

FULL FACULTY SENATE AGENDA WITH ATTACHMENTS ARE DISTRIBUTED TO ACADEMIC ADMINISTRATORS, SENATORS, ALTERNATES, CHAIRS OF ACADEMIC COMMITTEES, UPON REQUEST, AND ELECTRONICALLY THROUGH FSONLINE.

EAST CAROLINA UNIVERSITY
FACULTY SENATE

The fourth regular meeting of the 1993/1994 Faculty Senate will be held on Tuesday, December 7, 1993, at 2:10 in the Mendenhall Student Center Great Room.

EXECUTIVE AGENDA

- I. **Call to Order**
- II. **Approval of Minutes**
November 9, 1993
- III. **Special Order of the Day**
 - A. Roll Call
 - B. Announcements
 - C. Richard Eakin, Chancellor
 - D. Marlene Springer, Vice Chancellor for Academic Affairs
 - E. James Hallock, Vice Chancellor for Health Sciences
 - F. John Moskop, Faculty Assembly Delegate
Report of Faculty Assembly Meeting of November 19, 1993.
- IV. **Unfinished Business**
- V. **Report of Committees**
 - A. Credits Committee, Bob Woodside
Proposed Grade Replacement Policy (attachment 1).
 - B. Curriculum Committee, Donald Neal
Undergraduate Curriculum matters contained in the November 4 and 11 Committee Minutes, including:
 1. Revision of BS in Physical Therapy, Special Education, Middle Grades Education, Geology, Mathematics with Option in Statistics, History-Social Studies Certification, Interior Design, Merchandising, Apparel and Textiles, Community Services, Technology Education, and Technical Teaching.
 2. Revision of BSBE in Marketing Education, Basic Business Education, Marketing Education & Basic Business Education, and Information Processing/Administrative Services.
 3. Revision of BSBA in Production Management Concentration.
 4. Revision of BA in History and Theatre Arts; Revision of BFA in Theatre Arts: Musical Theatre Concentration; Minor in Theatre Arts.
 5. Addition of Minor in Jazz Studies; revision of Certificate in Jazz Studies; deletion of option in Music with elective studies in Business.
 6. Revision of Minors in Women's Studies, Religious Studies, Classical Studies, and Ethnic Studies.
 7. Deletion of BSBE in Administrative Services and Comprehensive Business Education.
 8. Authorization to PLAN a new degree program in Religious Studies (approved by the Educational Policies and Planning Committee on 10-28).
 9. Authorization to PLAN a new degree program in Classical Studies (pending final approval of the Educational Policies and Planning Cmte. on 12-2).
 - C. Faculty Affairs Committee, Henry Ferrell
 1. Extended Definition of Personal Malice (attachment 2).
 2. Proposed Revisions to *Appendices C, D, and L* in Response to Administrative Memorandum #338 (attachment 3).
 - D. Faculty Governance Committee, Tinsley Yarbrough
Proposed Revision to *Appendix A*, Faculty Constitution and By-Laws (attachment 4).
 - E. Honors Program Committee, Claudia Melear
Guidelines for Undergraduate Honors Program Seminars (attachment 5).
 - F. Teaching Effectiveness Committee, Parmalee Hawk
Proposed Peer Review Procedures and Instrument (attachment 6).
 - G. Unit Code Screening Committee, Artemis Kares
Proposed Revision to Unit Code Review Procedure (attachment 7).
- VI. **Unfinished Business**
Observance of Martin Luther King, Jr.'s Birthday, Conner Atkeson (attachment 8).



Office of the Chancellor
103 Spilman
919-757-6212

November 22, 1993

TO: Chancellor's Staff
Deans and Directors

FROM: Richard R. Eakin *RRE*
Chancellor

*FYI
Other Code Unit
Administrators
RRE*

You will recall that President Spangler's Administrative Memorandum #338 directs each Chancellor to review campus documents for compliance with the dictates of the Board of Governors' recent report concerning the primacy of teaching.

After several discussions with my staff, with Senate officers, and in the Senate, I appointed a committee to make recommendations to Vice Chancellors Hallock and Springer and to me on how best to approach this task.

I have received and have approved those recommendations. A copy is attached. I draw your attention to the recommendation on page two which reads that

"all unit code revisions that relate to criteria used in faculty evaluation which may be currently underway be temporarily halted until revisions to the Faculty Manual, Appendix C and proposed Appendix D, can be approved. Thereafter, all efforts to revise faculty evaluation criteria, including promotion and tenure criteria, must follow stated approval channels."

Those stated approval channels are from code unit to Faculty Senate to me, whereupon I seek the advice of the vice chancellors.

The generation or use of evaluational criteria derived in any other manner, or administrative insistence that other criteria be used, invites the possibility of grievance and is prohibited by university policy.

Thank you for your attention to these important matters.

cc: Patricia Anderson, Chair of the Faculty



Faculty Senate
140 Rawl Annex

919-757-6537
919-757-6122 Fax
FSLEE@ECUVM1

MEMORANDUM

TO: Chancellor Richard Eakin
Vice Chancellor James Hallock
Vice Chancellor Marlene Springer

FROM: Patricia Anderson, Chair of the Faculty

DATE: November 18, 1993

SUBJECT: Administrative Memorandum #338

11/19/93
Approved by my thanks.
Richard R. Eakin
pc. Vice Chancellors Springer & Hallock
Committee members:

NOV 18 1993

The committee which you appointed to prepare a plan of action to comply with Administrative Memorandum #338 within the relevant ECU code requirements met today, with all members present (Dr. Byron Coulter represented Dean Keat Sparrow). We agreed to the following regarding each item in II of the memorandum:

1. a. Mission statements, tenure policies and criteria for making faculty personnel decisions give explicit recognition to the primary importance of teaching.

After review of the university's general mission statement taken from Strategies for Distinction, the committee agreed that teaching does receive primary attention. The ECU criteria for granting permanent tenure as stated in Appendix C do give explicit recognition to the primary importance of teaching in the University (See pages C-2 and C-4). The committee recommends that similar statements be placed in the proposed Appendix D, Section I.B.x, Page D-1. A committee of the Faculty Senate can draft a revision and send it forward for approval, perhaps even at the December 7, 1993 meeting.

1. b. 1 and 2. Criteria for evaluation of faculty performance are provided in writing and discussed before initial employment, at the beginning of the first term of employment, and in the year of a reappointment or tenure decision with a record of discussion in the individual's personnel file.

After considering the current Appendix C and the proposed Appendix D, the committee agreed that revisions to both appendices can be made, resulting in explicit instructions for discussion of stated criteria found in the Faculty Manual. Again, such revisions of criteria and procedural changes can be drafted by a committee of the Faculty Senate and sent forward for immediate approval, perhaps to be considered even at the December 7, 1993 meeting.

1. c. Procedures for faculty evaluation include both peer review (consisting of direction classroom observation with feedback for new and non-tenured faculty) and student evaluations conducted at regular intervals.

Again, the committee agreed that specific statements can be included in the Faculty Manual. Such revisions can also be drafted and possibly presented at the next Faculty Senate meeting.

4. System-wide teaching awards will be created.

In relation to the request for suggestions for an ad-hoc committee at the Board of Governors level, our campus committee recommends that the Chancellor forward the procedures for selection of Teaching Excellence Awards currently used on our campus (see attached). Also, we would encourage you to recommend that faculty from the UNC system be included in any selection process committee. Further, we would suggest that the two recipients of the ECU Teaching Excellence Awards be automatically forwarded for consideration of such awards by the BOG ad hoc selection committee.

Memorandum
November 18, 1993
Page 2.

The committee recommends that you allow our Faculty Senate and its standing committees to coordinate consideration of changes to the Faculty Manual which would address the concerns presented in Administrative Memorandum #338. We do understand that any revisions to the manual must also have Board of Trustees approval and therefore should be prepared in a timely fashion so as to meet the April 4, 1994 deadline.

Further, the committee recommends that all unit code revisions that relate to criteria used in faculty evaluation which may be currently underway be temporarily halted until revisions to the Faculty Manual, Appendix C and proposed Appendix D, can be approved. Thereafter, all efforts to revise faculty evaluation criteria, including promotion and tenure criteria, must follow stated approval channels.

The committee appreciates the opportunity to consider these significant issues and to make recommendations to you. I look forward to your reply and stand prepared to promptly respond to your requests.

cc: Byron Coulter
Henry Ferrell
Helen Grove
Harold Jones
John Moskop
Jim Smith
Keats Sparrow

Attachment

To Deans + Deputies
Please share with your
faculty -
Thanks -
9/30/93

THE UNIVERSITY OF NORTH CAROLINA
OFFICE OF THE PRESIDENT

RECEIVED
SEP 30 1993
VICE CHANCELLOR
ACADEMIC AFFAIRS
Jc. Vice Chancellors
Staff
F.Y.I.
Jick Ecker

ADMINISTRATIVE MEMORANDUM

SUBJECT Tenure and Teaching in the University of North Carolina

NUMBER 338
DATE September 28, 1993

I. Introduction

At the November 1992 meeting of the Board of Governors, questions were raised about the procedures and criteria for the awarding of tenure and about the evaluation, recognition, and reward of teaching, particularly in tenure decisions. The Chairman of the Board referred the questions and concerns to two standing committees, the Committee on Personnel and Tenure and the Committee on Educational Planning, Policies, and Programs. The report entitled *Tenure and Teaching in the University of North Carolina*, adopted by the board on September 10, 1993, distilled what was learned by the committees and recommended additional steps to encourage good teaching within the University and to see that the quality of teaching continues to be a prime consideration in tenure decisions.

In its report, the board reaffirmed the concept of tenure. The central question that led to the review was whether sufficient consideration is given to the quality of teaching when tenure decisions are made. The board recognized that the relative importance given to the three major functions of teaching, research, and public service varies at specific institutions depending upon their respective missions. Nevertheless, the report confirms that, regardless of classification, "each institution should view teaching as a core requirement. The board states in its long-range plan that teaching or instruction is the primary responsibility of each of the UNC institutions. Thus while neither teaching nor service nor research is the sole measure of a faculty member's competence and contribution at any UNC institution, teaching should be the first consideration at all of the UNC institutions."

II. Recommendations

This memorandum lists the recommendations adopted by the Board of Governors and provides instructions to be followed by the constituent institutions in complying with them.

1. *That the Board of Governors, through the President of the University, instruct the Chancellors of each constituent institution to do the following:*
 - a. *Review institutional mission statements, tenure policies, and the criteria for making faculty personnel decisions and, where necessary, to revise them so as to give explicit recognition to the primary importance of teaching in the University;*
 - b. *Revise institutional policies and procedures, as necessary, to require (1) that clear and specific statements of criteria for evaluation of faculty performance at every level (institution, collegelschool, department) are provided in writing and discussed with each probationary faculty member before initial employment and at the beginning of the first term of employment and with each candidate being reviewed for reappointment or tenure at the beginning of the year in which the review is scheduled to be made, and (2) that a record of these discussions be kept in the individual's personnel file;*

- c. *Review procedures for the evaluation of faculty performance to ensure (1) that student evaluations and formal methods of peer review are included in teaching evaluation procedures, (2) that student evaluations are conducted at regular intervals (at least one semester each year) and on an ongoing basis, (3) that peer review of faculty includes direct observation of the classroom teaching of new and non-tenured faculty and of graduate teaching assistants, and (4) that appropriate and timely feedback from evaluations of performance is provided to those persons being reviewed.*

Any proposed revisions to institutional mission statements necessitated by the review referenced in Recommendation 1.a. should be submitted to the President by January 21, 1994 so that they can be acted upon prior to adoption of the revised long-range plan. A full report on actions taken in response to Recommendation 1 with respect to criteria for faculty personnel decisions and policies and procedures for evaluation of faculty teaching performance at both the undergraduate and graduate levels should be sent to this office by April 4, 1994. Proposed changes to tenure policies and regulations, which require the approval of the President and the board, should be separately identified in the report.

2. *That the President of the University be asked to report on these reviews to the Board of Governors by July 1, 1994.*
3. *That the Board of Governors, through the President of the University, call upon the chancellors of institutions which do not now have awards for outstanding teaching to establish such awards either campus-wide or at the collegel/school level.*

Institutions that do not now have awards for outstanding teaching should submit a report on the actions taken in response to Recommendation 3 by April 4, 1994.

4. *That the Board of Governors create annual system-wide teaching awards with monetary stipends which are designated "Board of Governors' Awards for Excellence in Teaching." (The Chairman of the Board of Governors should name an ad hoc committee to work out the details and present recommendations concerning implementation of this proposal.)*

Chairman Poole has appointed an ad hoc committee to work out the details to implement the awards. Institutions are invited to submit recommendations or suggestions by December 1, 1993 for the consideration of this committee.

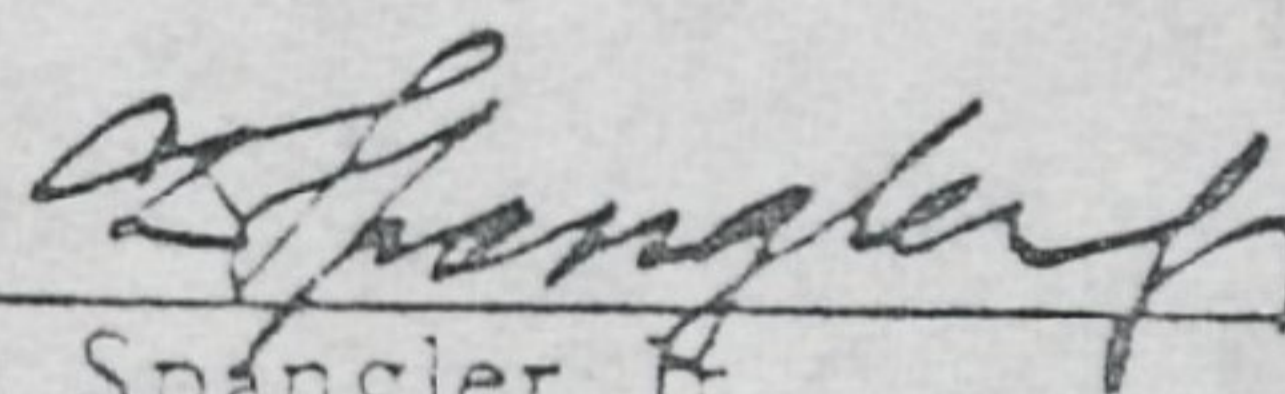
5. *That the Board of Governors seek appropriations for each campus in biennial budget requests to establish or to strengthen centers and activities designed to encourage and support teaching excellence and to improve teaching effectiveness throughout the University.*

The report recognized the special efforts of many institutions to emphasize professional development activities intended to have a direct and positive impact on teaching. But it also acknowledged that greater efforts need to be made in this regard at a number of campuses, especially those with limited resources available for such initiatives. Despite financial strains, it declared that "each institution should allocate a portion of its budget for faculty development and target a specific part of that for the development of teachers and teaching." It is the board's clear expectation that an institution which does not have a special center for teaching and learning should plan to create such a center as soon as possible. The report also urged institutions to provide tangible incentives and encouragement for tenured and non-tenured faculty and graduate teaching assistants to take advantage of these professional development opportunities. In addition, Recommendation 5 commits the board to seek appropriations in biennial budget requests to give greater support to centers and activities designed to encourage and support teaching excellence.

6. *That greater efforts be made to develop and strengthen the teaching skills of graduate students, and that the Board of Governors ask the President to prepare, in consultation with the University-wide Graduate Council, a report with specific guidelines and recommendations for the training, monitoring, and evaluation of graduate students who teach courses in UNC institutions.*

A committee from the University-wide Graduate Council is addressing this recommendation and should report to General Administration by February 1, 1994. Thereafter, the Council's proposals will be shared with constituent institutions for their reactions and comments.

Copies of the report on *Tenure and Teaching in the University of North Carolina* are being printed and will be provided to constituent institutions. Chancellors should ensure that the report is disseminated as widely as possible among the faculty, and especially among department chairs and members of department personnel committees.



C. D. Spangler, Jr.

cc: Chief Academic Officer

Summary of deadlines (please submit three copies of each response):

- | | |
|------------------|---|
| December 1, 1993 | Recommendations or suggestions to Board of Governors <u>ad hoc</u> committee on Awards for Excellence in Teaching (Recommendation 4). |
| January 21, 1994 | Proposed revisions to institutional mission statements (Recommendation 1.a.). |
| April 4, 1994 | Report on actions taken (or proposed, where the President's and the board's approval is required) in response to Recommendations 1 and 3. |

This is the inaugural issue of *Setting Directions*, a newsletter intended to inform the campus community about the strategic planning process. The newsletter, which will be issued on a monthly basis, is a joint effort by the Advisory Committee on Strategic Planning (ACSP) and the Office of Planning and Institutional Research (PIR). The university has just completed our revision of operational plans for the 1993-95 period and preparations are underway for the development of the university strategic plan for the 1995-2000 period. The success of the strategic planning process is dependent upon the continuous improvement of our operations and assessment of our progress in achieving our goals.



Committee Members

As part of its efforts to improve on the strategic planning process the members of the ACSP will be working on a number of projects during this academic year. Bob Thompson, Director of PIR, will serve as chair of the committee for this academic year. Appointed to the committee by the Chancellor for two year terms beginning with this academic year are:

Paul Alston (Allied Health),
Helen Grove (Human Environmental Sciences),
George Harrell (Business Affairs),
Rita Reaves (Industry and Technology),
Mac Simpson (Institutional Advancement),
and Ernie Uhr (Business)


Completing the second year of their appointments are:

Carson Bays (Economics),
Ed Bell (Education),
Wanda James (Admissions),
Jim Joyce (Physics),
Theresa Lawler (Nursing),
James LeRoy Smith (Chancellor's Office),
Keats Sparrow (Arts & Sciences),

Rose Mary Stelma (Financial Aid),
and Gary Vanderpool (Health Sciences)

Also serving on the committee are:

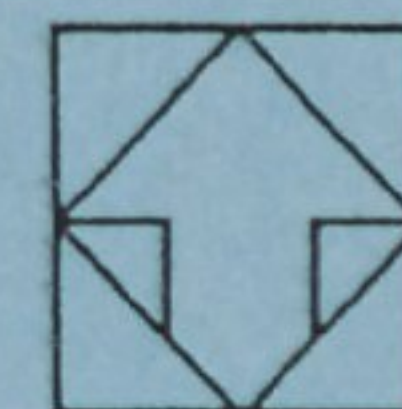
Bill Baggett (Board of Trustees),
Keith Dyer (Pres., Student Government Assoc.),
and Bruce Flye (Business Affairs)



Committee Projects

Among the projects on which the ACSP will work this year are:

1. the development of a strategic planning handbook to guide the campus community through the development of our new plan;
2. the timetable for the development of the 1995-2000 plan;
3. a review of the strategic planning process thus far in order to improve upon it;
4. an appropriate sub-committee structure for the ACSP; and,
5. a mechanism for publicly recognizing those units which have done an especially noteworthy job in both planning and accomplishment.



Strategic Planning Handbook

The strategic planning handbook, an ACSP project, is intended to answer questions on the development of the university's strategic plan and to provide a common understanding of basic terms, concepts and relationships involved in the process. The handbook is divided into two sections. The first section, Development of the Strategic Planning Process, will address the Preliminary and Advisory Phase, University-wide Strategic Decisions, University-wide Implementation Plans, the Operational Planning Process, Implementing "Strategies for Distinction", and The Next Step, 1995-2000. The second section, Overview of the Strategic Planning Process (1995-2000), will include topics such as the Difference Between Planning Units and Sub-units, Some Basic Definitions, What Belongs in the Strategic Plan and How Does It Get There, the Reporting and Evaluation Process, and Timetables. If there are any other topics you would like to see covered please contact Renee Jarvis at 6288.



If you have any suggestions about how the strategic planning process might be improved, any questions or difficulties which you would like to see addressed, or anything in general that you would like to contribute, please pass them on to Bob Thompson, Office of Planning and Institutional Research, 207 Spilman (757-6288). We want to use this space to answer questions and address situations which you encounter in the strategic planning process.



Office of Planning
& Institutional Research
207 Spilman

919-757-6288