

Faculty Senate Resolution #15-72

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Approved by the Chancellor: May 26, 2015 ([w/stipulation](#))

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PROVISIONAL CODE OF OPERATIONS FOR ACADEMIC LIBRARY SERVICES

Section I. PREAMBLE

- A. This Code allows for EPA and SPA participation in and establishes procedures for the Unit's internal affairs and is consistent with all applicable parts of the *East Carolina University Policy Manual* and *East Carolina University Faculty Manual*. This document reflects the importance of collegiality and cooperation among EPA (Exempt from the Personnel Act) personnel, SPA (governed by the State Personnel Act, now the State Human Resources Act) personnel, 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.
- B. 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. FACULTY

- A. Definitions of the unit's faculty

The Faculty of ALS consists of all persons with University appointments who hold regular academic rank in the unit as instructor, assistant professor, associate professor, professor and persons who hold fixed-term appointments.

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. Criteria for serving as a voting faculty member of the unit

As it pertains to making recommendations for appointments, reappointments, subsequent appointments, promotions, 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 Part II of the *ECU Faculty Manual*, a member must meet the criteria stipulated in Part II. To cast a vote on issues listed in the current version of Part IV of the *ECU Faculty Manual*, a member must meet the criteria stipulated in Part IV. To cast a vote on issues listed in the current version of Part IX of the *ECU Faculty Manual*, a member must meet the criteria stipulated in Part IX.

On all other faculty matters, voting shall be limited to full-time fixed term, probationary term and permanently tenured faculty.

1. EPA Non-Faculty

On matters specific to EPA non-faculty personnel, voting shall be limited to full-time EPA non-faculty personnel.

- C. Criteria for Emeritus Status in the unit

The library personnel committee may recommend to the appropriate administrators that the title "emeritus" or "emerita" be conferred upon a retired (including Phased Retirement

participant), permanently disabled, or deceased faculty member, who has made a significant contribution to the library and the university through a long and distinguished record of scholarship, teaching, and/or service over an entire career. (See ECU Faculty Manual VIII.I.D.4)

Section III. ADMINISTRATIVE ORGANIZATION OF THE UNIT

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

A. Personnel in ALS include:

1. EPA faculty personnel: all persons with faculty appointments as defined in *ECU Faculty Manual, Part VIII and Part IX*;
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 EPA faculty, temporary EPA non-faculty personnel, and temporary SPA personnel;
5. Student workers, including undergraduate and graduate student employees.

B. Roles and Responsibilities

1. Library Director

The Library Director is a member of the faculty and is the chief administrative officer of Academic Library Services. The Director shall be appointed, serve, and be evaluated in accordance with established University policies. The Director may form an Executive Committee to provide leadership and strategic support in carrying out the mission of Academic Library Services. If an Executive Committee is formed, the director should ensure that all areas of the library are adequately represented. The Director seeks the advice of the EPA Assembly and SPA Assembly, keeps both groups well informed of developments affecting Academic Library Services, and promotes the interests of the Unit and its personnel.

The Director 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 EPA personnel and communicate this information to Academic Library Services personnel in a timely fashion;
- e. allocate or transfer SPA staff positions after discussions with the head(s) of operational service(s) involved and the Director's Council, and communicate this information to Academic Library Services personnel in a timely fashion;
- f. recommend to the next higher administrator initial compensation and salary increases for all Library personnel within approved budgetary limits and as permitted by established compensation policies and regulations;
- g. solicit input and feedback on the performance of EPA and SPA staff members as is deemed necessary;
- h. evaluate annually each faculty member's performance in librarianship, service, and research and creative activity (if applicable);
- i. forward all faculty personnel recommendations along with his/her recommendations to the next higher administrative official;
- j. evaluate annually all EPA non-faculty and any SPA staff member who reports directly to him/her;

- k. make faculty assignments and recommend reassigned time in accordance with criteria prescribed in the *ECU Faculty Manual* and established University policies;
 - l. manage and maintain Library facilities and equipment;
 - m. maintain essential records;
 - n. in consultation with the Director's Council, the EPA Assembly, and the SPA Assembly prepare Library budgets; allocate and administer Library budgets; share final budget documents with the EPA Assembly and the SPA Assembly;
 - o. 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 EPA Assembly and the SPA Assembly for discussion, review, and voting by faculty as described in Section VII of this Code;
 - p. establish administrative committees and task forces as necessary;
 - q. act on recommendations and procedures voted on by the EPA Assembly, the SPA Assembly or faculty;
 - r. prepare and distribute a report of Library accomplishments and appropriate data;
 - s. designate a person to be in charge when he/she is away;
 - t. inform personnel in a timely manner of administrative decisions or actions affecting them;
 - u. ensure that Code procedures are followed.
2. Associate Directors
- Associate directors are EPA personnel. The procedure for selection of associate directors shall be the same as the procedure for the selection of the relevant type of EPA personnel and in accordance with established University policies. Duties of associate directors shall be established by the Director based on the needs of the Library.
3. Assistant Directors
- Assistant directors are EPA personnel. The procedure for selection of assistant directors shall be the same as the procedure for the selection of the relevant type of EPA personnel and in accordance with established University policies. Duties of assistant directors shall be established by the Director 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 Director through the Director's Council;
 - f. communicate anticipated budget, equipment and staffing requirements to the appropriate assistant director, associate director, Director, and/or others as directed;
 - g. prepare and submit required reports and other paperwork in a timely fashion;
 - h. provide input to the Director for annual faculty and other EPA employee 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. recommend candidates to hire for SPA positions in the operational service unit;
 - l. work with EPA search committees in the selection of candidates for positions in their operational service unit.

Section IV. COMMITTEES OF THE UNIT

A. Standing Committees

1. EPA Assembly

The Academic Library Services EPA Assembly (EPA Assembly) is a deliberative body that discusses issues of importance to the Library and its services and personnel. The EPA Assembly shall consist of the following personnel who hold appointment of half-time or more: faculty, EPA non-faculty and temporary EPA personnel. EPA Assembly meetings are open to all personnel in ALS. The agenda shall be distributed to personnel in ALS prior to EPA Assembly meetings.

Elections of officers and committee members of the EPA Assembly shall be conducted by acclamation, secret ballot, or electronic voting as appropriate.

The EPA Assembly shall have a voice in the governance of the Library. As appropriate, the Director shall communicate on procedures and related matters with the EPA Assembly. The EPA Assembly meetings shall provide a forum in which members may debate, take positions and recommend actions on matters relating to the library, to librarianship, 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 EPA Assembly have voting privileges except where prohibited by the *ECU Faculty Manual* or by other provisions of this Code.

a. EPA Assembly Officers

The officers of the EPA Assembly are a president, a vice-president (president-elect) and a secretary. All members of the EPA Assembly are eligible to serve as officers.

These officers are elected to one-year terms at the April meeting with the term beginning on July 1. The officers shall take an active role in leading the EPA Assembly in matters of importance to the assembly.

b. EPA Assembly Executive Committee

i. Membership: The officers of the EPA Assembly

ii. Duties:

- 1) plans agenda for meetings;
- 2) conducts elections for ECU Faculty Senate representative(s) and all EPA Assembly offices and standing committees;
- 3) ensures that code procedures are followed;
- 4) creates, in consultation with members of the assembly, ad hoc committees to address issues of concern to EPA personnel;
- 5) performs other responsibilities as requested by the EPA Assembly or the Director;
- 6) prepares an annual report to the President of the EPA Assembly, using a format adopted by the EPA Assembly.

c. Duties of Officers

i. The president shall

- 1) preside at meetings of the EPA Assembly;
- 2) communicate recommendations of the EPA Assembly to the Director or others as appropriate;
- 3) advise the Director on appropriate representation by assembly members to serve on administrative committees and working groups;
- 4) call special meetings upon receipt of a request from one-fourth of the members or as needed;
- 5) ensure annual reports are prepared by standing committees and submitted to the Director;
- 6) represent the EPA Assembly at meetings of the Director's Council.

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

- ii. The vice-president (president-elect) shall
 - 1) preside at meetings of the EPA Assembly when the president is absent;
 - 2) maintain a list of the members with indications of appropriate voting privileges;
 - 3) 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 EPA Assembly.

- iii. The secretary shall
 - 1) keep minutes of all EPA Assembly meetings and distribute copies of approved minutes to all library personnel including copies of administrative files for the University Archives;
 - 2) perform other duties that may be delegated by the president.

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

2. Director's Council

The Director's Council supports the Director in carrying out the mission of Academic Library Services.

- a. Membership: Library Director, associate director(s), assistant director(s), heads of operational services; President of the SPA Assembly; and President of the EPA Assembly.
- b. Meetings: the council, chaired by the Director, shall determine its meeting schedule. The Director or a majority of council members may call other meetings as needed. The Director 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 Director 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.

3. Staff Development Committee

a. Membership:

The committee shall consist of five voting members. Two are elected at the April EPA Assembly meeting for staggered two year terms. Two are named by the Joyner Library SPA Assembly. In addition, the Director shall appoint one additional library employee who has responsibility for personnel matters to serve as an *ex officio* member with voting privileges. Terms shall begin on July 1.

b. Duties:

- i. reviews and advocates for the Library personnel 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 EPA Assembly, the SPA Assembly, or the Director;
- v. prepares an annual report to the President of the EPA Assembly, using a format adopted by the EPA Assembly.

4. Operating Procedures Review Committee

- a. Membership:
Three members of the EPA Assembly elected for staggered two-year terms at the April meeting of EPA Assembly and two members of the SPA Assembly. Terms begin on July 1.
- 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 EPA Assembly for approval;
 - iv. maintains the *Operating Procedures Manual* for Academic Library Services;
 - v. performs other responsibilities as requested by the EPA Assembly;
 - vi. prepares an annual report to the President of the EPA Assembly, using a format adopted by the EPA Assembly.

5. EPA Mentoring Committee

- a. Membership:
The committee shall consist of five members, who at a minimum have worked in an EPA position at ECU Libraries for 2 years. Four members are elected by the membership of the EPA Assembly for staggered two-year terms. Members of this committee shall be elected at the April meeting. Terms shall begin July 1. The Director shall appoint a member of the Director's Council to serve as an *ex officio* member of the committee with voting privileges.
- b. Duties:
 - i. administers the EPA Mentoring and Orientation Program;
 - ii. prepares an annual report to the President of the EPA Assembly, using a format adopted by the EPA Assembly.

6. Diversity Committee

- a. Membership:
The Diversity Committee shall consist of six voting members: three elected by the EPA Assembly at its April meeting for staggered two-year terms, two staff named by the SPA Assembly, and ALS's Diversity Liaison to the University level diversity group. Terms begin on July 1.
- b. Duties:
 - i. promotes a culture that affirms, respects and celebrates diversity and inclusion 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. performs other responsibilities as requested by the EPA Assembly or SPA Assembly;
 - iii. prepares an annual report to the President of the EPA Assembly, using a format adopted by the EPA Assembly.

7. SPA Assembly

The Joyner Library Support Staff Assembly (SPA Assembly) is a deliberative body that discusses issues of importance to the Library and its services and personnel. It 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.

B. Personnel Action Committees

1. Personnel Committee

- a. Membership:
The committee shall consist of five faculty members, with a composition meeting the requirements of the *ECU Faculty Manual*, Part IX. Members are elected as specified in the *ECU Faculty Manual* for staggered two-year terms. Members shall be elected at a meeting of the faculty annually in March. Terms shall begin on July 1.
 - b. Duties:
 - i. performs those duties specified by the *ECU Faculty Manual*;
 - ii. 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;
 - iii. submits an annual report to the President of the EPA Assembly, using a format adopted by the EPA Assembly and containing material not deemed confidential by University policies.
2. Tenure Committee
The composition and function are prescribed by the *ECU Faculty Manual Part IX*.
 3. Promotion Committee
The composition and function are prescribed by *ECU Faculty Manual Part IX*.
 4. Search Committees
 - a. Membership:
The Personnel Committee shall select the chair and additional members of an *ad hoc* search committee for vacant faculty positions. All EPA and SPA personnel in Academic Library Services are eligible to serve. Composition will be determined in compliance with the *ECU Faculty Manual Part IX*. All members have voting privileges.
 - b. Duties:
 - i. prepares the announcement of an open position in consultation with the Personnel Committee, the Director 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.
 5. Library Fixed Term Faculty Appointment Committee¹
 - a. Membership:
The committee shall consist of at least three fixed term faculty who have been employed as a faculty member at ALS for at least twelve months. Members are elected by the fixed term faculty for staggered two-year terms. Members shall be elected annually at the September EPA Assembly meeting. Terms shall begin on October 1.
 - b. Duties:
 - i. the Fixed Term Faculty Appointment Committee shall meet with the library's Personnel Committee on matters related to selection of and the initial and subsequent appointments of fixed term library faculty members;
 - ii. submits an annual report to the President of the EPA Assembly, using a format adopted by the EPA Assembly and containing material not deemed confidential by University policies.
 6. Library Fixed Term Faculty Advancement Committee¹

¹ The creation of a special committee for fixed term appointment/advancement has been deemed necessary to accommodate the changing administrative structure of ALS, as directed by the Chancellor and Provost in spring 2014.

- a. Membership:
The committee shall consist of all faculty who hold a title or equivalent rank at least equal to the title for which the candidate is being considered (e.g., Associate Professor/Library Associate Professor).
- b. Duties:
 - i. the Fixed Term Faculty Advancement Committee shall meet with the library's Personnel Committee on matters related to making recommendations for advancement in title and for recommending the titles of initial appointments at the Library Associate Professor or Library Professor level;
 - ii. selects the external reviewers for Library Associate Professors requesting advancement in title to Library Professor and participates in advancement in title actions for fixed term faculty as described in Section V.B.4. of this code;
 - iii. in years the committee is constituted, submits an annual report to the President of the EPA Assembly, using a format adopted by the EPA Assembly and containing material not deemed confidential by University policies.

C. *Ad Hoc* Committees

1. Code Unit Proposal Committee

When a need for revising the Code of Operations exists, a Code Unit Proposal Committee will be selected in accordance with the *ECU Faculty Manual*. All full-time members of the EPA Assembly who have been employed in an EPA position in Academic Library Services for at least twelve consecutive months are eligible to vote for and serve on this committee.

2. Other Committees

Other *ad hoc* committees may be appointed or elected.

D. 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 V. EVALUATION OF FACULTY AND EPA NON-FACULTY

A. Tenured and Tenure Track Faculty Members

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 of probationary term faculty, conferral of tenure, promotion, and five-year performance review of tenured faculty are based on the following criteria specified in the *ECU Faculty Manual*: (1) effective performance of librarianship responsibilities (teaching); (2) research/creative activity; and (3) professional service.

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.

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.

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.

1. Annual Evaluation of Tenured and Tenure Track Faculty Members

Annual evaluation of faculty members shall be made by the Director based on the three dimensions of performance discussed above and on the faculty member's progress in accomplishing his or her annual goals. Weights are negotiated at the time of appointment, reappointment, or at the beginning of each evaluation period.

The Director, 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 probationary term or tenured faculty member are 65-80% for performance of librarianship responsibilities (teaching), 10-25% for research/creative activity, and 10-15% for service. For these faculty, 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.

The goals for the upcoming year shall be agreed to by the Director and the faculty member. The goal-setting process is a collegial process that, for those faculty members who do not report directly to the Director, also involves input from the relevant head of operational service, assistant director, or associate director. The faculty member's goals should support the Unit and University goals. The goals document is 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. All faculty members submit their annual report to the Director; faculty members who do not report directly to the Director also submit their annual reports to the relevant head of operational service, assistant director, or associate director (supervisor), who prepares a written assessment covering all relevant dimensions, but with primary focus on the effective performance of librarianship responsibilities (teaching) for use by the Director in writing the faculty member's annual evaluation. The faculty member's annual report, the supervisor's assessment, and the Director'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 Director'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), raises and merit awards in accordance with established University policies. The Director's annual evaluations are also used in the performance review of tenured faculty.

a. Criteria for Annual Evaluations

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.

i. Librarianship (Teaching)

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 EPA and/or SPA personnel, 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

ii. Research/Creative Activity

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.

iii. Service

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

The following apply to all tenured and tenure track 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 membership
- 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)

b. 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*, the Tenure Committee and the Director review the appropriate evaluative instruments for each probationary term faculty member. On the basis of this review, the Director, in consultation with the Tenure Committee, writes a progress toward tenure letter to each probationary term faculty member. The Director 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.

2. Criteria for Appointment and Promotion of Probationary Term and Tenured Faculty

a. 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.

b. 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.

c. 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 X 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.

3. Reappointment of Probationary Term Faculty

Reappointments of probationary term faculty follow policies and procedures in the *ECU Faculty Manual*. 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. 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 librarianship (teaching), research/creative activity, and service.

4. Tenure and Promotion

a. Criteria for Permanent Tenure

Criteria for tenure and promotion include the items in the categories and lists described in Section V, A.1.a of this Code. Academic Library Services applies these criteria as directed in the *ECU Faculty Manual*. 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 and institutional needs and resources.

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 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.

5. 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*.

B. Fixed Term Faculty Members

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, subsequent appointment of fixed term faculty, and advancement in rank of fixed term faculty are based on the following criteria specified in the *ECU Faculty Manual*: (1) effective performance of librarianship responsibilities (teaching); (2) research/creative activity, if applicable; and (3) professional service.

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.

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.

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.

1. Annual Evaluation of Fixed Term Faculty Members

Annual evaluation of faculty members shall be made by the Director based on the three dimensions of performance discussed above and on the faculty member's progress in accomplishing his or her annual goals. Weights are negotiated at the time of appointment, subsequent appointment, or at the beginning of each evaluation period.

The Director, 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 fixed-term faculty are 65-95% for performance of librarianship responsibilities (teaching), 0-20% for research/creative activity, and 5-20% for service. The norm for initial appointments for fixed term faculty is 95% librarianship responsibilities (teaching) and 5% service. Library Associate Professor and Library Professor must have a minimum of 5% research/creative activity and 5% service. The norm for temporary faculty is 100% librarianship responsibilities.

The goals for the upcoming year shall be agreed to by the Director and the faculty member. The goal-setting process is a collegial process that, for those faculty members who do not report directly to the Director, also involves input from the relevant head of operational service, assistant director, or associate director. The faculty member's goals should support the Unit and University goals. The goals document is 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. All faculty members submit their annual report to the Director; faculty members who do not report directly to the Director also submit their annual reports to the relevant head of operational service, assistant director, or associate director (supervisor), who prepares a written assessment covering all relevant dimensions, but with primary focus on the effective performance of librarianship responsibilities (teaching) for use by the Director in writing the faculty member's annual evaluation. The faculty member's annual report, the supervisor's assessment, and the Director'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 Director's annual evaluations are used in evaluating the individual for subsequent appointment, advancement in title, raises and merit awards in accordance with established University policies.

a. Criteria for Annual Evaluations

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.

i. Librarianship (Teaching)

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 EPA and/or SPA personnel, 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

ii. Research/Creative Activity

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 subsequent appointment processes, but not in advancement in title decisions. Factors affecting the weight given to works in progress include the type of work, anticipated completion date, and potential for publication.

iii. Service

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

The following apply to all fixed term faculty members, except Library Assistant Professors, who are only required to perform service at the Unit level:

- 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 membership
- 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)
2. Initial Appointment of Fixed Term Faculty
- Appointment to the title of Library Assistant Professor, Library Associate Professor, or Library Professor is dependent upon the individual's qualifications. Initial appointment as a fixed term library faculty member may be at any title. The faculty member shall hold the appropriate terminal degree.
- a. Library Assistant Professor
- Appointment to the title of Library Assistant Professor requires evidence of or potential for successful performance of duties in assigned areas of responsibility; collegiality and professional integrity; continued professional growth; service to the Library (required); service to the University and/or to the profession (optional); contributions to scholarship/creative activity (optional). A library faculty member with the title of Library Assistant Professor may elect not to seek advancement in title during his/her career at East Carolina University.
- b. Library Associate Professor
- The successful candidate for Library Associate Professor shall meet the qualifications of the previous title and provide evidence of substantive accomplishments in professional performance; collegiality and professional integrity; substantial and continued professional growth; sustained service to the Library, the University, and the profession; and regular contributions to scholarship/creative activity. A library faculty member with the title of Library Associate Professor may elect not to seek advancement in title during his/her career at East Carolina University.
- c. Library Professor
- The successful candidate for Library Professor shall meet the qualifications of the previous title and provide evidence of sustained and substantive accomplishments in professional performance; collegiality and professional integrity; superior knowledge and demonstrated mastery of assigned area of specialization; national or international recognition as an authority and leader in the assigned area of specialization; exemplary service to the Library, the University, and the profession; and a sustained and substantive record of scholarship/creative activity.
3. Subsequent Appointment of Fixed Term Faculty
- Subsequent appointments of fixed term faculty follow policies and procedures outlined in the *ECU Faculty Manual* and are made in accordance with established University procedures. Subsequent appointments are based on the individual's demonstrated achievements, the individual's potential for future contributions, the needs of the library and budgetary considerations. The second appointment for a library faculty member successfully completing an initial one-year appointment shall normally be for a one-year period. After two one-year appointments, a library faculty member shall normally be recommended for an appointment term of three years. Subsequent recommendations for a library faculty member completing a three-year or five-year appointment shall normally be for five years.
- Subsequent appointments with counseling or warning shall normally be for a one-year term, at the discretion of the Director in consultation with the Personnel Committee and Fixed Term Faculty Appointment Committee.
- a. Following are procedures for considering subsequent appointments:
- Library faculty member writes a letter requesting subsequent appointment, submitting it to the Director within the timeframe specified by the *ECU Faculty Manual*.

- Library faculty member's supervisor submits a memo to the Personnel Committee with a recommendation for or against the offer of a subsequent appointment. The recommendation shall be based on the quality of the person's work to date and their compliance with the University's statement on professional ethics.
 - Library faculty member submits a portfolio to unit Personnel Committee including the following items:
 - Copy of letter requesting subsequent appointment
 - Copies of annual reports covering the appointment period
 - Copies of evaluations during the appointment period
 - Updated CV
 - Unit Personnel Committee reviews letter from supervisor and portfolio and issues a recommendation to Director.
 - Director completes recommendation.
 - Fixed term faculty member is notified of this recommendation by the Personnel Committee in writing and then the Director's written recommendation is forwarded along with the Personnel Committee's recommendation to the next higher administrator. The Director and Personnel Committee will notify fixed term faculty of their respective recommendations according to the notification timeline outlined in the *ECU Faculty Manual*.
 - In the case of a dispute, University grievance procedures are available pursuant to the *ECU Faculty Manual*.
4. Advancement in Title for Fixed Term Faculty
- The recommended minimum professional experience for advancement in title to Library Associate Professor is 5 years; recommended minimum professional experience for advancement in title to Library Professor is 10 years. A fixed term faculty member shall request advancement in title by January 31. If approved, advancement will be effective July 1.
- a. Following are the procedures for considering an advancement in title:
- Library faculty member submits letter to the Director requesting advancement in title and outlining qualifications for the advancement along with a portfolio containing the following items:
 - Copy of letter requesting advancement in title
 - Copies of all annual reports and evaluations
 - Updated CV
 - Copies of scholarly products, evidence of service, and evidence of substantive professional performance
 - If requesting advancement in title to Library Professor, a list of three potential external reviewers.
 - By February 1, the Director informs the library Personnel Committee of the request for advancement in title and availability of portfolio.
 - By February 15, the Personnel Committee convenes a meeting of the Fixed Term Faculty Advancement Committee to inform them of the request for advancement in title and availability of portfolio. If the request is for advancement in title to Library Professor, the Fixed Term Faculty Advancement Committee should, at this meeting, establish a timeline for managing the external review process.
 - By April 1, the library faculty member's supervisor submits a recommendation with reasoning to the Fixed Term Faculty Advancement Committee for or against advancement in title, and provides a copy to the fixed term faculty member. The recommendation shall be based on the quality of the person's work to date and their

compliance with a statement on professional ethics. This recommendation will be added to the candidate's portfolio by the Library Human Resources Administrator.

- By May 1, the Fixed Term Faculty Advancement Committee reviews the portfolio, issues a recommendation with reasoning to the Personnel Committee and provides a copy to the fixed term faculty member. This recommendation will be added to the candidate's portfolio by the Library Human Resources Administrator.
 - By May 15, the Personnel Committee reviews the portfolio, issues a recommendation with reasoning to the Director and provides a copy to the fixed term faculty member. This recommendation will be added to the candidate's portfolio by the Library Human Resources Administrator.
 - By June 1, the Director renders a decision and provides written notification to the fixed term faculty member, the library Personnel Committee, and the Fixed Term Faculty Advancement Committee.
 - University grievance procedures are available pursuant to the *ECU Faculty Manual*.
- b. Advancement in title from Library Associate Professor to Library Professor will require two external reviews, with the reviewers selected by the Fixed Term Faculty Advancement Committee. At least one of these reviewers will be selected from the list of three names provided by the candidate. External reviewers must possess the credentials and experience to provide an objective and knowledgeable assessment of the candidate's work. The external reviews will be added to the portfolio by the Fixed Term Faculty Advancement Committee prior to its review and recommendation to the Personnel Committee.

C. Performance Review of Tenured Faculty

Performance review of tenured faculty will follow procedures outlined in the *ECU Faculty Manual*. Academic Library Services uses the block method of performance review of tenured faculty. The Tenure Committee shares the timetable and current standards with the Director and faculty in accordance with established University policies.

D. EPA Non-Faculty

The recruitment and selection of EPA non-faculty personnel shall be conducted in accordance with state regulations and established University policies. While not required, search committees should generally be appointed by the Director for the selection of EPA non-faculty personnel. Appointments may be "employment at will" or for a stated definite term subject to continuation or discontinuation at the discretion of the Chancellor. Salaries for such appointments shall reflect the duties assigned to the position, the qualifications of the selected individual, labor market conditions, consideration of internal equity, and available funding.

The evaluation of EPA non-faculty personnel is a continuous process. It is designed to assist individuals in their professional progress by recognizing and reinforcing appropriate activities and identifying areas in need of improvement. Annual evaluations are based on (1) effective performance of job responsibilities; (2) research/creative activity, if applicable; and (3) professional service, if applicable.

Job responsibilities

ALS expects EPA non-faculty personnel to demonstrate competence and evidence of developing excellence in their primary area(s) of responsibility. Library EPA non-faculty support the core-mission activities of the University in many ways, and their primary responsibilities vary depending on their particular positions within the Library.

Research/Creative Activity

In some instances, the responsibilities of EPA non-faculty personnel may be engaged in or uniquely supportive of research, scholarship and/or creative activity and in dissemination of

results through publication or public service. Such activities must be measured by standards of quality, not merely by quantity.

Service

ALS considers service to the University and to the Unit an important aspect of performance for all EPA personnel. In some instances, EPA non-faculty personnel may also engage in professional service at the local, state, regional, or national level. The highest level of professional service is that which enhances the academic credibility of the University.

1. Annual Evaluation of EPA Non-Faculty Members

Annual evaluation of EPA non-faculty members shall be made by the Director based on the three dimensions of performance discussed above and on the individual's progress in accomplishing his or her annual goals. Weights are negotiated at the time of appointment and subsequently, at the beginning of each evaluation period. The Director, in consultation with the individual 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 goals for the upcoming year shall be agreed to by the Director and the individual. The goal-setting process is a collegial process that, for those EPA non-faculty members who do not report directly to the Director, also involves input from the relevant head of operational service, assistant director, or associate director. The individual's goals should support the Unit and University goals. The goals document is placed in the individual's personnel file to be used in the next annual evaluation.

Each EPA non-faculty member reports on progress in accomplishing goals as part of the individual's annual report. All EPA non-faculty members submit their annual report to the Director; individuals who do not report directly to the Director also submit their annual reports to the relevant head of operational service, assistant director, or associate director (supervisor), who prepares a written assessment covering all relevant dimensions for use by the Director in writing the individual's annual evaluation. The individual's annual report, the supervisor's assessment, and the Director's annual evaluation are all important documentation of the individual'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.

2. Criteria for Annual Evaluations and Performance Review

Below are lists of possible items that might be used in evaluating effective job performance and performance in the areas of 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 EPA non-faculty personnel appear at the beginning of each list. It is always the responsibility of the person being evaluated to report accurately and clearly on activities.

a. Job Performance

The following apply to all EPA non-faculty personnel:

- 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 job performance:

- 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 EPA and/or SPA personnel, students, interns and volunteers
- Effective leadership and management of areas of responsibility
- External relations and donor stewardship
- Facilitation of a positive team environment
- Providing expertise in a professional capacity
- Exhibits or presentations related to professional responsibilities

b. Research/Creative Activity

When conducted, the expectations are that these activities will be of high quality and enhance the credibility of the Unit and University. No distinction is made between print and electronic formats. With co- or multiple-authored works, the contribution of the individual to the work must be made clear. Such activity might include, but is not limited to the following:

- Journal articles
- 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 professional contributions 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; factors affecting the weight given to works in progress include the type of work, anticipated completion date, and potential for publication.

c. Service

A strong service profile at the Unit and University levels is highly valued. Unit committee service is expected. Service on University level bodies such as committees, task forces and working groups, is encouraged, particularly if the service is relevant to the individual's job responsibilities.

Additional activities may include:

- 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 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)

3. Discontinuation of EPA Non-Faculty and Grievances

Discontinuation of EPA non-faculty personnel may occur in accordance with state regulations and established University policies. EPA non-faculty may secure review of decisions concerning discharge for cause or other disciplinary action, or other grievances related to interpretation and application of personnel policies, through the process and procedures established by the University.

Section VI. PROCEDURES FOR MEETINGS WITHIN THE UNIT

The Director appoints and determines the duties of Library-wide administrative committees and task forces. These groups may be continuing or *ad hoc*. The Director shall provide to all personnel a list of current Library-wide administrative committees and task forces each May, including the charges and length of terms of members. These groups shall report to their respective assemblies at least annually. These assemblies 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 a part. Participation is an important responsibility of all staff. Minutes shall be kept by the EPA Assembly, SPA Assembly, Director's Council, Director's Executive Committee and other groups as requested by the appointing authority. The minutes, except for those dealing with personnel matters, shall be distributed to all staff.

A. EPA Assembly

Meetings shall be held at least monthly during the academic year, and during the summer months as needed. The Library Director or the President of the EPA Assembly may call a meeting. One-fourth of the members may present the president with a request for a called meeting. Meetings are conducted according to procedures in the latest edition of *Robert's Rules of Order, Newly Revised*.

B. Director's Council

The Director's Council shall determine the frequency of its meetings. The Director or majority of council members may call additional meetings as needed. Meetings are conducted according to procedures in the latest edition of *Robert's Rules of Order, Newly Revised*.

C. Operational Services Meetings

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

Section VII. VOTING BY FACULTY MEMBERS

A. Procedures for Approval of Major Planning and Assessment Documents

The Director shall make available to ALS copies of the Unit's major planning documents, assessment documents and other major reports, allowing five working days for review. When possible, a straw vote will be taken on these documents. Voting faculty members shall vote to indicate their approval or disapproval of the documents. 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.

Section VIII. BUDGET, ANNUAL REPORT AND SALARY INCREASES

A. Budget and Annual Report

The Director shall prepare the budget and annual report in consultation with the administrative staff and discuss them annually with Library personnel.

B. Procedure for Developing Criteria for Salary Increases

Annual Evaluation materials will be considered by the Director in discretionary salary allocations. When discretionary salary increases are authorized, the Director and the EPA Assembly shall meet to discuss priorities and procedures for developing criteria for salary increases, including but not limited to equity, compression, and merit, as allowed by established University policies. The Director reports a summary of salary recommendations to the EPA Assembly.

Section IX. AMENDMENT OF CODE

When the EPA Assembly determines the need for revising the Code, or when the number of tenured faculty falls below six, a code unit proposal committee shall be selected in accordance with Section IV, C, 1. This Code may be amended by an affirmative vote of a majority of all permanently tenured faculty members of Academic Library Services, provided that the amendment has been submitted in writing to each EPA Assembly member at least seven calendar days prior to the date of the vote, and provided that it is subsequently approved by the Unit Code Screening Committee, the Faculty Senate and the Chancellor of East Carolina University.

This Code shall become effective immediately after its approval 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.