of any person recognized," and in that regard, serve as the setting for Heritage Hall. Campus planners will soon begin designing this new building and plans for Heritage Hall will be incorporated. In addition, fundraising will begin immediately to raise several hundred thousand dollars to provide display content for Heritage Hall.

Once again, I wish to thank Trustees Joyner and Plybon and the entire working group for the time they put into this and wish to thank Trustees Clark and Jones for their consultation. Finally, I wish to thank Chancellor Ballard for his review of our findings and site selection for Heritage Hall.


**Office of the Provost and
Senior Vice Chancellor
for Academic Affairs**

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252-328-5419 office
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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.

EAST CAROLINA UNIVERSITY
PROPOSED REORGANIZATION OF ACADEMIC UNITS
JUNE 2015

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.

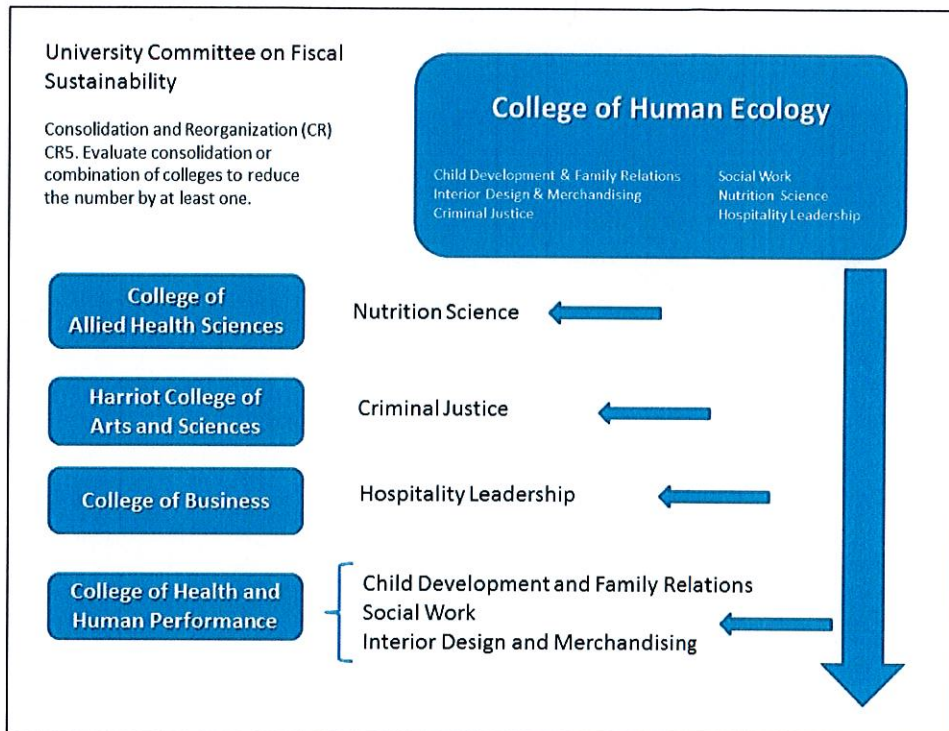
On June 4, 2014, the Chancellor formally accepted the Final Report of the UCFS, containing 61 recommendations categorized into: revenue, operational cost, consolidation and reorganization, academic programming, workloads, and other. The complete report of the UCFS is available through the link provided below.
<http://www.ecu.edu/cs-admin/fiscalsustainability/upload/UCFS-Recommendations-Final.pdf>

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>]. 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 44.0701.138.000)

- 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 pursuing 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.

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.

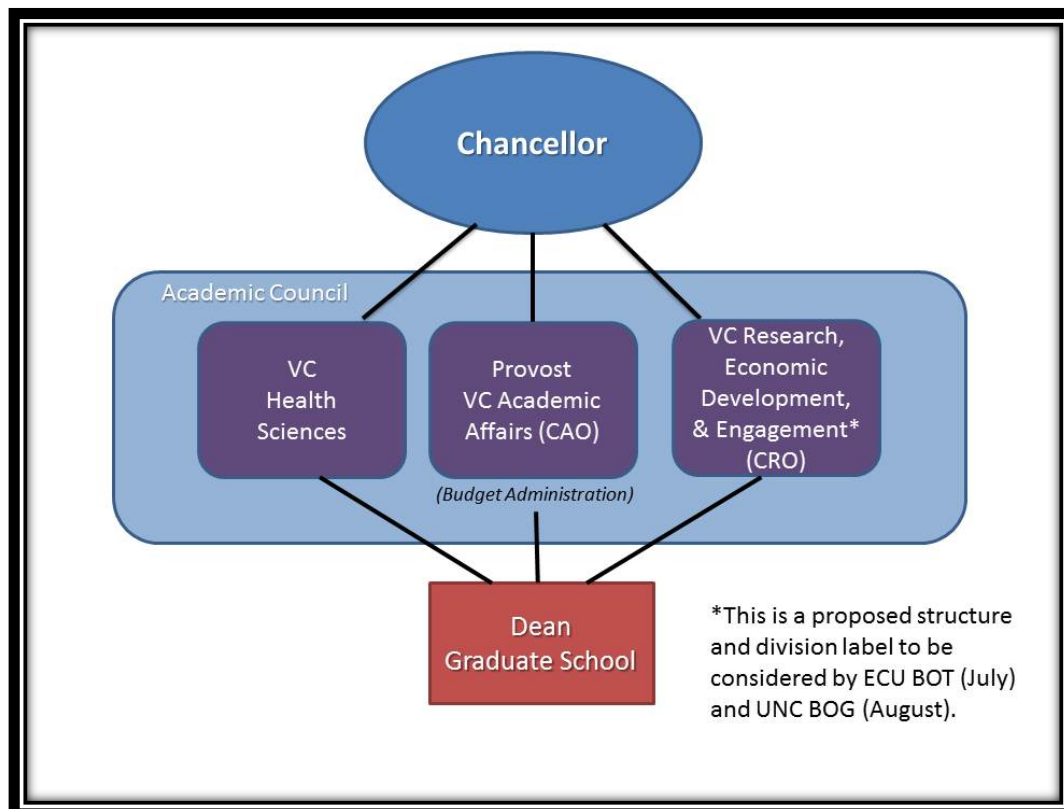
Divisional Proposal. Having worked with the interim (ad hoc) structure described above and in effect at ECU since July 1, 2014, Academic Council recommends a small adjustment to the current interim academic structure (see graphic portrayal of the proposal on the next page). First, the important relationship 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.



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.

Approved by the Faculty Senate: March 17, 2015
 Approved by the Chancellor: May 2015
 Approved by the Board of Trustees: *pending*
 Approved by the UNC General Administration: *pending*

**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>

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 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

_____	_____
<i>Faculty Member Signature</i>	<i>Date</i>
_____	_____
<i>Unit Administrator Signature</i>	<i>Date</i>

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
_____ Disagree

_____ Date
Committee Chair

_____ Date
Faculty Member

(Note: faculty member signature acknowledges neither agreement nor disagreement with the report.)

Performance Review of Tenured Faculty of East Carolina University
Faculty Five-Year Plan
Guidelines and Form *[will be linked to policy in Faculty Manual]*

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)

% 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

Faculty Member Signature

Date

Unit Administrator Signature

Date

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

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

RECEIVED

FEB 18 2015

CHANCELLOR'S OFFICE
ECU

Office of the
Vice Chancellor
Health Sciences Division
Phyllis N. Horns, RN, DSN, FAAN
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East Carolina University
Greenville, NC 27834-4354

February 18, 2015

252-744-2984 office
252-744-9003 fax

Chancellor Steve Ballard
East Carolina University
Greenville, NC 27858

RE: Additional Information Regarding Promotion and Tenure Candidate

Dear Chancellor Ballard:

In accordance with the ECU Faculty Manual, I have given you my recommendations for the candidates up for promotion and/or conferral of permanent tenure. I do, however, want to bring to your attention the following actions, which were considered but not recommended.

Jimmy T. Efird, PhD, Associate Professor, Brody School of Medicine, Department of Public Health was a candidate for mandatory tenure and a promotion in academic rank to professor. There were no positive recommendations for the promotion in academic rank to Professor. Conferral of permanent tenure was recommended by the Department Chair and Tenure Committee, but not by the Dean, BSOM School-wide Promotion and Tenure Committee, or me.

Please feel free to contact me if you have any questions.

Sincerely yours,



Phyllis N. Horns, PhD, RN, FAAN
Vice Chancellor for Health Sciences

MEMORANDUM

RECEIVED Attachment G

FEB 18 2015

CHANCELLOR'S OFFICE

TO: Chancellor Steve Ballard

FROM: Phyllis N. Horns, PhD, RN, FAAN
Vice Chancellor for Health Sciences

DATE: February 18, 2015

SUBJECT: Recommendations for Promotion and Permanent Tenure,
2014-15 Academic Year, Health Sciences Division

Listed below are recommendations regarding promotion and permanent tenure for faculty members in the Division of Health Sciences. Charts are attached that indicate the recommendations from the appropriate departmental committee (Tenure and/or Promotion), department chair, dean or director, and vice chancellor for each faculty member. For the Brody School of Medicine only, the Brody School of Medicine Promotion and Tenure Advisory Committee recommendation is also included (approved committee in the BSOM Unit Code of Operations).

Individual summaries required by the Board of Trustees are enclosed. If you desire additional information, I will be happy to provide it.

COLLEGE OF ALLIED HEALTH SCIENCES

Jason Brinkley, MS, PhD Department of Biostatistics	Promotion to Associate Professor with Conferral of Permanent Tenure
Xiangming Fang, PhD Department of Biostatistics	Promotion to Associate Professor with Conferral of Permanent Tenure
Jamie Perry, PhD Department of Communication Sciences & Disorders	Promotion to Associate Professor with Conferral of Permanent Tenure

HEALTH SCIENCES LIBRARY

Elizabeth A. Ketterman, MLS Health Sciences Library	Promotion to Associate Professor with Conferral of Permanent Tenure
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BRODY SCHOOL OF MEDICINE

Sean Bush (Saverino), MD Department of Emergency Medicine	Conferral of Permanent Tenure
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Chancellor Steve Ballard

February 18, 2015

Page 2 of 2

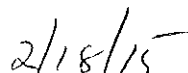
John Cahill, MD Department of Cardiovascular Sciences	Promotion to Associate Professor with Conferral of Permanent Tenure
Stefan Clemens, PhD Department of Physiology	Promotion to Associate Professor with Conferral of Permanent Tenure
Jamie DeWitt, PhD Department of Pharmacology and Toxicology	Promotion to Associate Professor with Conferral of Permanent Tenure
Christopher Duffrin, PhD Department of Family Medicine	Promotion to Associate Professor with Conferral of Permanent Tenure
Jonathon Firnhaber, MD Department of Family Medicine	Promotion to Associate Professor with Conferral of Permanent Tenure
Beng Fuh, MD Department of Pediatrics	Promotion to Associate Professor with Conferral of Permanent Tenure
Guillermo Hidalgo, MD Department of Pediatrics	Conferral of Permanent Tenure
Mark Mazer, MD Department of Internal Medicine	Promotion to Professor with Conferral of Permanent Tenure
Rajasekhar Nekkanti, MD Department of Cardiovascular Sciences	Promotion to Associate Professor with Conferral of Permanent Tenure
Thomas Penders, MD Department of Psychiatric Medicine	Promotion to Professor with Conferral of Permanent Tenure
Ann Sperry, PhD Department of Anatomy and Cell Biology	Promotion to Professor
Brett Waibel, MD Department of Surgery	Promotion to Associate Professor with Conferral of Permanent Tenure

Enclosures: Chart of Recommendations
East Carolina University Personnel Action Summary Forms

Approve Do Not Approve



Steve Ballard, Chancellor



Date

PETITION REGARDING POLITICAL ACTIVITY
(Part-Time ECU Employees)

FROM: Name: _____ Nancy Ray _____
Institution: East Carolina University
Position held: _____ Instructor _____

TO: Board of Trustees
East Carolina University
Office of the Chancellor
Greenville, NC 27858-4353

SUBJECT: Request for review of proposed political candidacy or officeholding

A. In accordance with the University of North Carolina policy regarding political activities of its employees, this petition concerns:

My intention to campaign for election to a full-time or major part-time political office

Title of office: _____ District Court Judge (Judicial District 3A) _____
Primary or general election date: Primary - May 3, 2016 General - November 8, 2016
Period of proposed campaign activity: _____ August 1, 2015-November 8, 2016 _____

My intention to occupy a full-time or major part-time political office, either elective or appointive

Title of office: _____

Term of office:

Period of employment affected:

B. With respect to my candidacy for election to political office, I request permission:

To maintain my part-time University employment while campaigning; in support of my request I have provided/attached:

1. A detailed account of my anticipated normal employment responsibilities during the affected period of employment (Attachment A)
2. An explanation of proposed campaign activity, demonstrating how such activity will be limited to available personal time, so as not to interfere with the satisfactory performance of part-time employment responsibilities (Attachment B)
3. The written concurrence of my supervisors and the Chancellor in the conclusion that engagement in campaign activities will not interfere with the satisfactory performance of my part-time employment responsibilities

If my request to maintain part-time employment is denied, to take a partial leave of absence, with corresponding reduction in pay, for the period _____; in support of my request I have provided/attached:

1. A detailed account of my anticipated normal employment responsibilities during the affected period of employment (Attachment A)

2. An explanation of proposed campaign activity (Attached B)
3. Identification of those employment responsibilities that I propose not to meet, consistent with such a partial leave of absence, and calculation of percentage reduction in employment time (Attachment C)
4. Assurances by my supervisors and the Chancellor that granting such a leave is practicable and that alternative arrangements can be made to ensure performance by others of the employment responsibilities for which I otherwise would be responsible.

() If my request to maintain part-time employment or to be granted a partial leave is denied, to take a full leave of absence, without pay, for the period _____; in support of my request I have provided/attached:

1. A detailed account of my anticipated normal employment responsibilities during the affected period of employment (Attachment A)
2. Assurances by my supervisors and the Chancellor that granting such a leave is practicable and that alternative arrangements can be made to insure performance by others of the employment responsibilities for which I otherwise would be responsible.

C. With respect to my occupancy of a full-time public office:

() I request permission to be granted a full leave of absence, without pay, as distinguished from resigning my University employment; I understand that the maximum period of such leave allowed by University policy is two years; in support of my request, I have provided/attached:

1. A detailed account of my anticipated normal employment responsibilities during the affected period of employment (Attachment A)
2. Assurances by my supervisors and the Chancellor that granting such a leave is practicable and that alternative arrangements can be made to assure performance by others of the employment responsibilities for which I otherwise would be responsible.

D. With respect to my occupancy of a major part-time office, I request permission:

() To maintain my part-time University employment while holding office; in support of my request I have provided/attached:

1. A detailed account of my anticipated normal employment responsibilities during the affected period of employment (Attachment A)
2. An explanation of the time requirements associated with holding the public office, demonstrating how such activity will be limited to available personal time, so as not to interfere with the satisfactory performance of my part-time employment responsibilities (Attachment D)
3. The written concurrence of my supervisors and the Chancellor in the conclusion that the time requirements associated with holding the public office will not interfere with the satisfactory performance of my part-time employment responsibilities.

() If my request to maintain part-time employment is denied, to take a partial leave of

absence, with corresponding reduction in pay, for the period of officeholding; in support of my request I have provided/attached:

1. A detailed account of my anticipated normal employment responsibilities during the affected period of employment (Attachment A)
2. An explanation of the time requirements associated with holding the public office (Attachment D)
3. Identification of those employment responsibilities that I propose not to meet, consistent with such a partial leave of absence, and calculation of percentage reduction in employment time (Attachment C)
4. Assurances by my supervisors and the Chancellor that granting such a leave is practicable and that alternative arrangements can be made to ensure performance by others of the employment responsibilities for which I otherwise would be responsible.

() If my request to maintain part-time employment or to be granted a partial leave is denied, to take a full leave of absence, without pay, for the period _____ in support of my request I have provided/attached:

1. A detailed account of my anticipated normal employment responsibilities during the affected period of employment (Attachment A).
2. Assurances by my supervisors and the Chancellor that granting such a leave is practicable and that alternative arrangements can be made to ensure performance by others of the employment responsibilities for which I otherwise would be responsible.

E. With respect to any request embodied in this petition, the petitioner should offer any additional written explanation or information that in his or her judgment would assist supervisors, the Chancellor or the Board of Trustees in making a decision whether to grant the request.

By signing below, Petitioner acknowledges and agrees that this document is a public document, subject to disclosure pursuant to Chapter 132 of the North Carolina General Statutes.

Nancy A. Ray

Signature of Petitioner

6-23-2015

Date submitted

S. Ballard

Signature of Chancellor

6-25-15

Date received by Chancellor

PETITION ATTACHMENT A

Detailed account of anticipated normal employment responsibilities during the affected period of employment; the information to be provided presupposes a standard eight-hour work day and a forty-hour work week and requires a demonstration of how that amount of employment time is accounted for and scheduled; the petitioner may supplement this form with a narrative account that further explains employment obligations and time commitments.

Nancy S. Ray Fall 2015 Spring 2016 Fall 2016
Part Time Instructor, College of Business

1. Non-faculty employees (for those employees who regularly follow a standard eight-hour day and forty-hour week).

Length of required work day: _____ (number of hours)

Hours of work, from _____ (a.m.) to _____ (p.m.)

Days of week to which scheduled work applies: _____

2. Faculty employees (and other employees who do not necessarily follow standard schedule of eight-hour days and forty-hour weeks)

<u>Duties</u>	<u>Hours per week (average)</u>	<u>% of total</u>
Teaching (classroom, laboratory, etc.)	8 hours (T/Th courses)	40%
Instructional preparation	5 hours (five hours t/Th)	25%
Counseling students	Not required	
Other instructional responsibilities	5 hours (office hours on T/Th)	25%
Evaluating student performance	2 hours (completed on T/Th)	10%
Research and writing	Not required	
Institutional Committee service	Not required	

Administrative service Not required

Current professional development Not required

Other (specify) _____

Totals: 20 hours per week

Hours/week

PETITION ATTACHMENT B

Explanation of nature, extent and schedule of proposed campaign activity.

Campaigning for the office of District Court Judge requires attendance at a variety of meetings, fundraisers, debates, and other events. If these are events that are scheduled by the Petitioner's campaign, then they will be scheduled on days and at times that she will not be present at ECU. The Petitioner will not attend events that conflict with ECU activities or requirements. Typically, the Petitioner will only engage in campaign activity during weekends, evening (after 6pm) hours on Tuesdays and Thursdays, and on weekdays when she is not present at ECU (Monday, Wednesday, and Friday.) The Petitioner is only required to be present at ECU on Tuesdays and Thursdays from 8am until 6pm. The Petitioner does, as a courtesy to students, make off-day appointments with students who cannot meet with her on Tuesdays and Thursdays, and she intends to continue that practice. The Petitioner also routinely checks ECU email to respond to student messages several times a day, whether on campus or not, and she intends to continue that practice as well. The Petitioner is not required to travel outside Pitt County for campaign purposes, so she does not anticipate that travel will interfere with any duties at ECU. The Petitioner is required to maintain outside employment as part of her job at ECU and is accustomed to separating her job duties and managing scheduling for multiple professional obligations.

The Petitioner would like to file preliminary paperwork for her campaign committee on August 1, 2015. She would not actually file as a candidate for office until Monday, February 8, 2016. The primary for this race is May 3, 2016. If she is fortunate enough to advance in the primary election, then she would proceed to the general election, which will be held on Tuesday, November 8, 2016. If she is elected, she would not be sworn in until January 2017, so she would be able to complete the Fall 2016 semester. If she did not advance in the May 2016 primary, or if she did not win office in the November 2016 general election, then she would wish to remain an ECU part-time employee with her usual schedule and responsibilities.

The Petitioner will be glad to comply with any special conditions required of her, such as keeping a log of school activity to demonstrate that she is fulfilling all job responsibilities or meeting with her supervisor on a regular basis.

Office of the Provost and
Senior Vice Chancellor
for Academic Affairs

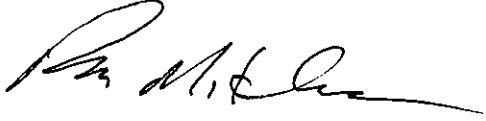
113 Spilman Building
Mail Stop 102
East Carolina University
Greenville, NC 27858-4353

MEMORANDUM

252-328-5419 office
252-328-6005 fax

To: ECU Board of Trustees

From: Ron Mitchelson, Provost
and Senior Vice Chancellor for Academic Affairs



Date: June 23, 2015

Subject: Support of Nancy S. Ray, JD

Nancy Ray has expressed an interest in running for the office of Pitt County District Court Judge and is requesting approval from the ECU Board of Trustees. I have met with Nancy and do not anticipate her running for office will, in any way, interfere with her responsibilities as an instructor in the Finance Department in the College of Business.

Nancy has assured me that she intends to conduct all campaign activity during personal time only and will not curtail her obligations to ECU. In addition, her direct supervisor, Dr. Scott Below, has written a letter in support of her petition and I concur.

June 5, 2015

Scott D. Below, Ph.D.
Chair and Associate
Professor
Department of Finance
College of Business
East Carolina University
3419 Bate Building
Greenville, NC 27858

252-328-6670
Fax 252-328-4093
Internet:
belows@ecu.edu

To Whom It May Concern:

This is to notify you that the Department of Finance fully supports Nancy Ray's petition to seek political office by running for District Court Judge beginning with the May, 2016 primary. We are confident that engagement in campaign activities will not interfere with the satisfactory performance of Ms. Ray's part-time employment responsibilities. While we dislike the thought of losing her as a faculty member if she wins office, we're confident she would be a tremendous asset to the judicial system in North Carolina.

Sincerely,

A handwritten signature in black ink that reads "Scott D. Below". The signature is written in a cursive style with a large initial "S" and "B".

Scott D. Below



College of Business

Stanley G. Eakins, Dean and W. Howard Rooks Professor
Bate 3119 • East Carolina University • Greenville, NC 27858-4353
252-328-6966 office • 252-328-6664 fax
www.ecu.edu/business

To Whom It May Concern,

I am writing to voice my support for Nancy Ray's petition to seek political office. It is my understanding that she intends to run for the position of District Court Judge in the May, 2016 primary. I do not see where her participation in this election will impact her ability to perform the duties of her job teaching Business Law in the College of Business.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Stan Eakins', with a long horizontal flourish extending to the right.

Stan Eakins

Office of the Provost and
Senior Vice Chancellor
for Academic Affairs

113 Spilman Building
Mail Stop 102
East Carolina University
Greenville, NC 27858-4353

252-328-5419 office
252-328-6005 fax

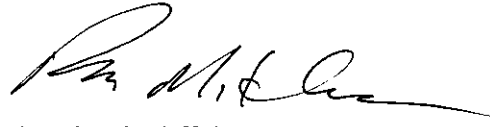
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