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*Officers*

*7-31-08*

July 29, 2008

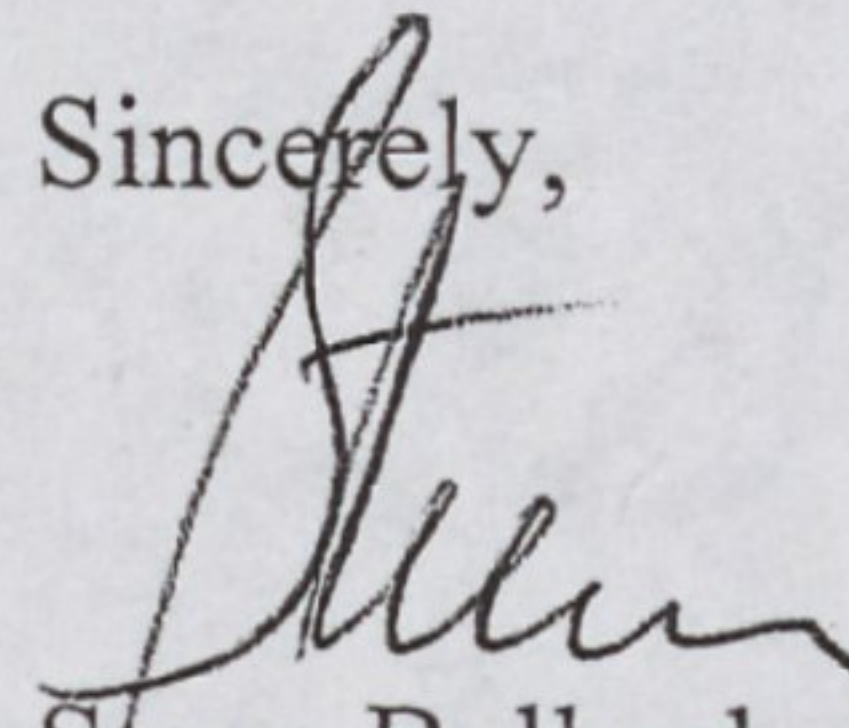
Dr. Deirdre Mageean  
Vice Chancellor for Research and Graduate Studies  
1500 Greenville Centre  
Campus

Dear Deirdre:

Attached are copies of Resolutions 08-23, 08-25, 08-26, 08-31, and 08-34 which were adopted by the Faculty Senate at their meeting on April 22 and sent to me on April 25. Given the May 1 deadline to respond to General Administration on the UNC Tomorrow report, there was not adequate time to incorporate these resolutions into ECU's report.

I ask that you, in your role as co-chair of ECU's UNC Tomorrow Response Team, consider these resolutions in the on-going deliberations of the Response Team.

Sincerely,

  
Steve Ballard  
Chancellor

Attachments

pc: Faculty Officers  
Marilyn Sheerer, Interim Provost and Vice Chancellor for Academic  
And Student Affairs  
Phyllis Horns, Interim Vice Chancellor for Health Sciences



08-23 Continuing and Career Education Committee's response to the UNC Tomorrow Report, as follows:

According to its charge, the Continuing and Career Education Committee addresses issues relating to 4.1 (Global readiness), 4.2 (Citizen access to higher education), and 4.3 (Improving public education) of the UNC Tomorrow document.

This statement specifically addresses the following points:

4.2.1 (Citizen access to higher education)

The Continuing and Career Education Committee takes pride in East Carolina University's standing as the largest provider of distance education in the UNC system. ECU is committed to continuing as the model for comprehensive Continuing and Career Education delivery. We will continue to maintain and expand online distance learning in Eastern North Carolina regions. ECU dedicates significant resources to outreach to the military community in NC. We must continue to advocate for firm legislative support for comprehensive broadband availability to all persons.

4.2.3 (UNC as a model for accommodating persons with disabilities)

East Carolina University has much to offer children and adults with disabilities in Eastern North Carolina. The University has policies and practices that ensure that websites, online programs, and content where appropriate are ADA compliant.

4.3 (Improving public education)

ECU's Office of Teacher Education has established the Walter and Daisy Carson Latham Clinical Schools Network. This is a partnership between East Carolina University and 31 public school systems in eastern North Carolina which provides access to quality clinical settings for teacher education as well as opportunities for professional development. ECU

continues to work through bureaucratic impediments to increase the effectiveness of collaborative programs and to develop additional partnerships.

**Disposition:** Chancellor



08-25 Educational Policies and Planning Committee's response to the UNC Tomorrow Report, as follows:

The Educational Policies and Planning Committee (EPPC) considers relevant to our charge part 5.2 of the UNC Tomorrow Report, which states the need to "streamline the academic planning process", "eliminate unnecessary duplication", and create seamless UNC articulation or "integration" of course credit.

The EPPC believes that curriculum and program development is a faculty responsibility. Any system-wide changes to the planning process must reflect that principle. In addition, if programs are to be reviewed for elimination on grounds of productivity or duplication, the EPPC will need to draft formal guidelines on what criteria other than productivity statistics will be used to draft our recommendation to the chancellor on such matters. Furthermore, any articulation of course credit or degree requirements must be achieved through faculty committees, respecting each institution's mission and the strengths and goals of individual academic units.

**Disposition:** Chancellor



08-26. Faculty Governance Committee's response to the UNC Tomorrow Report, as follows:

We have determined the extent of our involvement in response to the *UNC Tomorrow Report* according to the timeline that we received when asked to write the present document. It should be noted that according to that timeline, Faculty Governance should be/have been involved in the following:

Phase I

- Preliminary Information for Development of a 10-Year Enrollment Plan—Due February 2008
- Final Draft on 10-Year Enrollment Plan—Due March 2008
- Report on Plans to Respond to Outreach and Engagement Recommendations—Due May 2008
- Report on Proposed Changes to Internal Policies and Processes—Due May 2008

Phase II

- Report on Faculty and Staff Recruitment and Retention—Due December 2008
- Report on Review of Tenure and Rewards Systems—Due December 2008

Impact on Faculty Governance Committee Charge

The *UNC Tomorrow Report* does not affect our charge. However, it will have an impact on the management of the committee's responsibilities and workload.

The tight timelines established for Phases I and II for responses to the report clearly indicate that there will be short reaction/action times. In order for Faculty Governance to respond adequately to the request from General Administration and our own campus, the following will be necessary:

1. Involvement of Faculty Governance in all the stages of the creation of the different reports. However, as indicated below, Faculty Governance has not been involved in any of the activities that ECU has conducted to regarding Stage I. If this is not resolved, then it will not be possible to fulfill step number 2.
2. Timely response from Faculty Governance in the drafting of policies. If Faculty Governance does not respond in a timely manner policies could be developed or implemented without Faculty Governance, or even without seeking Faculty Senate approval.

Faculty Governance Committee and Phase I

- 10-Year enrollment plan

While the Faculty Governance Committee, per se has not been involved in the Strategic Enrollment Management Task Force, the Chair of the Faculty and multiple other faculty members have been involved and are expected to provide the appropriate linkage and communication with the Faculty Governance Committee. As this Task Force proceeds, matters related to faculty workload; retention and recruitment of faculty; promotion and tenure; and balance of fixed term and tenure-track faculty will be of concern to the Faculty Governance Committee.

- UNC Tomorrow Report on Outreach and Engagement Recommendations  
Vice Chancellor Mageean informed Faculty Governance of the need for our committee to work on this during the Fall of 2007. While this happened regarding the "Engaged University" Carnegie classification, the work will be the same. We need to study what changes, if any, may be necessary to Appendices C and D of the *ECU Faculty Manual* to assure that the outreach and engagement activities of faculty are appropriately rewarded in annual



evaluations, in advancement in title for fixed-term faculty, and in tenure and promotion of tenured and tenure-track faculty. ECU's Academic Council is aware that this is the top priority issue for Faculty Governance next academic year.

- **Proposed changes to Internal Policies and Processes**

We anticipate that the Faculty Governance Committee will be contacted very soon and will be involved in any aspects of this report. The Chair of the Faculty and multiple other faculty members have been involved and are expected to provide the appropriate linkage and communication with the Faculty Governance Committee. We are aware of the existence of a Task Force on University Policies and Procedures, but we have not been asked to cooperate with it. The future involvement of Faculty Governance in this issue was detailed in the February 18 Joint statement by Chancellor Ballard and Chair of the Faculty Taggart. Point 3.a. reads: "We share a commitment that faculty leaders, the Governance Committee, and top administrators will work together expeditiously to develop a University Policies and Procedures manual that will provide clear guidance on areas in which policies are needed to ensure that the ECU operates effectively and transparently." Point 3.b reads: "The Governance committee will participate in development of campus policies that are pertinent to faculty responsibilities." Our involvement was further reaffirmed in the Faculty Senate meeting of March 19, 2008 when Chair Taggart, with the consent of Chancellor Ballard, clarified that all policies pertinent to faculty responsibilities would go to Faculty Governance and then to Faculty Senate for approval. We expect that Chancellor Ballard (or his representative) will provide us with a timeline and a list of duties in the near future.

#### Faculty Governance Committee and Phase II

- **Faculty and staff recruitment and retention**

The Faculty Governance Committee will be involved in generating this report. Faculty Governance has already addressed the following areas:

#### **Recruitment and Retention of Faculty**

Faculty Governance has actively participated in the past in workshops and information sessions regarding recruitment and retention of faculty, and we will continue to do so. We, together with the Chief Diversity Officer, are in the early stages of planning a workshop(s) for hiring diverse faculty. While participation in these workshops is not part of our charge, we view it as essential in maintaining one of the basic tenets of shared governance: hiring of faculty is a faculty responsibility.

#### **Joint Appointments**

Potentially, revisions to the *ECU Faculty Manual* regarding joint appointments could have an impact on faculty recruitment and retention. Faculty Governance has been working on this since Spring of 2006. In Fall of 2007 we formed a sub-committee to study the matter. Due to our heavy agenda, the sub-committee has not been able to report. This academic year, but joint appointments remain in our agenda for next academic year.

- **Report on Review of Tenure and Reward Systems**

Please see Outreach and Engagement Recommendations in Phase I regarding this issue and Faculty Governance. This semester we added to our agenda for the Fall 2008 revisions to the *ECU Faculty Manual* regarding post-tenure review.



Conclusion

The UNC Report will have no effect on our charge, but underlines the need to speed our work regarding the Tenure and Reward Systems, especially regarding Outreach and Engagement. The committee accepts this responsibility and looks forward to active participation.

Disposition: Chancellor



08-31 University Budget Committee's response to the UNC Tomorrow Report, as follows:  
WHEREAS, the Scholarship of Engagement is a key component of the University of North Carolina Tomorrow; and

WHEREAS, East Carolina University has always been historically engaged with its local, regional, state, a nation and international constituents.

THEREFORE BE IT RESOLVED, that the Faculty Senate request that the Chancellor and the Board of Trustees develop an adequate funding and reward model for the Scholarship of Engagement.

BE IT FURTHER RESOLVED, that the Faculty Senate encourages the Chancellor and the Board of Trustees to allocate an initial funding of \$300,000 annually for Seed Grants for Engagement (\$30K to 10 faculty).

BE IT FURTHER RESOLVED, that the Faculty Senate, in cooperation with the Chancellor and the Board of Trustees, develop a reward model for those who participate in the Scholarship of Engagement (with emphasis on tenure, promotion and merit as the primary reward mechanism).

BE IT FURTHER RESOLVED, that the Faculty Senate request the Chancellor and the Board of Trustees develop a better tracking model so that East Carolina University can showcase current and future examples of the Scholarship of Engagement.

**Disposition:** Chancellor, Board of Trustees



08-34 University Curriculum Committee's response to the UNC Tomorrow Report, as follows:  
There are a number of items in the UNC Tomorrow Report which relate to the structure and development of curricula in the programs of East Carolina University, in accord with the stated objectives of the *UNC Tomorrow* program.

Our review of the items designated as curriculum committee matters finds them worthy of the efforts of our faculties and administration, including the University Curriculum Committee as colleagues and agents of both, but finds that these items regard the structure and development of ECU curricula from a perspective rather different from those viewpoints from which we have been accustomed to considering curricular change.

The University Curriculum Committee of East Carolina University, as constituted and charged, has been accustomed to seeing proposed changes in ECU curricula originating from the 'bottom' up. That is, from faculty members by way of their departments, colleges or schools. Our oversight of, and input to, the process has been related to ensuring consistency and coherence of new curricular proposals with that of existing curricular structures and the representation thereof in University course catalogs. We seek to avoid unnecessary duplication, to reward collaborative interactions, to facilitate modernization with student futures foremost in mind, and to maximize the teaching and learning experience in our course offerings for both students and faculty. We ask faculty to frame requested changes in terms of motivation and anticipated outcome(s) so that we are in the best position to respond to and support their proposed curricular offerings.

A group might be created with the responsibility for catalyzing by suggestion and practical support the kinds of curricular changes suggested in the *UNC Tomorrow report*. However, it will remain the responsibility for faculties to know how best to advance the teaching of their respective disciplines, and to evaluate any related suggestions that might come from such a group. Those are the duties in performance of which we claim academic freedom.

We would consider it worthy and consistent with our best purposes to include in our considerations, i.e. to ask faculty to include in their justifications, some information about how their various proposals address these stated objectives of the *UNC Tomorrow Initiative* (when in their final form they may be elevated to the level of University policy).

In recent years, an important feature of the University Curriculum Committee's operations has been the establishment of our Liaison Program, whereby each academic unit has a Liaison trained to optimize proposals for curriculum changes and to facilitate their passage through the Committee. It occurs to us that, in support of these objectives, we could inculcate an appreciation for these long-term objectives in the training of the liaisons, and incorporate an opportunity for a statement of having considered those objectives in the justification requested of the faculty.

In addition, the UCC has been working alongside the GCC and the Office of Academic Programs to provide regular curriculum development workshops for interested faculty. These workshops might also be a place where additional training and focus could be given to the *UNC Tomorrow Initiative*.

By working with the liaisons and continuing in the development of the workshops, the development of curriculum at ECU can continue in a "bottom up" manner while reinforcing the goals of the *UNC Tomorrow Initiative*.