Effective date: _____   Latest Rev. date: _____

UNIT CODE OF OPERATIONS

ACADEMIC LIBRARY SERVICES

EAST CAROLINA UNIVERSITY

PENDING FINAL APPROVAL

Complete Code Revision

1. Approved by the tenured faculty of the Unit

    Chair, Unit Code Committee: Janice S. Lewis   Date: October 13, 2011

2. Submitted to Dean: Larry Boyer   Date: October 28, 2011

    If changed, reapproved by tenured faculty: Date:

    Chair, Unit Code Committee:

3. Reviewed/recommended by Faculty Senate Unit Code Screening Committee

    Chair: Patricia Anderson   Date: March 21, 2012

4. Approved by East Carolina University Faculty Senate

    Chair of the Faculty: Marianna Walker   Date: April 17, 2012

         Faculty Senate Resolution # 12-58

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

    Chancellor: Steve Ballard   Date:

                                                                   (Effective Date)

    Revision of Code __X__   Complete; or ____   Part(s) Effective____

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CODE OF OPERATIONS

ACADEMIC LIBRARY SERVICES

PREAMBLE

This Code allows for faculty participation in and establishes procedures for the Unit's internal affairs and is consistent with all applicable appendices of the *East Carolina University Faculty Manual.* This document reflects the importance of collegiality and cooperation among faculty, staff, and administrators to ensure that the Library accomplishes its mission. The terms "Academic Library Services", "ALS", "Joyner Library", and "the Library" are used interchangeably in this document.

Section I. Objectives/Mission

Joyner Library is the intellectual heart of East Carolina University. We serve ECU's Campus and distance education communities, act as a resource for the people of Eastern North Carolina, and support ECU's contributions to the research community worldwide. We connect people to information and empower their lifelong learning by developing robust collections, superior services, and people-friendly spaces.

Section II. Organization/Composition

   A. Definition of voting faculty members

   As it pertains to making recommendations for appointments, reappointments, promotion, and the conferral of permanent tenure to faculty, voting faculty will be defined in accordance with the *ECU Faculty Manual.*

   To cast a vote on issues listed in the current version of *Appendix L* of the *ECU Faculty Manual*, a member must meet the criteria stipulated in *Appendix L*. To cast a vote on issues listed in the current version of *Appendix D* of the *ECU Faculty Manual*, a member must meet the criteria stipulated in *Appendix D*. To cast a vote on issues listed in the current version of

Appendix A of the *ECU Faculty Manual*, a member must meet the criteria stipulated in *Appendix A.*

On all other faculty matters, including electing members of the Faculty Affairs Committee, voting shall be limited to full-time probationary term and permanently tenured faculty.

B. Administrative organization of the unit and its subdivisions

For the purposes of the Unit Code and *Appendix D* of the *ECU Faculty Manual*, Academic Library Services (ALS) will be organized as a single Unit and will not be further subdivided.

Personnel in ALS include:

1. Faculty: all persons with faculty appointments as defined in *ECU Faculty Manual, Appendix D;*

2. EPA Non-Faculty personnel: instructional and research staff exempt from the State Personnel Act under NCGS Section 126-5(c1)(8);

3. SPA personnel: personnel subject to the State Personnel Act;

4. Temporary faculty, temporary EPA Non-Faculty personnel, and temporary SPA personnel;

5. Student workers, including undergraduate and graduate student employees.

The Dean is the chief administrative officer of the Unit. The Dean shall be appointed, serve, and be evaluated in accordance with established University policies.

The Library Assembly is a deliberative body that discusses issues of importance to the Library and its services and personnel. Its membership is defined in Section III.

The Dean's Council supports the Dean in carrying out the mission of Academic Library Services. Its membership is defined in Section II.C.5.

The Dean may form an Executive Committee to provide administrative support in carrying out the mission of Academic Library Services.

The Joyner Library Support Staff assembly is a deliberative body that discusses and has input concerning issues within the Library and provides opportunities for fellowship, cooperative learning, and exchange of information among members and other groups. Its membership is composed of all SPA personnel who work in Academic Library Services.

C. Roles and Responsibilities

1. Library Dean

The Library Dean is a member of the faculty and is the chief administrative officer of Academic Library Services. The Dean seeks the advice of the Library Assembly, keeps the assembly well informed of developments affecting Academic Library Services, and promotes the interests of the Unit and its personnel.

The Dean shall:

a. demonstrate positive leadership to support the mission of Academic Library Services;

b. facilitate positive morale, performance, staff development, and productivity within the Library;

c. represent the Library in external relations;

d. assign functional titles (i.e., Collections Librarian) and duties of faculty and EPA Non-Faculty personnel and communicate this information to Academic Library Services in a timely fashion;

e. allocate or transfer SPA staff positions after discussions with the head(s) of operational service(s) involved and the Dean's Council, and communicate this information to Academic Library Services in a timely fashion;

f. recommend initial compensation and salary increases for all Library personnel within approved budgetary limits;

g. solicit input and feedback on the performance of faculty members, EPANon-Faculty, and SPA staff members as is deemed necessary;

h. evaluate annually each faculty member's performance in librarianship, research and creative activity, and service;

i. forward all faculty personnel recommendations along with his/her recommendations to the next higher administrative official;

j. evaluate annually each EPA Non-Faculty and SPA staff member who reports directly to him/her;

k. manage and maintain Library facilities and equipment;

l. maintain essential records;

m. in consultation with the Dean's Council and the Library Assembly, prepare Library budgets, allocate and administer Library budgets, and share final budget documents with the Library Assembly;

n. establish procedures for obtaining broad input into the development of major planning documents, assessment documents, and other major reports of Unit operations, and present final reports to the Library Assembly for discussion, review, and voting as described in Section VI of this Code;

o. establish administrative committees or task forces as necessary;

p. act on recommendations and procedures voted on by the Library Assembly or faculty;

q. prepare and distribute a report of Library accomplishments and appropriate data;

r. designate a person to be in charge when he/she is away;

s. inform the faculty and staff in a timely manner of administrative decisions or actions affecting them;

t.   ensure that Code procedures are followed.

2. **Associate Deans**

Associate deans are faculty members. The procedure for selection of associate deans shall be the same as the procedure for the selection of any other faculty member and in accordance with established University policies. Duties of associate deans shall be established by the Dean based on the needs of the Library.

3. **Assistant Directors**

Assistant directors are faculty members. The procedure for selection of assistant directors shall be the same as the procedure for the selection of any other faculty member and in accordance with established University policies. Duties of assistant directors shall be established by the Dean based on the needs of the Library.

4. **Heads of Operational Services**

A head of an operational service is responsible for the management of that service. Heads shall:

a.   formulate operational procedures in consultation with the personnel within the operational service and others in ALS in order to support the mission of the Library;

b.   lead the operational service in developing planning initiatives;

c.   encourage participation in the decision-making process through regular meetings and other means of communication;

d.   demonstrate positive leadership that facilitates morale, communication, performance, staff development, and work flow;

e.   advise the Dean through the Dean's Council;

f.   communicate anticipated budget, equipment and staffing requirements to appropriate assistant director, Dean, or others as directed;

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g. prepare and submit required reports and other paperwork in a timely fashion;

h. provide input to the Dean for annual faculty evaluations;

i. evaluate each SPA staff member who reports directly to him or her;

j. designate a person to be in charge when he/she is away;

k. hire SPA employees for the operational service unit;

l. work with faculty and EPA Non-Faculty search committees in the selection of candidates for positions in their operational service unit.

5. **Dean's Council**

a. Membership: Library Dean, associate dean(s), assistant directors, heads of operational services; President of the Joyner Library Support Staff assembly; and President of the Library Assembly.

b. Meetings: the council, chaired by the Dean, shall determine its meeting schedule. The Dean or a majority of council members may call other meetings as needed. The Dean shall prepare and distribute the council agenda. Any member of the council may submit items for the agenda.

c. The council shall

  i. develop the Library calendar;

  ii. advise the Dean on allocation of positions, the operating and materials budgets, physical and organizational changes, management issues, and planning initiatives;

  iii. provide leadership in fulfilling the mission of the Library.

D. **Budget Request and Annual Report**

The Dean shall prepare the budget and annual report in consultation with the administrative staff and discuss them annually with the faculty in a regular faculty/Library Assembly meeting.

Section III. Standing Committees

Meetings are conducted according to the procedures in the latest edition of *Robert's Rules of Order, Newly Revised.*

A. **Library Assembly**

The Library Assembly shall consist of the following personnel who hold appointment of half-time or more: faculty, temporary faculty, EPA Non-Faculty and temporary EPA personnel. If a person designated as an associate dean, assistant director, or head of an operational service pursuant to Section II does not meet the criteria, he or she will nonetheless be a member of the Library Assembly.

Library Assembly meetings are open to all personnel in ALS. The agenda shall be distributed to personnel in ALS prior to Library Assembly meetings.

Elections of officers and committee members of the Library Assembly shall be conducted by secret ballot.

The Library Assembly shall have a voice in the governance - of the Library. As appropriate, the Dean shall communicate on procedures and related matters with the Library Assembly. The Library Assembly meetings shall provide a forum in which members may debate, take positions and recommend actions on matters relating to the library, to librarian-ship, and to the University community.   Specific responsibilities include reviewing major planning documents, conducting straw votes, and providing input on the annual budget and annual report. Members are responsible for reviewing materials distributed for discussion, attending meetings, participating in discussions, and voting on issues. An agenda and materials for discussion shall be distributed as early as possible. All members of the Library Assembly have voting privileges except where prohibited by appendices of the *ECU Faculty Manual* or by other provisions of this Code.

Library Assembly Officers

The officers of the Library Assembly are a president, a vice-president (president-elect) and a secretary. All members of the Library Assembly are eligible to serve as officers. These officers are elected to one-year terms at the April meeting with the term beginning on May 15. The officers shall take an active role in leading the Library Assembly in matters of importance to the assembly.

Library Assembly Executive Committee:

1. Membership:

    The officers of the Library Assembly

2. Duties:

    a. plans agenda for meetings;

    b. except for the Faculty Affairs Committee and the Personnel Committees, serves as a nominating committee for all offices and Standing committees; in the case of the Library Assembly Executive Committee, submits at least two names for the positions of vice-president and secretary;

    c. performs other responsibilities as requested by the Library Assembly;

    d. prepares an annual report to the President of the Library Assembly, using a format adopted by the Library Assembly.

Duties of Officers:

1. The president shall

    a. preside at meetings of the Library Assembly;

    b. communicate recommendations of the Library Assembly to the Dean or others as appropriate;

c. advise the Dean on appropriate representation by assembly members to serve on administrative committees, task forces, and teams;

d. call special meetings upon receipt of a written request from one-fourth of the members;

e. ensure annual reports are prepared by standing committees and submitted to the Dean;

f. represent the Library Assembly at meetings of the Dean's Council;

g. represent the Library Assembly at meetings of the Dean's Executive Committee.

If a vacancy occurs in the position of president, that position shall be filled by the vice president (president-elect).

2. The vice-president (president-elect) shall

a. preside at meetings of the Library Assembly when the president is absent;

b. maintain a list of the members with indications of appropriate voting privileges;

c. count votes in elections not related to personnel matters;

d. perform such duties as may be delegated by the president.

If a vacancy occurs in the position of vice-president, a new vice-president shall be elected at the next meeting of the Library Assembly.

3. The secretary shall

a. keep minutes of all Library Assembly meetings and distribute copies of approved minutes to all library personnel including copies of administrative files for the University Archives;

b. perform other duties that may be delegated by the president.

If a vacancy occurs in this position, a new secretary shall be elected at the next meeting of the Library Assembly.

B. Faculty Committees

1. Personnel Committee

a. Membership:

The committee shall consist of five voting faculty members, including at least four permanently tenured faculty members and at most one probationary term faculty. Members are elected by the permanently tenured and probationary term voting faculty (as specified in the *ECU Faculty Manual, Appendix D*) for staggered two-year terms from a list of all eligible faculty members. Members shall be elected at a meeting of the permanently tenured and probationary term faculty annually in March. Terms shall begin on May 15.

b. Duties:

i. performs those duties specified by the *ECU Faculty Manual, Appendix C* and *Appendix D;*

ii. calls meetings of the permanently tenured and probationary term voting faculty as needed for discussion or voting on personnel matters;

iii. appoints search committees and the chairs of search committees for faculty positions. At least one member of the Personnel Committee shall serve on each search committee;

iv. prepares an annual report to the President of the Library Assembly, using a format adopted by the Library Assembly and containing material not deemed confidential by University policies.

2. **Promotion Committee**

The composition and function are prescribed by the *ECU Faculty Manual, Appendix D.*

3. **Tenure Committee**

The composition and function are prescribed by *ECU Faculty Manual, Appendix D.*

4. **Faculty Affairs Committee**

a. Membership:

The Committee shall consist of five voting faculty members, including at least two permanently tenured faculty members and up to three probationary term faculty. Members are elected annually in March by the permanently tenured and probationary term voting faculty (as specified in the *ECU Faculty Manual, Appendix D*) for staggered two-year terms from a list of all eligible faculty members.

b. Duties:

i. calls meetings, as needed, of the permanently tenured and probationary faculty to address matters specific to such faculty;

ii. makes recommendations to the permanently tenured and probationary term faculty on policies, procedures and issues affecting faculty;

iii. ensures that code procedures are followed;

iv. performs other responsibilities as requested by the Library Assembly;

v. submits an annual report to the President of the Library Assembly, using a format adopted by the Library Assembly.

5. **Faculty Mentoring Committee**

a. Membership

The committee shall consist of five voting faculty members, who at a minimum have received their first reappointment at Joyner Library. Four members are elected by the permanently tenured and probationary term voting faculty (as specified in the *ECU Faculty Manual, Appendix D*) for staggered two-year terms. Members of this committee shall be elected at the April meeting. Terms shall begin May 15. The Dean shall appoint a member of the Executive Committee to serve as an *ex officio* member of the committee with voting privileges.

b. Duties

    i. administers the Faculty Mentoring and Orientation Program;

    ii. submits an annual report to the President of the Library Assembly, using a format adopted by the Library Assembly.

C. Additional Standing Committees

1. Staff Development Committee

a. Membership:

The committee shall consist of seven voting members. Three are elected at the April Library Assembly meeting for staggered two year terms. Two are named by the Joyner Library Support Staff assembly. In addition, the Dean shall appoint two additional library employees who have responsibility for personnel matters to serve as *ex officio* members with voting privileges. Terms shall begin on May 15.

b. Duties:

    i. reviews and advocates for the Library's training and professional development needs;

    ii. encourages participation in staff development opportunities, including workshops, training sessions, lectures, etc., that promote organizational effectiveness as well as foster individual growth;

    iii. works with other committees and groups both inside and outside the Library in fulfilling its duties;

    iv. performs other responsibilities as requested by the Library Assembly;

    v. submits an annual report to the President of the Library Assembly, using a format adopted by the Library Assembly.

2. Operating Procedures Review Committee

a. Membership:

Five members of the Library Assembly, elected for staggered two-year terms at the April meeting of Library Assembly. Terms begin on May 15.

b. Duties:

i. reviews existing operating procedures and, when it appears that revisions to a procedure may be warranted, suggests that the operational service and/or others directly concerned with the procedure review it.**;**

ii. reviews new and revised operating procedures initiated by a committee, an operational service, or an individual;

iii. presents all new and revised operating procedures to the Library Assembly for approval;

iv. maintains the operating procedures manual for Academic Library Services;

v. performs other responsibilities as requested by the Library Assembly;

vi. submits an annual report to the President of the Library Assembly, using a format adopted by the Library Assembly.

3. **Diversity Committee**

a. Membership:

The Diversity Committee shall consist of six voting members: three elected by the Library Assembly at its April meeting for staggered two-year terms, two staff named by the Joyner Library Support Staff assembly, and ALS's Diversity Liaison to the University level diversity group. Terms begin on May 15.

b. Duties:

i. promotes a culture that that affirms, respects and celebrates diversity in personnel, services, collections, and resources. Diversity is understood to reflect

different races, genders, ages, ethnicities, cultures, national origins, abilities, religions, sexual orientations, intellectual positions, and perspectives;

ii. develops and implements a continuing diversity plan for Academic Library Services.

iii. performs other responsibilities as requested by the Library Assembly;

iv. submits an annual report to the President of the Library Assembly, using a format adopted by the Library Assembly.

D. *Ad Hoc* **Committees**

1. Search Committees

a. Membership:

The Personnel Committee shall select the chair and four to five additional members of an *ad hoc* search committee for vacant faculty positions. All members of the faculty and staff of Academic Library Services are eligible to serve on search committees, with at least four members being full-time voting faculty members. At least one member of the Personnel Committee shall be named to each search committee. All members have voting privileges.

b. Duties:

i. prepares the announcement of an open position in consultation with the Personnel Committee, the Dean and appropriate head of operational service;

ii. solicits, receives, and reviews applications for positions;

iii. selects candidates for interview;

iv. conducts interviews;

v. solicits input concerning the suitability of the candidates;

           vi.   makes recommendations to the Personnel Committee.

2. *Ad Hoc* **Code Committee**

When the Library Assembly determines the need for revising the Code of Operations, an *ad hoc* committee shall be elected for this purpose. All permanently tenured and probationary term faculty members who have been employed as faculty in Academic Library Services for at least twelve consecutive months are eligible to vote for and serve on this committee.

3. Other *Ad Hoc* **Committees**

Other *ad hoc* committees may be appointed or elected according to procedures in the latest edition of *Robert's Rules of Order, Newly Revised.*

E. Vacancies on Committees

When a vacancy on a committee occurs, an election shall be held to complete the original unexpired term. The election shall be conducted in accordance with procedures applicable to regular elections to the committee in question.

Section IV. Faculty Personnel Actions

A. Selection and Appointment of New Faculty

One of the most important privileges of faculty governance is the right to choose one's own colleagues. Therefore, it is the responsibility of each faculty member to participate actively in all faculty search processes. Such participation may include service on search committees, attendance at candidate presentations, completion of evaluation forms, and the provision of other feedback when necessary during the selection process.

B. Teaching Assignments and Reassigned Time

The Dean shall make faculty assignments and recommend reassigned time in accordance with criteria prescribed in the *ECU Faculty Manual* and established University policies.

C. **Faculty Evaluation**

The evaluation of faculty is a continuous process. It is designed to assist faculty members in their professional progress by recognizing and reinforcing appropriate activities and identifying areas in need of improvement. Annual evaluations, progress toward tenure letters, reappointment, conferral of tenure, promotion, and five-year performance review of tenured faculty are based on the following criteria specified in the *ECU Faculty Manual, Appendix B and Appendix C*: (1) effective performance of librarianship responsibilities (teaching); (2) research/creative activity; and (3) professional service.

1. **Librarianship (Teaching)**

East Carolina University expects Library faculty to demonstrate competence and evidence of developing excellence in their primary area(s) of responsibility. Library faculty support the educational mission of the University in many ways, and their primary responsibilities vary depending on their particular positions within the Library. The educational role of academic librarianship may be evidenced by (but not limited to): reference/user services; classroom instruction; materials selection, evaluation, acquisition and preservation; cataloging, classification and description of library materials to make them accessible to the University community; organization and retrieval of information; scholarly communication; and successful management of services. All faculty members must maintain a current awareness of research and technological advances relevant to their Library positions as well as a broad understanding of academic librarianship and higher education.

2. **Research/Creative Activity**

East Carolina University encourages and supports the continuing efforts of faculty to develop a deeper appreciation of the importance of professional competency acquired through scholarship, research, and other creative activities appropriate to one's discipline. A

faculty member's research and creative activities shall reflect the high professional standards incumbent upon those who enjoy academic freedom; such activities must be measured by standards of quality, not merely by quantity.

3. **Service**

East Carolina University considers service to the University, the academic profession, and the community as an important aspect of academic performance. The highest level of professional service is that which enhances the academic credibility of the University.

Annual Evaluation of Faculty Members

Annual evaluation of faculty members shall be made by the Dean based on the three dimensions of performance discussed above and on the faculty member's progress in accomplishing his or her annual goals. At the beginning of each evaluation period, the Dean, in consultation with the faculty member and the head of the operational service (if applicable) shall determine the relative weights (percentage of commitment) to be assigned to each dimension for that evaluation period. The specific ranges of weights given to performance of librarianship responsibilities (teaching), research/creative activity, and service for each faculty member are 65-80% for performance of librarianship responsibilities (teaching), 10-25% for research/creative activity, and 10-15% for service. The weight assigned to service shall not be greater than that assigned to either librarianship responsibilities (teaching), or research/creative activities. The norm for probationary-term and tenured faculty is 80% for librarianship/professional responsibilities, 10% for research/creative activity, and 10% for service. Weights for fixed-term and part-time faculty are negotiated at the time of appointment and may be up to 100% librarianship responsibilities (teaching).

The goals for the upcoming year shall be agreed to by the Dean and the faculty member. The goal-setting process is a collegial process that, for those faculty members who do not report

directly to the Dean, also involves input from the relevant head of operational service, assistant director, or associate dean. The faculty member's goals should support the Unit and University goals. The goals document is signed by both the faculty member and the Dean, and placed in the faculty member's personnel file to be used in the faculty member's annual evaluation.

Each faculty member reports on progress in accomplishing goals as part of the individual faculty member's annual report. Faculty members who report directly to the Dean submit their annual report to the Dean; other faculty members initially submit their annual reports to the relevant operational heads of service, assistant director, or associate dean (supervisor), who prepares a written assessment covering all three dimensions, but with primary focus on the effective performance of librarianship responsibilities (teaching) for use by the Dean in writing the faculty member's annual evaluation. The faculty member's annual report, the supervisor's assessment, and the Dean's annual evaluation are all important documentation of the faculty member's accomplishments, progress, areas of strength and areas where improvement is needed, if any. Each party has an important role to play and is responsible for completing the required documents in a timely and accurate manner. The Dean's annual evaluations are used in evaluating the individual for reappointment, tenure, and/or promotion through inclusion in the individual's Personnel Action Dossier (PAD) in accordance with established University policies. The Dean's annual evaluations are also used in the performance review of tenured faculty.

Criteria for Annual Evaluations and Performance Review

Below are lists of possible items that might be used in evaluating effective performance of librarianship (teaching), research/creative activity, and service. The location of any item on the three lists is not intended to imply a ranking of importance, nor are the lists intended to be exhaustive or mutually exclusive. Furthermore, the items on each list are not necessarily of equal weight, although in some instances, an indication is given as to the importance of the

activity. Items that are general in nature or apply to all faculty members appear at the beginning of each list. It is always the responsibility of the person being evaluated to report accurately and clearly on activities.

1. **Librarianship (Teaching) (weight 65-80%; fixed-term: up to 100%)**

The following apply to all faculty members:

- Effectiveness in meeting annual goals

- Quality of work

- Productivity

- Contribution to the overall performance and enhancement of the Unit

- Understanding and application of contemporary practices and issues in field of practice

- Professional development and continuing education

The following may also be used to evaluate effective performance of librarianship:

- Development and implementation of techniques or methods that result in significant improvements in services or operations in the Library

- Grant proposals submitted or funded that relate to professional responsibilities

- Administration of grants that relate to professional responsibilities

- Special projects and assignments

- Collection development and management

- Providing effective access to library resources and materials

- Service to patrons

- Instruction

- Planning and assessment activities

- Creation and development of instructional, marketing, informational and evaluation materials and tools

- Supervision of faculty, staff, students, interns and volunteers

- Effective leadership and management of areas of responsibility

- Facilitation of a positive team environment

- Providing expertise in a professional capacity

- Exhibits or presentations related to professional responsibilities

2. **Research/Creative Activity (weight 10-25%; fixed term 0-10%)**

The expectations are that these activities will be substantive, possess high quality, and contribute to scholarship. No distinction is made between print and electronic formats. With co- or multiple-authored works, the contribution of the faculty member to the work must be made clear. In general, works that undergo considerable scrutiny before publication (for example, by referees, editorial boards, anthology editors, etc.) will be deemed of the highest value. Such activity might include, but is not limited to the following:

- Journal articles that have undergone peer review

- Scholarly books

- Articles or invited contributions in professional publications

- Book chapters

- Proceedings

- Research presentations

- Presentations or poster sessions at meetings of professional associations (e.g. presenter, panelist, facilitator, moderator)

- Technical and evaluative reports or case studies published as a result of applied research

- Development of research grant proposals

- Administration of research grants

- Books edited

- Journals or special issues of journals edited

- Encyclopedia entries

- Book reviews

- Published annotated bibliographies

- Exhibits and catalogs

- Abstracting and indexing

- Creative activity in service of the profession

- Other new and creative contributions to librarianship that are disseminated and have significance beyond the University

Materials that have been accepted for publication but not yet published are considered under the appropriate categories above. Works in progress are considered during the annual evaluation and reappointment processes, but not in tenure/promotion decisions. Factors affecting the weight given to works in progress include the type of work, anticipated completion date, and potential for publication.

3. **Service (weight 10-15%; fixed term 0-10%)**

A strong service profile at the Unit, University, state, regional and national levels is highly valued.

The following apply to all faculty members:

- Participation in professional organizations is expected. Committee membership is valued. A leadership role carries significant weight.

- Unit committee service is expected.

- Service on Faculty and/or University level bodies such as committees, task forces and working groups is expected.

Additional activities may include:

- Faculty Senate representative or alternate

- Thesis or dissertation committee

- Advisor for student organizations and activities

- Development of grant proposals related to service

- Administration of service grants and contracts

- Serving on editorial boards as a manuscript reviewer

- Producing newsletters, columns, or other publications directly related to professional responsibilities/expertise

- Webmaster for professional organizations

- External reviewer for tenure and promotion candidates

- External reviewer for granting agencies

- Community service, activities, or presentations directly related to professional responsibilities/expertise, including articles and reviews in popular publications, service on committees, commissions, and boards

- Consulting related to professional or University responsibilities

- Adjudicating (e.g., serving as a judge for academic or musical competitions)

Progress Toward Tenure Letters

Progress toward tenure letters are used in evaluating the individual for reappointment, tenure, and/or promotion. In accordance with the *ECU Faculty Manual, Appendix D,* the Tenure

Committee and the Dean review the appropriate evaluative instruments for each probationary

term faculty member. On the basis of this review, the Dean, in consultation with the Tenure

Committee, writes a progress toward tenure letter to each probationary term faculty member.

The Dean and a representative of the Tenure Committee discuss the progress toward tenure

letter with the faculty member. The purpose of the progress toward tenure letter is to advise

the probationary term faculty member annually of the individual's strengths and weaknesses

and to detail remedial actions needed, if any.

Performance Review of Tenured Faculty

Performance review of tenured faculty will follow procedures outlined in the *ECU*

Faculty Manual, Appendix B. Academic Library Services uses the block method of performance

review of tenured faculty. The Tenure Committee shares the timetable and current standards

with the Dean and faculty in accordance with established University policies.

D. **Reappointment and Professional Advancement**

Criteria for Appointment and Promotion

1. **Assistant Professor**

    The successful candidate for assistant professor shall hold the appropriate terminal degree,

    show evidence of potential for continued professional growth in librarianship and

    research/creative activity, and have the ability and willingness to participate in Unit and

    University affairs.

2. **Associate Professor**

    The successful candidate for associate professor shall meet the qualifications of the previous

    rank, have a quality record in librarianship, a consistent and sustained record of research

    and/or creative activity resulting in publication or comparable productivity, demonstrated

ability and willingness to participate in Unit and University affairs, membership in

professional organizations, and a record of effective service to the profession.

3. **Professor**

The successful candidate for professor shall meet the qualifications of the previous rank;

have an established record of excellence in librarianship; a significant record of creative or

research activity resulting in publication or comparable productivity; demonstrated

excellence, ability and willingness to participate in Unit and University affairs; and a record

of significant service to the profession. In accordance with part XII of the *ECU Faculty*

Manual, attention is paid both to productivity since the date of hire, tenure, or last

promotion (whichever is more recent) and accomplishments over one's entire career.

Initial and Subsequent Appointment of Fixed Term Faculty; Reappointment of Probationary Term Faculty

The successful candidate for a fixed-term position shall meet the requirements of the

position description. The appointment shall follow requirements as specified in the *ECU Faculty*

Manual, Appendix D.

Subsequent appointment of fixed-term faculty shall be based on criteria as outlined in

the *ECU Faculty Manual, Appendix C* and *Appendix D.*

Reappointments of probationary term faculty follow policies and procedures in the *ECU*

Faculty Manual Parts XII and *XIII* and *Appendices C* and *D.* In addition, reappointment decisions

are based on the individual's demonstrated achievements in all three dimensions of

performance as well as the individual's potential for future contributions. By the time of the

tenure decision, the individual must compile a consistent and sustained record of achievement

showing positive contributions to the Unit, University, and profession. Although there are no

absolute timelines that can be applied, the individual should show a pattern of growth and

accomplishment from year to year. At the time of each reappointment, candidates must demonstrate that they have established such a pattern in the areas of teaching, research/creative activity, and service.

E. Merit Award/Salary

All faculty members shall annually document their accomplishments in librarianship, research/creative activities, service and other duties for the year. This information will be considered by the Dean in merit salary allocations. The Dean reports a summary of salary recommendations to the faculty.

F. Personnel/Evaluation Files

The Personnel/Evaluation file shall be maintained by the Dean for each faculty member in the Department. The file will be located in the Administrative office. Content of files and access to files shall be in accordance with the *ECU Faculty Manual* and established University policies.

G. Tenure and Promotion

1. Criteria for Permanent Tenure

Criteria for tenure and promotion include the items in the categories and lists described in Section IV, C of this Code. Academic Library Services applies these criteria as directed in the *ECU Faculty Manual, Appendices* C and *D*. In general, Academic Library Services' standards for permanent tenure include demonstrated professional competence in librarianship (teaching), research/creative activity, and service as well as potential for future contributions.

The candidate must demonstrate consistent professional competence in each area. The guidelines below are intended to assist the candidate but should not be considered exhaustive or exclusive:

i. Effective performance of librarianship responsibilities is essential. Documentation should reflect the candidate's contributions to the overall performance and

enhancement of the Unit and effectiveness in meeting annual goals. The candidate's documentation should include statistics, examples of work product, comments from patrons or colleagues, and other appropriate supporting materials.

ii. The candidate's research/creativity activity should show a consistent and sustained record of publications and other activity that contribute to the field of librarianship or other academic disciplines. These activities may encompass a variety of venues and publication types, but should focus primarily on the refereed or reviewed work. In the case of collaborative works, the contribution of the candidate to the work should be made clear. The overall record must indicate that the candidate has made significant contributions of his or her own to the field. While contributions to the field of librarianship are most strongly encouraged, peer-reviewed publications in areas outside of librarianship will count towards tenure. The quality, extent, significance, usefulness, and creativity of the work will be considered by the Tenure Committee in making a recommendation for tenure.

iii. Documentation of service activity should demonstrate the candidate's level of contribution. Leadership roles, such as serving as an officer or chair, should be clearly indicated. The candidate's record of service should show a range of activity among professional organizations, University committees, Unit committees, and other groups.

2. **Qualifications for External Reviewers**

Persons nominated to serve as external reviewers should be recognized as scholars or experts in the candidate's field(s) of endeavor. They should be professional librarians, if appropriate, and preferably hold tenure or be employed by an institution that awards tenure. Procedures for selection of external reviewers shall follow those described in the *ECU Faculty Manual, Appendix D*.

Section V. Meetings

The Dean appoints and determines the duties of administrative committees, task forces, and teams. These groups may be continuing or *ad hoc.* The Deal shall provide to all faculty and staff a list of current administrative committees, task forces, and teams each May, including the charges and length of terms of members. These groups shall report to the Library Assembly at least annually. The Library Assembly shall review these reports and provide input or recommendations as appropriate.

ALS personnel are expected to attend meetings of their operational service and other groups of which they are part. Participation is an important responsibility of all staff. Minutes shall be kept by the Library Assembly, Dean's Council, Dean's Executive Committee and other groups as requested by the Library Assembly or Dean. The minutes, except for those dealing with personnel matters, shall be distributed to all staff. The Dean is responsible for maintaining a complete file of minutes for all the groups designated above. The secretaries of these groups are responsible for forwarding minutes to the Library Dean or a designee.

A. **Library Assembly**

   Meetings shall be held at least monthly during the academic year, and during the summer months as needed. The Library Dean or the President of the Library Assembly may call a meeting. One-fourth of the members may present the president with a written request for a called meeting.

B. **Dean's Council**

   The Dean's Council shall determine the frequency of its meetings. The Dean or majority of council members may call additional meetings as needed.

C. **Operational Services Meetings**

   Each operational service shall hold regular meetings to share information, plan departmental activities, address issues, and consider procedures being developed.

D. Committee, Task Force and Team Meetings

Each group shall determine its meeting schedule.

E. Meetings are conducted according to procedures in the latest edition of *Robert's Rules of Order, Newly Revised.*

Section VI. Evaluation of Unit and Unit Administrator

A. Procedures for Approval of Major Planning and Assessment Documents

The Dean shall make available to the faculty and Library Assembly copies of the Unit's major planning documents, assessment documents and other major reports, allowing five working days for review. The Library Assembly shall take a straw vote on these documents. At a faculty meeting following the Library Assembly meeting, faculty members shall vote by secret ballot to indicate their approval or disapproval of the reports. A majority vote is required for approval.

B. Unit Academic Program Review

The unit academic program review shall be conducted according to established University policies and procedures.

C. Evaluation of Administrators

Administrators will be evaluated in accordance with established University policies and procedures.

D. Evaluation of University Administrators

University administrators shall be evaluated in accordance with established University policies.

Section VII. Unit's Annual Budget and Report

The Dean shall submit the annual budget and annual report to the faculty and Library Assembly for review and input.

Section VIII. Procedure for Developing Criteria for Salary Increases

The Dean and the faculty shall meet each academic year to discuss priorities and procedures for developing criteria for salary increases, including but not limited to promotion, equity, compression, and merit, as allowed by established University policies.

Section IX. Enabling

This Code shall become effective immediately after its approval by secret ballot by a majority of the permanently tenured faculty of Academic Library Services, the Unit Code Screening Committee, the Faculty Senate and the Chancellor of East Carolina University.

Section X. Amendment of Code

When the faculty determines the need for revising the Code, the full-time faculty who have been employed as faculty members in Academic Library Services for at least twelve consecutive months shall elect an *ad hoc* committee for this purpose, following procedures outlined in the *ECU Faculty Manual.* This Code may be amended by an affirmative vote by secret ballot of a majority of all permanently tenured faculty members of Academic Library Services, provided that the amendment has been submitted in writing to each faculty member at least seven calendar days prior to the date of the vote, and provided that it is subsequently approved by the Faculty Senate and the Chancellor of East Carolina University.