East Carolina University

Equal Employment Opportunity Plan
January 1, 2016 – December 31, 2016

Office for Equity and Diversity
East Carolina University
Old Cafeteria Complex
Suite G-406
Greenville, North Carolina 27858
Phone: 252-328-6804
EAST CAROLINA UNIVERSITY

Equal Employment Opportunity Plan
January 1, 2016 through December 31, 2016

Steve Ballard
Chancellor

LaKesha Alston Forbes
Associate Provost for Equity and Diversity

East Carolina University
Office for Equity and Diversity
Old Cafeteria Building, Suite G-406
Greenville, NC 27858-4353
Phone 252-328-6804
Fax 252-328-0110
www.ecu.edu/oed
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Nondiscrimination and Affirmative Action

It is the policy of the State of North Carolina, to provide equal opportunity in employment for all qualified persons and to prohibit discrimination in employment because of race, religion, color, national origin, sex (including pregnancy), age (40 or older), disability, genetic information, political affiliation, or veteran status.

Consistent with the policy of the State of North Carolina, East Carolina University reaffirms that it has been, and will continue to be, the policy of this University to be an equal opportunity employer. East Carolina University is committed to equality of opportunity and prohibits unlawful discrimination based on race/ethnicity, color, genetic information, national origin, religion, sex (including pregnancy and pregnancy related conditions), sexual orientation, gender identity, age, disability, political affiliation, and veteran status (“Protected Class”).

Discrimination includes actions that subject individuals to unfavorable or unequal treatment based on a Protected Class. Harassment is a form of discrimination and is unwelcome conduct based on a Protected Class, which creates either quid pro quo harassment or a hostile environment. It also includes sexual harassment and gender-based harassment as those terms are defined in University Regulations (specifically, the Regulation on Sexual and Gender-Based Harassment and Other Forms of Interpersonal Violence). [With respect to procedures governing employee grievances, the State of North Carolina does not currently include sexual orientation and gender identity in its statutes; however, employees subject to the State Human Resources Act (SHRA) may appeal within the SHRA formal grievance process under NC state law for discrimination based on sex, which will include sexual orientation and gender identity. Applicable procedures for other employees and students allow grievances and appeals regarding sexual orientation and gender identity.] In keeping with this policy, and to further the principle of equal opportunity, the University will recruit, hire, train and promote persons in all job titles and ensure that all other personnel matters including but not limited to advertising, selection, award of tenure, compensation, job assignment, job classification, organizational structure, position description, performance appraisal, disciplinary action, benefits, transfers, separations, reduction in force, grievance procedures, tuition assistance, social and recreational programs, and any other term, condition, or privilege of employment will continue to be administered in accordance with this policy and without regard to University Protected Classes listed above. The University will ensure that all employment decisions are based only on valid job requirements.
East Carolina University supports the protections available to members of its community under all applicable federal laws, including Titles VI and VII of the Civil Rights Act of 1964, as amended; Title IX of the Education Amendments of 1972; Section 799A and 845 of the Public Health Service Act; the Equal Pay Act of 1963, as amended; the Age Discrimination in Employment Act of 1967, as amended; the Rehabilitation Act of 1973, as amended; the Pregnancy Discrimination Act of 1978; the Civil Rights Restoration Act of 1988; the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (VEVRAA); the Civil Rights Act of 1991; the Americans with Disabilities Act of 1990, as amended; Title II of the Genetic Information Nondiscrimination Act of 2008; Executive Order 11246 of 1965, as amended; the N.C. General Statutes Section 126-16, as amended; other applicable federal and state laws; and other related University policies and procedures. The University's policy is also consistent with the Code of the University of North Carolina, Section 103.

Pursuant to its obligation under applicable federal law, the University will take affirmative action to ensure that applicants are employed and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin and to employ and advance in employment qualified employees and applicants who are protected veterans and individuals with disabilities at all levels of employment.

In compliance with Section 503 of the Rehabilitation Act of 1973, as amended; Section 504 of the Rehabilitation Act of 1973; the Americans with Disabilities Act of 1990, as amended; and the VEVRAA, accommodations for individuals with disabilities extend to student programs, employment practices, elimination of physical barriers, and special assistance to students and employees within the University who are individuals with disabilities.

The University accommodates the religious observances and practices of students and employees except where such accommodation causes undue hardship for the University.

Consistent with Executive Order 11246, as amended, ECU will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. However, employees who have access to the compensation information of other employees or applicants as a part of their essential job functions cannot disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) in response to a formal complaint or charge, (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by ECU, or (c) consistent with ECU's legal duty to furnish information.

The University's Notice of Nondiscrimination and Affirmative Action Policy prohibits retaliation against an individual for using applicable policies responsibly. Retaliation is defined as any act of interference, restraint, penalty, discrimination, coercion, reprisal,

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1 As a point of clarification, a "protected veteran" as referenced here includes: disabled veterans, recently separated veterans for three years, active duty wartime or campaign badge veterans, and Armed Forces service medal veterans, consistent with amendments to the VEVRAA by the Jobs for Veterans Act of 2002 (JVA). Protected veterans are covered under the affirmative action provisions of the VEVRAA. Both protected veterans and other veterans as defined prior to the JVA (special disabled veterans, veterans of the Vietnam era, recently separated veterans for one year, or other protected veterans) are covered under the nondiscrimination provisions.
intimidation, threats, or harassment against an individual for using applicable policies responsibly (including making a charge of discrimination protected by the University's Notice of Nondiscrimination and Affirmative Action Policy; testifying, assisting, or participating in a hearing, proceeding, review process or investigation of discrimination; opposing an illegal act; requesting a reasonable disability or religious accommodation; or exercising any other right protected by the University's Notice of Nondiscrimination and Affirmative Action Policy). Retaliation interferes with free expression, inhibits openness that is important to the University, and violates University policy.

The Chancellor of East Carolina University fully endorses and supports this policy and, along with line administrators, is responsible for implementation of this policy. Vice Chancellors, Deans, Department Chairpersons, principal administrative directors, supervisors, and managers are also responsible for assisting the Chancellor in implementing these policies. They will assure that decisions involving recruitment; selection; appointment; promotion; and any other term, condition, or privilege of employment for faculty and staff at all levels are made in a non-discriminatory manner and in accordance with the goals of the ECU Equal Employment Opportunity Plan.

The monitorial and evaluative aspects of the Equal Employment Opportunity Plan, including analysis and reporting, are the responsibilities of the Office for Equity and Diversity. The Chancellor has appointed Ms. LaKesha Alston Forbes, Associate Provost for Equity and Diversity, Title IX Coordinator and ADA/Section 504 Compliance Officer, to coordinate all aspects of the ECU Equal Employment Opportunity Plan; initiate programs to assist in reaching the goals of the ECU Equal Employment Opportunity Plan; maintain a record system; identify problem areas; monitor progress; and assist faculty, staff, and students to resolve problems. Any member of the University community with concerns or questions is encouraged to direct them to the Associate Provost or to the appropriate administrators in the Office for Equity and Diversity.

Steve Ballard, Chancellor
East Carolina University

2-23-16
Date
Affirmative Action Program for Protected Veterans

As previously stated, East Carolina University prohibits unlawful discrimination based on veteran status; and the University will take affirmative action to employ and advance in employment qualified employees and applicants who are protected veterans at all levels of employment.

The University will recruit, hire, train and promote persons in all job titles and ensure that all other personnel matters including but not limited to advertising, selection, award of tenure, compensation, job assignment, job classification, organizational structure, position description, performance appraisal, disciplinary action, benefits, transfers, separations, reduction in force, grievance procedures, tuition assistance, social and recreational programs, and any other term, condition, or privilege of employment will continue to be administered in accordance with this policy and without regard to an individual's veteran status. The University will ensure that all employment decisions are based only on valid job requirements. [The University's non-discrimination provisions apply to both protected veterans and pre-Jobs for Veterans Act (JVA) veterans, as defined below.]

A Veteran is a person who served in the active military, naval, or air service of the United States, and who was discharged or released therefrom under conditions other than dishonorable.

A Protected Veteran is a veteran who is protected under the non-discrimination and affirmative action provisions of the VEVRAA including, specifically, a veteran who may be classified as a disabled veteran, recently separated veteran, active duty wartime or campaign badge veteran, and an Armed Forces service medal veteran as defined below.

A Disabled Veteran is (1) a veteran of the US military, ground, naval or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs; or (2) a person who was discharged or released from active duty because of a service-connected disability.

A Recently Separated Veteran is a veteran during the three-year period beginning on the date of the veteran's discharge or release from active duty in the U.S. military, ground, naval or air service.

An Active Duty Wartime or Campaign Badge Veteran is a veteran who served on active duty in the U.S. military, ground, naval or air service during a war or in a campaign or expedition for which a campaign badge has been authorized, under the laws administered by the Department of Defense.

An Armed Forces Service Medal Veteran is any veteran who, while serving on active duty in the U.S. military, ground, naval or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985 (61 Fed. Reg. 1209) at http://www.opm.gov/staffingportal/vetguide.asp.
A Pre-JVA Veteran is an individual who is an employee or applicant who is a special disabled veteran, veteran of the Vietnam era, pre-JVA recently separated veteran, or other protected veteran as defined below.

A Pre-JVA Special Disabled Veteran is (1) a veteran who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Department of Veterans’ Affairs for a disability (A) rated at 30 percent or more, or (B) rated at 10 or 20 percent in the case of a veteran who has been determined under Section 38 USC 3106 to have a serious employment handicap; or (2) a person who was discharged or released from active duty because of a service-connected disability.

A Veteran of the Vietnam-Era is a person who (1) served on active duty for a period of more than 180 days, and was discharged or released therefrom with other than a dishonorable discharge, if any part of such active duty occurred: (A) in the Republic of Vietnam between February 28, 1961 and May 7, 1975; or (B) between August 5, 1964 and May 7, 1975, in all other cases; or (2) was discharged or released from active duty for a service-connected disability if any part of such active duty was performed (A) in the Republic of Vietnam between February 28, 1961 and May 7, 1975; or (B) between August 5, 1964 and May 7, 1975, in all other cases.

A Pre-JVA Recently Separated Veteran is a pre-JVA veteran during the one-year period beginning on the date of the pre-JVA veteran’s discharge or release from active duty.

An Other Protected Veteran is a person who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized, under the laws administered by the Department of Defense. For additional information to make this determination, please visit http://www.opm.gov/staffingportal/vetguide.asp.

East Carolina University’s Veteran Affairs Office, within the Office of the Registrar, is located in Brewster D Wing, Suite 107 and is available to assist veterans.

The Department of Human Resources administers requests for veteran preference in employment and is also available to provide assistance and guidance regarding these provisions. Additionally, the Department of Human Resources is available to assist units and University employees returning to the University following qualifying service in the uniformed services, pursuant to the Uniformed Services Employment and Reemployment Rights Act.

Additionally, federal law requires employers to provide reasonable accommodation to qualified individuals with disabilities, including veterans. The ADA Coordinator in the University’s Department for Disability Support Services is available to assist individuals who believe they require a reasonable disability accommodation in order to perform their job. The ADA Coordinator may be reached by phone at (252) 737-1016 or by email at dssdept@ecu.edu.

Additional affirmative action program elements regarding protected veterans are outlined in the sections that follow.
Affirmative Action Program for Individuals with Disabilities

As previously stated, East Carolina University prohibits unlawful discrimination based on disability; and the University will take affirmative action to employ and advance in employment qualified employees and applicants who are individuals with disabilities at all levels of employment.

The University will recruit, hire, train and promote persons in all job titles and ensure that all other personnel matters including but not limited to advertising, selection, award of tenure, compensation, job assignment, job classification, organizational structure, position description, performance appraisal, disciplinary action, benefits, transfers, separations, reduction in force, grievance procedures, tuition assistance, social and recreational programs, and any other term, condition, or privilege of employment will continue to be administered in accordance with this policy and without regard to an individual's disability status. The University will ensure that all employment decisions are based only on valid job requirements.

A person with a disability is any individual that (1) has a physical or mental impairment which substantially limits one or more major life activities, (2) has a record of such impairment, or 3) is regarded as having such impairment.

The University will provide reasonable accommodations for otherwise qualified applicants and/or employees with a documented disability as defined by the ADA when doing so will enable them to successfully perform job duties or benefit from training and to the extent that such accommodation does not impose an undue hardship on the conduct of its business.

In offering employment or promotions to individuals with disabilities, the University does not reduce the amount of compensation offered because of any disability income, pension, or other benefit the applicant or employee receives from other sources.

The Office for Equity and Diversity handles all ADA related grievances and compliance related issues. The Associate Provost for Equity and Diversity serves as the University’s ADA/Section 504 Compliance Officer and may be reached by phone at (252) 328-6804 or by email at oed@ecu.edu. The University’s Department for Disability Support Services provides accommodation request information and forms on their webpages and administers ADA accommodation requests. The ADA Coordinator in the University’s Department for Disability Support Services is available to assist individuals who believe they require a reasonable disability accommodation in order to perform their job. The ADA Coordinator may be reached by phone at (252) 737-1016 or by email at dssdept@ecu.edu.

Additional affirmative action program elements regarding individuals with disabilities are outlined in the sections that follow.
Assignments of Responsibility and Accountability

The Governor of the State of North Carolina has overriding responsibility for the State's equal employment opportunity policies and programs. The responsibility for the actual development and implementation of individual equal employment opportunity/affirmative action plans and programs is delegated by the Governor to each university Chancellor.

The Chancellor of the University has the ultimate responsibility for implementation of the University’s Equal Employment Opportunity Policy. The coordination of responsibilities for the implementation of the policy has been assigned to the Office for Equity and Diversity, namely, the Associate Provost for Equity and Diversity who also serves as the Title IX Coordinator and ADA/Section 504 Compliance Officer.

Duties of the Associate Provost for Equity and Diversity

The Associate Provost for Equity and Diversity shall be responsible for:

1. interacting with management and employees to interpret and apply all federal laws, state policies, regulations, and guidelines that involve discrimination in employment and equal opportunity;

2. reviewing hiring processes to ensure EEO compliance prior to the final hiring decisions;

3. coordinating, implementing and monitoring institutional efforts to comply with laws, regulations and internal policies relating to equal employment opportunity;

4. assisting in the development and implementation of goals set forth in the Equal Employment Opportunity Plan;

5. maintaining and analyzing workforce utilization data for development of the Equal Employment Opportunity Plan;

6. coordinating and implementing a comprehensive plan to establish institutional readiness for internal and external reviews, and audits;

7. guiding administrators and human resources staff members in interpreting compliance obligations and institutional data;
8. leading senior leaders in efforts to integrate equity/diversity practices into institutional employment and workplace practices;

9. providing confidential counseling to employees and management in matters involving equity concerns or problems and reviewing complaints alleging discrimination;

10. providing for and/or coordinating special emphasis programs (internally or in cooperation with State Human Resources) to allow for employee and management input, training, and assistance in program development and implementation;

11. circulating current EEO Plan information throughout the University;

12. administering the compliance component of employees exempt from the State Human Resources Act (EHRA, formerly known as EPA) search processes to ensure adherence to EEO/ADA policies;

13. serving as a liaison for the Provost or Chancellor on committees and task forces focusing on protected class group or related issues;

14. serving as point person for the review and resolution of equity issues among employees on campus;

15. providing diversity, harassment, discrimination, EEO and EHRA search training to faculty and staff; and

16. ensuring that each manager and supervisor has, as a part of his or her performance plan, the responsibility to comply with EEO laws and policies, and assist in achieving EEO goals established by the university.

Responsibilities of Managers and Supervisors

In addition to the responsibilities of managers and supervisors outlined in Section I (page 8), all managers and supervisors are responsible for:

- compliance with University employment policies and procedures;
- implementing efforts to support an equitable workforce and/or address any areas of identified underutilization of minorities, females, protected veterans and individuals with a disability;
- ensuring awareness of the University’s Notice of Nondiscrimination and Affirmative Action Policy;
- creating and maintaining a supportive and harassment-free work and academic environment for all members of the campus community; and
- responding promptly and adequately to complaints of harassment including knowing where to obtain assistance for resolving concerns.
Dissemination of the Equal Employment Opportunity Plan

Internal Dissemination

East Carolina University will continue to make its Equal Employment Opportunity Plan known internally by:

1. presenting equal employment opportunity policies to all newly hired employees;

2. including the policy in East Carolina University’s University Policy Manual, Faculty Manual and University’s webpage;

3. posting the policy on all official bulletin boards of the University and in waiting areas in the Human Resources Department where it can be seen by the general public and prospective employees;

4. including the policy on all staff and faculty vacancies;

5. discussing the policy, when appropriate, in meetings with senior executives and administrators of the University;

6. including the EEO statement on all official University letterhead and correspondence;

7. official email notices and other communication regarding the policy to the campus community; and

8. making the entire Equal Employment Opportunity Plan available to employees, visitors and prospective employees by posting the plan online at the Office for Equity and Diversity’s website.

External Dissemination

East Carolina University will continue to disseminate its policy externally by:

1. informing recruiting sources in writing of University policy;

2. including the policy on all staff and faculty vacancies;
3. incorporating the Equal Opportunity clause in all contracts covered by Executive Order 11246, as amended, and other regulations as required;

4. informing subcontractors, including subcontracting vendors and suppliers, of the University policy;

5. notifying in writing, minority and women's organizations, community agencies, and community leaders of the University policy; and

6. including the EEO statement on all official University letterhead and correspondence.
Workforce Analysis

*Workforce Analysis might alternatively be titled, "What you currently have, listed by department."

Organization of the University

There are six major divisions in the University. They are the Division of Health Sciences; Division of Academic Affairs; Division of Student Affairs; Division of Administration and Finance; Division of Research, Economic Development and Engagement; and the Division of University Advancement. Each division is headed by a Vice Chancellor who reports directly to the Chancellor. In addition, the Athletic Department has the status of a division, and its Director reports to the Chancellor.

Within the Health Sciences Division there are two professional colleges and two professional schools: the Colleges of Nursing and Allied Health Sciences, the Brody School of Medicine, and the School of Dental Medicine. Each is headed by a Dean. The Laupus Health Sciences Library is a separate unit within the Health Sciences Division headed by a Director who has similar status to that of a Dean. The Academic Affairs Division consists of the Graduate School and professional colleges, including the Colleges of Fine Arts and Communication, Business, Education, Engineering and Technology, Health and Human Performance, and the Honors College. In addition, this division contains the Thomas Harriot College of Arts and Sciences with its 16 departments, as well as Academic Library Services. The Graduate School and each professional college is headed by a Dean. Academic Library Services is headed by a Director who has similar status to that of a Dean.

A table of organization is included in the Appendices.

Categories of Employees

For the purposes of this Equal Employment Opportunity Plan, the workforce of East Carolina University is divided initially into two categories, (1) EHRA faculty, non-faculty, and administrators, and (2) SHRA and CSS employees. (The designation of EHRA, formerly known as EPA, refers to "exempt from the State Human Resources Act"; the designation SHRA, formerly known as SPA, refers to "subject to the State Human Resources Act"; and the designation CSS refers to "clinical support services"). EHRA faculty and administrators are those employees hired primarily for the purposes of instruction and research and those administrators supervising those functions. The EHRA administrator category includes senior administrators, including deans and chairpersons. Also included in this category are directors of various units (e.g., Director of Residence Life)
and assistants to senior administrators (e.g., Associate Director of Athletics). Other employees in the EHRA category include non-faculty instructional, research and public service employees such as academic advisors, program specialists, research associates, and various counselor and coaching positions.

Employees in the SHRA/CSS categories are generally those individuals hired in support roles to the instructional, research, or service functions of the University (e.g., administrative support associates, housekeepers, various technicians). In addition, this category includes several professional SHRA/CSS positions such as budget or financial analysts and nurses.

**Workforce Array**

The workforce array, found in the attachments (available in the Office for Equity and Diversity), is presented by assigned unit. For each unit, the employees are listed by job title, sex, and minority status. The array is dated January 1, 2016.

This computerized report does not make any distinction between SHRA/CSS and EHRA employees. Thus, in the computerized report, the support staff, faculty, and management personnel assigned to an individual college or department appear in the workforce array for that department. In forming job groups, however, we have not combined EHRA and SHRA/CSS employees because the wages, duties, and/or qualifications for faculty and support staff are significantly different.

This report includes persons employed with the University in a permanent position as of January 1, 2016, excluding individuals who were on leave without pay as of January 1 and temporary, intermittent, student, or post-doctoral employees.

**Lines of Progression**

A line of progression may be defined as a “usual promotional sequence”. In the case of EHRA faculty, entry level for probationary-term (tenure-track) faculty is either at the Instructor rank or at the Assistant Professor rank. In the case of a tenure-track Assistant Professor, after a five year period, the faculty member petitions for tenure and, most commonly, for promotion from the rank of Assistant Professor to the rank of Associate Professor. Currently, it is not mandatory to petition for a promotion in rank, but it is mandatory that the credentials are reviewed for tenure. The faculty member may be granted permanent tenure and may or may not be granted a promotion in rank at the same time. If tenure is not conferred, the faculty member is provided written notice of the non-conferral of tenure. In accordance with the ECU Faculty Manual, this written notice is provided to the employee at least one year prior to the end of the employee’s current appointment. Once tenure is conferred, it is the responsibility of the faculty member to subsequently apply for further promotions in academic rank in accordance with the ECU Faculty Manual and the department’s approved Tenure and Promotion Guidelines.

Fewer promotions occur from Associate Professor to Professor. It is reasonable, therefore, to consider the most common line of progression for faculty job groups involves promotion from Assistant Professor to Associate Professor.

An additional faculty classification is defined as “fixed-term”. These faculty have academic titles (rather than academic ranks) that include a modifier. Examples of modifiers include “research”, “teaching”, and “clinical”. As such, these fixed-term faculty hold titles such as
"Teaching Professor" or "Clinical Assistant Professor". Faculty holding fixed-term appointments petition for an "advancement in title", as opposed to a "promotion in rank", in accordance with approved department guidelines for Advancement in Fixed-Term Title. While there are a variety of titles in the EHRA administrator and non-faculty categories for each unit, there is no definitive line of progression. An individual who is a Director has no definitive expectation of upward progression to, say, the Executive Director or Vice Chancellor position.

Within the SHRA/CSS positions, we have analyzed the data to determine whether there are lines of progression and have concluded that there are. An employee can advance to another classification or level in one of two ways. His or her own position can be studied by the ECU Department of Human Resources (HR) Classification and Compensation unit and the classification changed on the basis of changed job content. Second, a person could apply for a vacant position which is higher than the one that he or she currently holds. If that person is deemed to be the most qualified, he or she will assume the new position with the new job title.

Promotions data has been analyzed for SHRA/CSS positions to determine if there were "feeder jobs" and identify the relevant "feeder groups". A feeder job is a position which can provide a normal promotion path into a particular job group. In addition to actual promotion actions, we also reviewed job groups to determine if there was a reasonable expectation of future promotional activity. For example, even if no actual promotions occurred during the past year, it is reasonable to assume that related jobs in a lower-market job group may promote to an associated position in an upper-market job group, as the upper-market job groups typically include higher level positions.

The following chart provides the feeder groups for SHRA/CSS job groups for this EEO Plan year:

<table>
<thead>
<tr>
<th>Job Group</th>
<th>Feeder Group</th>
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<tbody>
<tr>
<td>(01A) PRO; Business et al; LOWER MKT</td>
<td>(09A) CLERICAL; Administrative Support</td>
</tr>
<tr>
<td>(01B) PRO; Business, et al; UPPER MKT</td>
<td>(09B) CLERICAL; Supervisory/Managerial</td>
</tr>
<tr>
<td>(04B) PRO; Nurses; UPPER MKT</td>
<td>(01A) PRO; Business et al; LOWER MKT</td>
</tr>
<tr>
<td>(06) PRO; Human Services, Social Sciences</td>
<td>(04A) PRO; Nurses, LOWER MKT</td>
</tr>
<tr>
<td>(07A) PRO; Information Technology; LOWER MKT</td>
<td>(15) TECH; Human Services</td>
</tr>
<tr>
<td>(07B) PRO; Information Technology; UPPER MKT</td>
<td>(11) TECH; Information Technology and Technology-Related</td>
</tr>
<tr>
<td>(08) PRO; Scientific and Engineering</td>
<td>(07A) PRO; Information Technology; LOWER MKT</td>
</tr>
<tr>
<td>(09B) CLERICAL; Supervisory/Managerial</td>
<td>(09A) CLERICAL; Administrative Support</td>
</tr>
</tbody>
</table>
| (10) TECH; Business, et al | (09A) CLERICAL; Administrative Support  
|                          | (09B) CLERICAL; Supervisory/Managerial |
| (16B) SKILLED; Operations and Trades; Supervisors/Specialists | (16A) SKILLED; Operations and Trades |
| (17B) SERVICE; Institutional Services, et al; Managerial/Spec | (17A) SERVICE; Institutional Services, et al |
| (18B) SERVICE; Public Safety and Security; Supervisors | (18A) SERVICE; Public Safety and Security |

Movement across these job groups will again be monitored during the 2016 EEO Plan year.
**Equal Employment Opportunity Program**

**Affirmative Action and Equal Employment Opportunity at ECU**

East Carolina University is committed to equality of opportunity and affirmative action. All employment decisions will be made to further the principle of equal employment opportunity. The University will recruit, hire, train, and promote persons in all positions without regard to race/ethnicity, color, genetic information, national origin, religion, sex (including pregnancy and pregnancy related conditions), sexual orientation, gender identity, age, disability, political affiliation, or veteran status.

**Federal Laws**

As a federal contractor, we are legally obligated to follow guidelines set forth in Executive Order 11246 of 1965, as amended; Title VII of the Civil Rights Act of 1964, as amended; Section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination in Employment Act of 1967, as amended; the Vietnam Era Veterans’ Readjustment Assistance Act of 1974, as amended; the Americans with Disabilities Act of 1990, as amended; Title II of the Genetic Information Nondiscrimination Act of 2008; and all other applicable federal laws.

**State Laws and UNC System Policy**

As a state entity, we are governed by various North Carolina General Statutes – specifically relevant to these recruitment procedures is N.C.G.S. Section 126-16, as amended. As a part of the University of North Carolina System, we are also governed by the Code of the University of North Carolina, Section 103.

**East Carolina University Policies and Procedures**

The University has also set forth specific policies and procedures that support equal employment opportunity, including: (1) the Notice of Nondiscrimination and Affirmative Action Policy and (2) the Regulation on Sexual and Gender-Based Harassment and Other Forms of Interpersonal Violence.
What is Affirmative Action and Equal Employment Opportunity?

The concepts “equal employment opportunity” and “affirmative action” are often confused and/or misunderstood. It is important, especially when engaged in recruitment activities, to understand what the two concepts mean and the differences in their meanings as it relates to the recruitment and selection process. Equal opportunity laws ban discrimination. Affirmative action goes farther by requiring employers to take “affirmative” steps to achieve a balanced representation of workers.

Equal employment opportunity means providing the same opportunities with regards to employment decisions to all individuals without discriminating based upon their membership in or identification with a protected class group. (Note: A protected class is a group of people who share common characteristics and are protected from employment discrimination by federal and/or state law or University policy. There are twelve protected classes or groups at East Carolina University: race/ethnicity, color, genetic information, national origin, religion, sex (includes pregnancy and pregnancy related conditions), sexual orientation, gender identity, age, disability, political affiliation, and veteran status.) In the recruitment and selection process, this means applying the same standards to all applicants both in the application review and the interview process. In the spirit of equal employment opportunity, it is recommended that the search committee meet before the application review begins to agree on the job-related criteria upon which each applicant will be judged and develop a rating sheet to be used for this purpose.

Affirmative action, with respect to recruitment, means actively seeking to recruit underrepresented groups to the workplace. It is a policy to encourage equal opportunity and to level the playing field for groups of people who have been and are discriminated against. There is a common misperception that affirmative action requires meeting quotas or that a female or minority candidate should be hired regardless of qualifications. This is wrong. Although there are often goals associated with affirmative action, there are no quotas that must be met to be in compliance with the law. Affirmative action does not seek to hire individuals because of minority status or membership in an underrepresented population who are not qualified for the position. Affirmative action means casting a wider net by developing a recruitment plan that will reach a diverse pool of qualified individuals for the position. This usually means setting goals and timetables and using a variety of aggressive recruitment and outreach methods, to include discipline specific journals and periodicals, web based advertising, networking at conferences, word of mouth, local/state media, etc.

Affirmative action seeks to recruit a diverse pool of applicants to select from and equal employment opportunity requires applying the same standards to all applicants during the application review and interview process. In this manner, the practice of affirmative action and equal employment opportunity work together to form the basis of affirmative action planning.
Recruitment, Selection and Performance Appraisal

SHRA and CSS

The Department of Human Resources maintains administrative responsibility for the employment of employees subject to the State Human Resources Act (SHRA, formerly known as SPA) and the ECU Physicians Faculty Practice Plan Clinical Support Services (CSS) employees. Human Resources also has responsibility for and must approve all personnel actions for staff including, but not limited to, recruitment, selection, promotion, transfer, disciplinary action, and demotion.

ADVERTISING

The Department of Human Resources will post all position openings for SHRA and CSS positions on the ECU Jobs site via the PeopleAdmin system located on the ECU Home Page and provide computer access for applicants. Positions are posted daily on PeopleAdmin, an online applicant tracking system, and posting continues for five working days unless an extended search is requested. However, CSS postings approved for internal recruitment must be posted for a minimum of three days.

RECRUITMENT ACTIVITIES

The recruitment process is applied in a non-discriminatory manner to promote open and fair competition and the hiring of a diverse workforce. The recruitment area for most SHRA and CSS positions typically ranges from regional to state-wide.

The Department of Human Resources lists position vacancies with the Department of Commerce's Division of Employment Security (formerly the Employment Security Commission), UNC General Administration, community colleges and other applicable state agencies. Positions are also posted on HigherEdjobs.com, DiverseJobs.net, InsideHigherEd.com, INSIGHTIntoDiversity.com, and the ECU Jobs site via the PeopleAdmin system at no cost to the hiring department. At the hiring department's request, Human Resources can assist with broadening recruitment efforts to include strategies to reach individuals with disabilities, racial/ethnic minorities, women, and veterans.

Efforts undertaken by Human Resources designed to support recruitment of protected veterans include but are not limited to:

Post position openings on websites exclusive to veterans (such as Monster.com's Veteran Employment Center, http://www.military.com/veteran-jobs).

ECU is an official partner of the Military Spouse Employment Partnership (MSEP), which allows ECU to post ECU vacant positions on their MSEP web portal. Through this partnership, Human Resources also meets with
spouses of veterans to counsel them regarding resume and application building and attends job fairs at local military bases that target military spouses and which are also attended by current military and veterans.

Human Resources staff attended a “Boots to Suits” Conference for hiring managers and human resources professionals which covered topics including but not limited to: business reasons for hiring veterans, translation of military job skills to real-world civilian skills, and marketing to attract military applicants.

Efforts undertaken by Human Resources designed to support recruitment of individuals with disabilities include but are not limited to:

Human Resources assisted the East Carolina Vocational Center, Incorporated (ECVC) by participating in mock interviews as an outreach opportunity to provide affirmation and feedback for individuals with disabilities as they continue to build on their strengths and seek to find gainful employment. *(ECVC provides job training and employment services to persons with disabilities in Pitt and its surrounding counties in eastern North Carolina.)*

Human Resources has met with Easter Seals about partnering with that organization to talk about available employment opportunities at the University and how those might fit with their clients’ abilities.

Human Resources maintains membership in the Pitt County Committee on Employment of People with Disabilities.

**LISTING VACANT POSITIONS**

Hiring departments are responsible for creating and submitting to Human Resources a position vacancy to be posted on the PeopleAdmin system. Applicants interested in SHRA and CSS positions must complete a staff application within the PeopleAdmin system to be considered. After posting for the required period, an Employment Consultant screens the applications and refers qualified applicants for the position. At least three applicants must be invited for interview for each vacancy.

**SPECIAL EMPLOYMENT AND RE-EMPLOYMENT CONSIDERATIONS**

**Veterans Preference**
The State of North Carolina requires that departments give employment preference to qualified veteran applicants. Priority should be given to veterans who served in the Armed Forces of the United States during a period of war, certain disabled veterans and their spouses and dependents.

**Priority Re-employment**
The State of North Carolina requires that employees scheduled for reduction-in-force and employees removed from exempt policy
making/confidential exempt positions for reasons other than just cause receive priority re-employment.

State Government Promotional Priority
Permanent State employees are eligible for priority considerations over non-State employees when the individuals possess substantially equal qualifications.

SELECTION
Selection procedures and methods should be used in a consistent and equitable manner to identify the best applicant for the job. By way of the screening and interview process, the hiring department determines the desired applicant for hire and submits a compliance form through the PeopleAdmin system to Human Resources.

To ensure that recruitment and selection processes are conducted appropriately, training sessions are provided by Human Resources.

JOB DESIGN AND JOB CLASSIFICATION
East Carolina University maintains institutional equity in the classification of SHRA and CSS positions throughout the campus. The classification process is conducted in a uniform manner employing consistent review and analysis of job duties and responsibilities to comply with the Office of State Human Resources (OSHR) and CSS specifications for position designations. The OSHR is the governing authority for SHRA positions and the ECU Board of Trustees the governing authority with respect to CSS positions. Within their respective authorities, these entities establish and govern all state and clinical support services (CSS) position classifications and compensation systems. At East Carolina University, SHRA and CSS positions are under the purview of the Department of Human Resources. Human Resources provides guidance and assistance to supervisors and managers in determining job design based on the needs within the particular department.

SHRA/CSS CLASSIFICATION AND COMPENSATION UNIT, HUMAN RESOURCES
The Classification and Compensation Unit within the Department of Human Resources is responsible for administering the State of North Carolina Classification and Compensation Plan and CSS Classification and Compensation Plan for all ECU SHRA positions and CSS policies. Its objectives are to maintain campus-wide equity in job classifications by applying consistent criteria to the duties and responsibilities assigned to SHRA and CSS positions and to assist the campus in effectively and appropriately utilizing the state classification and CSS broad banded classification systems to address classification/organizational design needs.

The Classification and Compensation Unit ensures that all departmental managers and supervisors maintain current job descriptions and the unit
conducts all applicable analyses and maintains all SHRA and CSS position related documentation in a manner consistent with OSHR and CSS guidelines.

Classification and Compensation achieves its objectives primarily through job analysis and position classification. This process usually begins with a description of the position to be evaluated. The job description is the principal documentation used by the HR Consultant, although supplementary data is also considered.

The job analysis process involves a review of a position's assigned duties and responsibilities. The analysis involves research, examination, and clarification of a job's distinct functions, objectives, and organizational relationships to fully reflect the role of the position within the organization.

The job description should be written by the department head or supervisor and submitted to the Department of Human Resources for review and approval.

Managers and supervisors are advised that each employee should have a copy or access to a copy of his/her job description. To maintain an accurate and complete job description (and appropriate classification), the job description should be reviewed and revised, if necessary, when a new employee is placed into the position or if there has been change in the organizational unit. A job description should be reviewed at least once a year by the supervisor to ensure that it is still accurate.

Position classification is the formal assignment of a classification title, salary band, and descriptive title to a job or a group of jobs which are so similar in duties and responsibilities that they justify common treatment in selection, compensation, and other employment processes. Positions at the University are classified according to designated occupational categories. Jobs are evaluated and measured against standard criteria applied consistently for all jobs within designated occupational classes. The analytical process involves an examination of the relative degree of common job characteristics present in a position.

All vacancy narratives are reviewed and modified as necessary to comply with state or broadbanded specifications for the designated job classification.

**EHRA**

East Carolina University has seven (7) academic colleges, two (2) professional health sciences colleges, two (2) professional health sciences schools, two (2) libraries, a graduate school and several non-academic units that initiate EHRA faculty and EHRA non-faculty appointments, promotions and salary recommendations. All actions are approved by the appropriate authority (i.e. Vice Chancellor or Provost, Chancellor, Board of Trustees and/or Board of Governors) depending on the action as defined by applicable University policies including the University's Management Flexibility to Appoint and Fix Compensation policy.
As a part of its ongoing Equal Employment Opportunity Program, the Office for Equity and Diversity actively monitors and reviews the recruitment procedures to determine that no discriminatory practices are being employed and to assure that the University acts affirmatively to recruit women, minorities, individuals with disabilities, and veterans.

ADVERTISING

There are no strict guidelines within the University regarding where positions are advertised, except that the Department of Human Resources lists EHRA position vacancies with the Department of Commerce’s Division of Employment Security (formerly the Employment Security Commission). In general, faculty positions are advertised online in national publications and in the academic journals which would be most widely read by professionals in that discipline. However, all positions are posted on HigherEdJobs.com, DiverseJobs.net, InsideHigherEd.com, INSIGHTIntoDiversity.com, and the ECU Jobs site via the PeopleAdmin system at no cost to search committees or the hiring authority. Human Resources also posts EHRA positions with UNC General Administration, community colleges and other applicable state agencies. Search committees also often make use of other web-based advertising recommended for use as a cost effective mechanism for casting a broad recruitment net to capture diverse talent.

Efforts undertaken by Human Resources designed to support recruitment of protected veterans include but are not limited to:

ECU is an official partner of the Military Spouse Employment Partnership (MSEP), which allows ECU to post ECU vacant positions on their MSEP web portal. Through this partnership, Human Resources also meets with spouses of veterans to counsel them regarding resume and application building and attends job fairs at local military bases that target military spouses and which are also attended by current military and veterans.

Human Resources staff attended a “Boots to Suits” Conference for hiring managers and human resources professionals which covered topics including but not limited to: business reasons for hiring veterans, translation of military job skills to real-world civilian skills, and marketing to attract military applicants.

Efforts undertaken by Human Resources designed to support recruitment of individuals with disabilities include but are not limited to:

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Human Resources has met with Easter Seals about partnering with that organization to talk about available employment opportunities at the University and how those might fit with their clients’ abilities.

Human Resources maintains membership in the Pitt County Committee on Employment of People with Disabilities.

RECRUITMENT

The recruitment procedure to fill an EHRA position in which the appointment’s duration will be 190 or more calendar days and FTE of .75 or greater (except Fellow positions in Health Sciences) involves recruiting nationally for a minimum period of 14 days for non-faculty positions and 30 days for faculty positions. For filling an EHRA position in which (1) the appointment’s duration will be greater than three days and in which the FTE will be less than .75, (2) the appointment’s duration will be greater than three days but less than 190 calendar days (regardless of FTE), or (3) Fellow positions (in Health Sciences), the recruitment procedure involves recruiting nationally for a minimum of three calendar days. There are, on occasion, extenuating circumstances that make it necessary to deviate from these procedures. In these extenuating circumstances, the appropriate Division Office, the Office for Equity and Diversity, and the Department of Human Resources may grant approval for an exception to the recruitment process to accommodate. The hiring official must submit a special permission request through the PeopleAdmin system. Deviations from the stipulated procedure may occur in the following situations depending on the parameters of the position being filled:

- Current applicant pool requests may be granted to fill a vacant position with an existing, diverse pool of applicants;

- Abbreviated searches may be granted when advertising less than 30 days for faculty positions and less than 14 days for non-faculty positions;

- Internal searches may be granted when there is knowledge of strong candidates that are already employed by the University;

- Waived searches may be granted in very rare situations to hire an individual without any advertising or recruitment process. Underutilization and related affirmative action goals in the current EEO Plan and diversity will be considered in evaluating requests for waivers. Waivers may be considered in the following extenuating circumstances, including but not limited to:
  - Programs of Strength: a stellar candidate with expertise in an area currently underrepresented within the University who is, therefore, expected to strengthen the University’s programs;
Chief Executive Officer employment or his/her core staff;

A Principal Investigator, Co-Principal Investigator, or individual named in a grant proposal and funding is contingent upon individuals named serving in the specified capacity;

Spousal or domestic partner hire; and

High profile coaching positions (i.e., football, basketball, baseball).

The University recognizes that the recruitment and retention of the most qualified faculty may involve the necessity of a concomitant appointment for dual career academic couples and has enacted the Faculty Spousal and Domestic Partner Hiring Standard Operating Procedure.

In certain limited situations, no search or special permission request is required to fill an EHRA position. These situations include:

- Positions in which the appointment period is three (3) days or less;
- Positions filled from within the University where no applicant external to the University has been considered for the position, in accordance with the specific provisions outlined in the applicable procedures;
- Executive and senior management (SAAO) employees being placed in a short-term position (i.e., less than 190 calendar days); and
- Positions with zero-based salary and zero-based FTE (i.e., volunteers).

SPECIAL EMPLOYMENT CONSIDERATIONS

Veterans Preference

EHRA employees enjoy the protections of and are subject to the provisions of Veterans Preference. Priority should be given to veterans that served in the Armed Forces of the United States during a period of war, certain disabled veterans and their spouses and dependents.

OTHER IMPORTANT CONSIDERATIONS

Other important considerations when conducting a search/selection process include, but are not limited to: the Regulation on Recruitment of Employees from Other Campuses Within The University of North Carolina and the Employment of Related Persons (Anti-Nepotism) Policy, both found in the
UNC Policy Manual; and the ECU Faculty Criminal Background Check Policy and Procedures and ECU Criminal Background Checks for SPA/CSS and SAAO/Non-faculty EPA Employees, both found on the Department of Human Resources website.

SELECTION AND APPOINTMENT

Candidate profiles are submitted by potential candidates via the PeopleAdmin system and are evaluated during the screening process along with the required application materials. Search committees and hiring authorities must ensure that the screening process provides for careful, thorough, and systematic consideration of job qualifications (i.e., rating sheets). During the recruitment planning period, the committee is encouraged to develop the rating sheet of requirements and attributes of the specific position to be used by search committee members in an effort to fairly and consistently screen and evaluate all applicants. There is no predetermined or formal University rating system for applicants. After screening, the interview process begins. After the interviews are complete and the hiring authority decides who should be selected for the position, the EHRA Compliance Report must be completed and submitted via the PeopleAdmin system. The Compliance Report must be approved by Human Resources and the Office for Equity and Diversity prior to initiating an offer of employment or any related notices or negotiations with the candidate of choice. The Chancellor and the Board of Trustees must approve appointments for tenured faculty, and the Dean recommends appointments for probationary-term (tenure track) faculty with final approval given by the Provost/Vice Chancellor.

The Office for Equity and Diversity provides continuous online EHRA search committee training sessions to educate search committees about conducting processes appropriately. The Office for Equity and Diversity also routinely consults with search committees, hiring authorities, and other personnel representatives regarding EHRA recruitment compliance.

TYPES OF EHRA APPOINTMENTS

Teaching Faculty Appointments:

- **Fixed-Term Appointments**: Fixed-term faculty do not hold professorial ranks, but hold titles such as Teaching Instructor, Teaching Assistant Professor, Teaching Associate Professor, Teaching Professor, Research Instructor, Research Assistant Professor, Research Associate Professor, Research Professor, Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor, and Clinical Professor as outlined in the ECU Faculty Manual. Fixed-term faculty are not eligible for permanent tenure and have a specific beginning and ending date of the appointment. Multi-year fixed-term appointments may be issued for a period up to five (5) years; however, typical fixed-term appointments are one (1) to three (3) years in length. There is no limit to the number of
subsequent fixed-term appointments. Fixed-term appointments may be permanent (full-time or part-time) or short-term (full-time or part-time).

- **Probationary-Term (Tenure-Track) Appointments:** Probationary-term (tenure-track) appointments are made at the professorial ranks of Instructor, Assistant Professor, Associate Professor, or Professor. Probationary-term (tenure-track) Instructor and Assistant Professor faculty are hired with a three-year initial appointment followed by two (2) successive two-year term reappointments. Associate Professor tenure-track faculty are hired with an initial three-year appointment then one (1) two-year reappointment. All reappointments are contingent on satisfactory performance. Professors on the tenure-track receive one (1) three-year tenure-track appointment and no successive reappointments, because they must petition for tenure during their initial three-year appointment. See the ECU Faculty Manual for requirements for each rank.

- **Appointments with Permanent Tenure:** Appointments with permanent tenure are continuous until retirement, resignation, or removal according to the provisions of the ECU Faculty Manual and the UNC Code. Appointments with permanent tenure may be made at any of the faculty academic ranks above the rank of Instructor; however, it is unusual for faculty members to be awarded tenure at the time of the initial appointment below the academic rank of Associate Professor.

- **Additional Faculty Titles:** Appointment with titles such as Artist-in-Residence, Writer-in-Residence and prefix titles such as Adjunct; Affiliate; or Visiting.

**TYPES OF NON-FACULTY EHRA APPOINTMENTS**

ECU currently has two classifications of non-faculty EHRA positions – senior academic and administrative officers (Tier I SAAOs and Tier II SAAOs), and Instruction, Research and Public Service (IRPS) positions.

Definition of “Senior Academic and Administrative Officers” [from The UNC Policy Manual (UNC-GA), Chapter 300.1.1]:

Senior officers of the University of North Carolina who are subject to the provisions of Section II of this policy are designated as Tier I SAAO. This group includes … the chancellors of the constituent institutions [N.C.G.S. §116-11(4)]; the vice chancellors, provosts, and deans of the constituent institutions, and the directors of major administrative, educational, research and public services activities of the constituent institutions designated by the Board of Governors [N.C.G.S. §116-11(5)].
Other senior officers of the University of North Carolina who are subject to the provisions of Section III of this policy are designated as Tier II SAAOs. This includes ...associate and assistant vice chancellors; associate and assistant deans; and other administrative positions within the constituent institutions, other than those identified in [the paragraph] above, that have been designated by the president [N.C.G.S. §116-11(5)].

Definition of "EPA (EHRA) Non-Faculty Instructional, Research, and Public Service" (IRPS) (from The UNC Policy Manual 300.2.1 and 300.2.5[G]):

These positions are not subject to the State Personnel Act [the title of which has been changed to the State Human Resources Act] (N.C.G.S. Chapter 126) and not otherwise categorized. This category does not include: (1) faculty positions subject to institutional tenure regulations; (2) positions within administrative categories of employment subject to N.C.G.S. §116-11(4), N.C.G.S. §116-11(5), or N.C.G.S. §116-14; (3) positions within the "physicians or dentists" category under N.C.G.S. §126-5 with faculty appointments; and (4) University students who are employed incident to their status as students, as in graduate teaching assistantships or work-study positions. N.C.G.S. §126-5(c1)(8) specifically provides that "[i]nstructional and research staff" are exempt from the State Human Resources Act, and UNC Policy Manual 300.2.5[G] describes how the Office of State Human Resources and the University of North Carolina have agreed to interpret and apply the terms "instructional" and "research" in N.C.G.S. §126-5(c1)(8).

EHRA IRPS position appointments can be "at will" (full-time or part-time) or stated definite term (full-time or part-time).

**EHRA Faculty Appointments, Promotions and Salary Setting**

There are seven (7) academic colleges, two (2) professional health sciences colleges, two (2) professional health sciences schools, two (2) libraries, and a graduate school that initiate faculty appointments, promotion, advancement in fixed-term title, and salary recommendations. The Provost, Vice Chancellor for Health Sciences or the Vice Chancellor for Research, Economic Development, and Engagement review and approve faculty appointment recommendations.

While some of the criteria for initial appointment, promotion, reappointment (i.e., for probationary-term), subsequent appointment (i.e., for fixed-term), and/or salary recommendations may be similar among departments, some criteria are quite different. Similarly, education, skills, and experience may also vary in departments, schools/colleges, and divisions. A variety of factors impact the assignment of value and the different criteria for appointment, promotion, and salary recommendations among departments, units, schools/colleges, and divisions.
Faculty Rank/Title
Faculty academic rank or title is recommended by the Unit Personnel Committee to the Unit Administrator (i.e., Chair or Director), the Dean, and the Provost (or appropriate Vice Chancellor). The academic ranks or titles that will be considered to fill a position are determined before the search begins. When making faculty appointments, the following factors may be considered when extending an offer:

- the needs of the department in areas of scholarly competence,
- evidence of ability and interest in teaching,
- evidence of potential contributions to scholarship and research,
- academic credentials,
- related professional experience,
- market conditions for discipline specialty,
- established salary ranges,
- salaries in the academic unit (i.e., department, school, and/or college),
- letters of reference,
- publications, quality of publications,
- evidence of ability to participate in joint research projects,
- evidence of interest in and ability for public service and engagement activities, and
- research compatibility with other members of the scholarly community.

Faculty Promotion and Tenure
The requirements for promotion and tenure are broadly outlined in the ECU Faculty Manual as well as the Unit Codes of Operations, which are more specific. Unit Code Tenure and Promotion requirements are approved by the Unit, the Unit Code Screening Committee, the Faculty Senate, and the Chancellor. The Tenure and Promotion Guidelines, broadly defined in the ECU Faculty Manual, are developed by the Faculty Governance Committee for approval by the Faculty Senate, the Chancellor, and the Board of Trustees. Departmental tenure and promotion criteria must be consistent with the requirements outlined in the ECU Faculty Manual. For Academic Affairs, evaluation begins at the academic unit level with subsequent
reviews by the Provost, the Chancellor and Board of Trustees. For Health Sciences, evaluation begins at the academic unit level with subsequent reviews by the School/College, Dean, Vice Chancellor for Health Sciences, the Chancellor and Board of Trustees. The ECU Faculty Manual can be referenced at http://www.ecu.edu/fsonline/customcf/currentfacultymanual/manual.pdf.

**Initial Salary Setting**
Initial salary shall be based on credentials, relative experience, salary trends as detailed in professional salary surveys, professional activity, research efforts, scholarly publication or its equivalent, level of responsibility, and consideration to the salaries of personnel presently in the unit and salaries within the discipline in comparable institutions.

**Annual Salary Increments**
The Department Chair (or Unit Director) will recommend annual salary increments to appropriate administrative officials in accordance with requirements imposed by the North Carolina General Assembly, the University of North Carolina Board of Governors, established University administration salary guidelines, clinical productivity (if applicable), and any additional criteria established in the ECU Faculty Manual or Unit Codes. Basic criteria for assessing merit shall include the degree of teaching excellence; creative activity; research; clinical and/or research productivity (if applicable); service to local, state and national organizations; as well as contributions to the development of public forums, institutes, continuing education projects, and patient services.

**Employee Training and Development**
East Carolina University offers a number of educational and training programs to employees without regard to race/ethnicity, color, genetic information, national origin, religion, sex (includes pregnancy and pregnancy-related conditions), sexual orientation, gender identity, age, disability, political affiliation or veteran status. Most programs are sponsored by the University, although employees are also encouraged—and when appropriate—mandated to attend some offerings provided by the University and/or the OSHR.

Most educational, training and professional development programs are open to all employees. East Carolina University’s programs are designed to inform departments of University policies, procedures, as well as the applicable state and federal laws; enhance employees’ knowledge, skills and abilities; and equip supervisors and managers with the necessary information and guidance to provide effective leadership. Such programs include, but are not limited to:

- **NEW EMPLOYEE ORIENTATION** – An orientation for new SHRA, CSS, and EHRA employees (including temporary employees) designed to familiarize these employees with all policies, procedures and laws applicable to East Carolina University employees

- **CERTIFICATION PROGRAMS** – A series of workshops designed to further enhance the skills of staff in specific job roles
• **SUPERVISION INSTITUTE** – A series of workshops designed to further enhance the skills of employees working within a supervisory or managerial capacity.

• **MANAGER’S BOOT CAMP** – An all-day session designed for mid-level managers to further understand policies/procedures and available resources for successful management at ECU.

• **TUITION WAIVER PROGRAM** – Any permanent full-time employee is eligible to take University classes each academic year without being charged tuition or other required fees. The number of classes per year is defined by General Statute and may vary from year to year.

• **MANDATORY ONLINE DISCRIMINATION AND HARASSMENT TRAINING** – All staff and faculty as well as student employees must complete three online training modules: (1) Preventing Discrimination and Sexual Violence, as well as two modules designed to prevent unlawful discrimination and harassment: (2) EEO Laws and Discrimination Prevention, and (3) an Unlawful Harassment Prevention educational module. All modules are designed to provide employees with the fundamentals regarding the many forms of harassing and discriminatory behavior in the workplace.

• **EQUAL EMPLOYMENT OPPORTUNITY INSTITUTE (EEOI)** – For managers and supervisors, the EEOI is a mandatory Office of State Human Resources sponsored course designed to inform those working in a supervisory capacity about EEO/ADA federal and state laws and policies. The Office for Equity and Diversity coordinates the EEOI for the University.

• **GREEN ZONE** – Green Zone training is offered and “helps faculty and staff provide supportive services necessary to ensure that veteran students are successful in their academic pursuits, adjust to the campus environment, and eventually transition to civilian employment”.

• **SAFE ZONE** – Safe Zone training is offered with the purpose to “create a network of allies who are willing to talk to students about sexual orientation, gender identity and gender expression”. The program’s objectives include but are not limited to “provide support specifically for LGBT students, faculty and staff, and to educate and raise awareness about LGBT issues within the ECU community”.

• **DIVERSITY EDUCATION COLLECTIVE** – The Diversity Education Collective (DEC) is facilitated by the Office for Equity and Diversity and is a cross-campus collective of professionals working to educate the university community about diversity, communication and conflict. The DEC consists of a variety of educational offerings about
different behaviors that may be harmful to a positive and inclusive workplace environment. “Bridging our Cultural Differences” is the first training in the series offered through the DEC and provides participants with the opportunity to explore the depth of their biases, cultural differences and communication barriers that could create conflicts in the workplace. Participants practice the skills acquired from the training and learn how to use these new skills to create a more harmonious workplace environment. Subsequent courses focus on individual protected classes.

- OTHER OFFERINGS – The Office for Equity and Diversity also provides a variety of other educational offerings with the primary goal of educating employees on how to understand and apply employment discrimination and harassment laws and incorporate best practices for a more diverse and inclusive work environment. These offerings introduce and explore many of the basic harassment and discrimination concepts, which include but are not limited to education about equal employment opportunity (EEO) laws, protected classes, workplace discrimination and harassment, Title IX, cross cultural relations, bias in personnel decisions, as well as strategies for creating an inclusive work environment.

Performance Appraisal/Annual Evaluations

SHRA/CSS

The performance appraisal process is administered according to the guidelines set by the Office of State Human Resources and ECU Board of Trustees. All SHRA and CSS employees should be:

- aware of what is expected of them;
- provided with continuous feedback about their performance;
- provided with opportunities for education, training and development; and
- rewarded in a fair and equitable manner.

Each employee should have an opportunity to review his/her job description with his/her supervisor within the first thirty days of employment and at the beginning of the performance management cycle each year thereafter. At that time, the employee and supervisor will discuss the employee’s goals for that evaluation year. A face-to-face interim review should be conducted by every supervisor during the middle of the work cycle with annual evaluations conducted at the end of the evaluation period. Evaluation ratings and/or comments are entered into the performance management system managed by the Human Resources Department.
EHRA

The East Carolina University Policy for Employees Exempt from the State Personnel [Human Resources] Act (at Section III) and the ECU Faculty Manual (Part VIII and IX) mandate that all EHRA employees undergo an annual performance review/evaluation. The scheduling and coordination of reviews are conducted at the applicable division or supervisors’ discretion, or in accordance with the ECU Faculty Manual or unit’s code.

Grievance Procedures

SHRA/CSS

To provide a means of communication between supervisors and employees and establish principles of administration to ensure a prompt, orderly, and fair response to an employee’s grievance or complaint, any permanent, career status SHRA or CSS employee is eligible to use the grievance and appeal policy. In furtherance of this policy, any applicant, probationary employee, permanent employee or former employee is eligible to utilize the grievance policy if alleging discrimination on the basis of race/ethnicity, color, genetic information, national origin, religion, sex (includes pregnancy and pregnancy related conditions), sexual orientation, gender identity, age, disability, political affiliation, or veteran status or any allegation of inaccurate or misleading information in an individual’s personnel file. [NOTE: With respect to procedures governing employee grievances, the State of North Carolina does not currently include sexual orientation and gender identity in its statutes; however, SHRA employees may appeal within the SHRA formal grievance process under NC state law for discrimination based on sex which will include sexual orientation and gender identity. Applicable procedures for other employers and students allow grievances and appeals regarding sexual orientation and gender identity.]

Employees utilizing the grievance and appeal policy shall have the opportunity to do so without threats or acts of retaliation, interference, coercion, restraint, discrimination, or reprisal.

Grievance procedures for SHRA employees can be found in the EEO Plan, Section 6, and in the University Policy Manual at http://www.ecu.edu/prr/06/35/02. The CSS grievance procedures can be found in the CSS Employee Handbook at http://www.ecu.edu/cs-admin/humanresources/customcf/Policies/SPA_CSS_Policies/CSS_Employee_Handbook.pdf. Grievance procedures may also be accessed from the Office for Equity and Diversity’s website at http://www.ecu.edu/cs-acad/oed/policies.cfm.

EHRA

To provide EHRA employees with an internal means of resolving work-related concerns, problems or grievances with supervisors, grievance procedures are available to both EHRA faculty and EHRA non-faculty. Grievance procedures for complaints of unlawful harassment or
discrimination for EHRA faculty and non-faculty employees may be found in the EEO Plan, Section 6, and on the Office for Equity and Diversity’s website at http://www.ecu.edu/cs-acad/oed/policies.cfm.

For more information regarding the procedures to address other work-related concerns, please see the Review Process and Procedure for EPA Non-Faculty Employees Policy, which may be found in the University Policy Manual by accessing this link: http://www.ecu.edu/PRR/06/35/01.

For more information regarding the EHRA faculty grievance policy see: http://www.ecu.edu/fsonline/customcf/currentfacultymanual/manual.pdf.

SHRA/CSS Disciplinary Process

The intent of the Disciplinary Policy and Procedures for Employees Subject to the Personnel [Human Resources] Act, and the Clinical Support Services (CSS) Disciplinary Policy is to provide East Carolina University management with a fair, clear and useful tool for correcting and improving performance problems as well as to provide a process to assist management in handling cases of unacceptable personal conduct. Any disciplinary action taken in accordance with this policy must be for just cause under one of the following bases:

- discipline imposed on the basis of unsatisfactory job,
- discipline imposed on the basis of gross inefficiency, and
- discipline imposed on the basis of unacceptable personal conduct.

The degree and type of action taken shall be based upon the sound and considered judgment of the management representatives of East Carolina University according to this policy. When just cause exists, the disciplinary actions that can be taken are:

- written warning,
- disciplinary suspension without pay,
- demotion, and
- dismissal.

Separation

SHRA / CSS

Reasons for separation can include one or more of the following reasons:

- Voluntary Resignation,
• Voluntary Resignation without Notice,
• Separation Due to Unavailability When Leave is Exhausted,
• Long-term disability,
• Retirement,
• Reduction-In-Force,
• Dismissal, and
• Death.

An employee may resign by submitting a letter of resignation to his/her supervisor or department head at least two weeks prior to the last work day. Department heads should then follow the ECU Exit Process, which is available on the ECU Human Resources website.

**EHRA**

According to the East Carolina University Policy for Employees Exempt from the State Personnel [Human Resources] Act, separations from employment within a covered EHRA non-faculty position can be by any of the following means:

• Discontinuation of Appointment with Notice or Severance Pay;
• Termination of Employment due to Financial Exigency, Program Curtailment or Program Elimination;
• Discharge for Cause; or
• Expiration of Term Appointment.

Provisions regarding separation of a faculty appointment are outlined in the ECU Faculty Manual, Part IX; and reasons include but are not limited to: (1) demonstrable, bona fide institutional financial exigency, (2) major curtailment or elimination of a teaching, research or public service program, (3) non-reappointment, and (4) discharge.

**Benefits**

Benefits are provided to all permanent employees (in positions of .75 and above FTE) consistently without regard to race/ethnicity, color, genetic information, national origin, religion, sex (includes pregnancy and pregnancy related conditions), sexual orientation, gender identity, age, disability, political affiliation, or veteran status. Benefits offered include the following:

• Comprehensive Major Medical Plan
• Retirement Plans
  o Teachers’ and State Employees Retirement System (TSERS)
  o Optional Retirement Plans
• Disability Income Plan of NC
• Vacation and Sick Leave
• Community Service Leave
• Family Medical Leave
• Military Leave
• Tuition Waiver Program
• Textbook Loan Program
• Tax-Sheltered Investment Programs
• Holidays
• Optional Insurance Plans
  o Life Insurance
  o Accidental Death and Dismemberment Insurance
  o Disability Insurance
  o Heart Attack and Stroke Insurance
  o Cancer Insurance
  o Group Home/Auto Insurance
  o Vision Plan
  o Dental Plan
  o Flexible Spending Accounts
  o Critical Illness Plan
  o Universal Life Insurance

To comply with the Federal Affordable Care Act (ACA), East Carolina University offers a High Deductible Health Plan (HDHP) to all non-permanent employees. Eligibility is determined by monitoring hours worked during the 12-month ACA measurement period. This plan is offered consistently without regard to race/ethnicity, color, genetic information, national origin, religion, sex (includes
pregnancy and pregnancy related conditions), sexual orientation, gender identity, age, disability, political affiliation, or veteran status.

**Monitoring Procedures**

Positions that are determined to be underutilized are reported to the Department of Human Resources to encourage broader outreach and recruitment strategies during SHRA and CSS hiring processes.

**SHRA/CSS**

Positions that are determined to be underutilized are monitored throughout the employment process. The Office for Equity and Diversity directly monitors the SHRA and CSS hiring processes to encourage the inclusion and view the representation of underutilized groups within the applicant pools.

**EHRA**

The Office for Equity and Diversity provides compliance monitoring for all EHRA positions throughout the hiring process. During the hiring process, each stage is reviewed to ensure that underrepresented groups have been included in the process. Each position is reviewed for compliance during the following stages:

- requisition approval process,
- screening approval process, and
- compliance review process.

**Equal Employment Opportunity Reports**

The Office for Equity and Diversity generates equal employment opportunity reports utilizing data obtained from the People Admin and Banner systems. Annual reports analyzing applicant flow, hires, promotions and transfers, separations, tenure conferrals, and external outreach/recruitment efforts are produced according to the following schedule:

<table>
<thead>
<tr>
<th>Type of Report</th>
<th>Frequency Rate</th>
<th>Office Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant Flow</td>
<td>Annually</td>
<td>Equity and Diversity</td>
</tr>
<tr>
<td>Hires, Promotions and Transfers</td>
<td>Annually</td>
<td>Equity and Diversity</td>
</tr>
<tr>
<td>Separations</td>
<td>Annually</td>
<td>Equity and Diversity</td>
</tr>
<tr>
<td>Tenure Conferrals</td>
<td>Annually</td>
<td>Equity and Diversity</td>
</tr>
<tr>
<td>Recruitment Efforts</td>
<td>Annually</td>
<td>Equity and Diversity</td>
</tr>
</tbody>
</table>
Invitation to Self-Identify and Data Collection

The OFCCP revised certain regulations implementing both VEVRAA and Section 503 of the Rehabilitation Act of 1973, as amended. Both of these Final Rules were effective March 24, 2014 and included changes in affirmative action provisions for veterans and individuals with disabilities. Because the University’s 2014 EEO Plan was in place at the time the new regulations became effective, the University began compliance with the affirmative action provisions of the new regulations effective for the 2015 EEO Plan year. Among the affirmative action provisions are specific requirements regarding the invitation to self-identify as a protected veteran and/or an individual with a disability.

Accordingly, in addition to the opportunity to self-identify race/ethnicity and sex, the University invites applicants to self-identify as a protected veteran or individual with a disability at two points. The first invites applicants submitting the application materials to self-identify as a protected veteran or individual with a disability (i.e., pre-offer). The second occurs after the offer of employment but before the applicant begins his or her job duties (i.e., post-offer) and invites the applicant to self-identify as (1) belonging to one or more of the specific categories of protected veteran for which the University is required to report pursuant to federal regulations and/or (2) an individual with a disability. Additionally, the University initially invited each employee to voluntarily self-identify as an individual with a disability and will (1) extend this invitation at five year intervals, and (2) at least once during the intervening years, the University will remind employees that they may voluntarily update their disability status. Submission of this information is voluntary and refusal to provide it will not subject applicants or employees to any adverse treatment. The information provided will be used only in ways that are not inconsistent with the Vietnam Era Veterans’ Readjustment Assistance Act of 1974, as amended, or Section 503 of the Rehabilitation Act of 1973, as amended. Data collected from this voluntary self-identification will assist the University in its efforts to analyze and monitor personnel activity, including but not limited to applicants and hires.

The University maintains a separate file on persons who have self-identified as an individual with a disability.

In an effort to come into compliance with the new pre-offer data collection provisions for protected veterans and individuals with a disability, the Office for Equity and Diversity and Department of Human Resources Employment Unit worked collaboratively to review and update the University’s staff application (used with the SHRA/CSS application process) and candidate profile (used with the EHRA application process) to allow the invitation to self-identify as a protected veteran or individual with a disability, using language consistent with the new regulations, at the time the applicant completes the application process.

The Office for Equity and Diversity led a small working group to develop a process to ensure compliance with the timing provisions of the post-offer invitation to self-identify status as a protected veteran and/or individual with a disability (i.e., after the offer of employment but before the applicant begins his or her job duties).
University will ensure the post-offer invitation to self-identify by including but not limited to: adding information to initial contract letters, educating new employees in orientation, and including information about the opportunity to self-identify with required I-9 processing information. The Office for Equity and Diversity, Department of Human Resources Information Technology unit, and Information Technology and Computer Services worked collaboratively to review and/or implement invitations to self-identify disability and protected veteran status developed for use with the University’s human resources enterprise management system, Banner.

EMPLOYEE RESOURCE GROUPS

As part of ECU’s commitment to diversity in the workplace, the Office for Equity and Diversity assists in forming and supporting the efforts of Employee Resource Groups. These groups help foster connectedness to the university community, thus encouraging retention and recruitment especially in minority and women employees. The Office for Equity and Diversity serves in an ex-officio role in most of these organizations. These groups include the following:

CHANCELLOR’S COMMITTEE ON THE STATUS OF WOMEN

The charge of this committee is to advise the Chancellor, Provost and other university leaders on the planning, implementation and evaluation of policies and practices to promote equity and further the welfare of all women associated with East Carolina University. The Chancellor’s Committee on the Status of Women is a particularly active committee, constituted in 1971 to monitor and enhance conditions for women on campus. The Committee is composed of faculty, staff, and students who meet regularly to discuss concerns of women on campus, sponsor and implement programs of interest, and make recommendations to the University administration and larger ECU community regarding issues of interest to women on campus. The Chancellor’s Committee on the Status of Women focuses on a wide variety of issues including: equity in hiring, promotion, tenure, compensation, campus safety, dependent care, and continuing professional development. The Committee sponsors Promotion and Tenure workshops, the Women of Distinction recognition program, and an annual winter holiday program focused on diversity.

BRODY WOMEN FACULTY COMMITTEE

The Brody Women Faculty Committee (BWFC) consists of women professionals at the Brody School of Medicine. The committee aims to increase institutional effectiveness by supporting the recruitment, retention and promotion of female professionals. The BWFC is a welcoming community of women who work to improve awareness of issues of particular interest to women, track information about women faculty at the Brody School of Medicine, support current and future women professionals
through mentorship, and offer programming on leadership, career development, and women's perspectives.

**STAFF SENATE DIVERSITY COMMITTEE**

In support of the university's mission, the Staff Senate Diversity Committee is charged with making recommendations to the ECU Staff Senate that promote awareness of and appreciation for human and intellectual diversity at East Carolina University. The committee is comprised of staff employees and works to establish a rapport with and seek input from the university community in an effort to identify ways to foster and encourage respect for diversity on our campus. The committee supports speakers from the University on topics around diversity and inclusion. Additionally, the committee recommends a series of meaningful programs and initiatives that will improve the racial/cultural atmosphere on our campus, promote awareness of why diversity matters, "contribute to the welfare of university staff, and foster the interaction, integration, and representation of different races/ethnicities, cultures, national origins, abilities, religions, sexual orientations, intellectual positions, and perspectives throughout our university community".

**ORGANIZATION OF AFRICAN AMERICAN STAFF**

This organization seeks to achieve a visible commitment of the inclusion and value of African American staff, faculty and students at the University. The organization promotes cultural and professional development, wellness, networking, mentorship, leadership, community outreach, scholarship and economic prosperity through a variety of organization sponsored programs and events, such as the gala celebrating African American educators at the ECU African American Awards of Excellence.

**CHINESE ASSOCIATION OF ECU FACULTY, STAFF AND FRIENDS**

The focus of the Chinese Association of ECU Faculty, Staff and Friends is to serve the Chinese students, faculty, staff and visiting scholars and their families in acclimating them into the university and community environment. The Association also provides knowledgeable channels regarding Chinese culture and society to the campus community. The Association, in collaboration with the Greenville Chinese School, has held several events, including the Chinese New Year Celebration, Greenville International Festival and Mid-Autumn Festival Party.
ORGANIZATION OF AFRICAN AMERICAN FACULTY

The Organization of African American Faculty is dedicated to advancing the interests of African American faculty members at East Carolina University. Some of the activities of this organization include: providing support and assistance through social activities, scholarship, advocacy programs, and other University and community-based activities and supporting and encouraging the creation and enforcement of University policies relating to recruitment, retention and professional development of African Americans and other minority faculty and staff as well as the recruitment and retention of African American undergraduate and graduate students. The organization also hosts Peer Mentoring and Tenure workshops.

LESBIAN, GAY, BISEXUAL, TRANSGENDER AND ALLY FACULTY/STAFF GROUP

The Lesbian, Gay, Bisexual, Transgender and Ally (LGBTA) Faculty/Staff Group is an informal group for ECU faculty and staff of all sexual orientations, gender identities, and gender expressions.

AMERICAN INDIAN FACULTY/STAFF GROUP

The American Indian Faculty/Staff Group is an informal group for ECU faculty and staff who meet to discuss topics of interest to the American Indian community.

CHANCELLOR’S DIVERSITY LEADERSHIP CABINET

The mission of the Chancellor’s Diversity Leadership Cabinet (CDLC) at East Carolina University is to serve as an advisory body to the Chancellor and the Provost. The committee is chaired by the Associate Provost for Equity and Diversity and reports to the Chancellor and Provost.

To accomplish this mission, the CDLC will assist university-wide leadership to propose, develop, and advocate for programs and policies designed to increase diversity and multiculturalism in all aspects of the University including student recruitment and retention, academic programs, student life, faculty recruitment and retention, campus climate/environment, leadership development, and alumni affairs.

Equal Employment Opportunity Advisory Committee

The Equal Employment Opportunity (EEO) Advisory Committee is critical to the success and acceptance of the University’s EEO Plan and related programming. The EEO Advisory Committee advises and assists the Office for Equity and Diversity by making
recommendations to the Office regarding the EEO Plan and its implementation including providing input and insight regarding the achievement of the University's EEO goals. While the Office for Equity and Diversity works collaboratively with various other committees and working groups who provide advice and assistance to the Office regarding EEO regulations, procedures and programs to include recommendations to improve upon any identified problem areas, this specific formalized Committee has been inactive but will be reactivated in 2016.

The EEO Advisory Committee includes representation from the various demographic groups and occupational categories of the University to include faculty, staff and administration. A list of the EEO Advisory Committee membership is available upon request.

The Committee meets bi-annually and is charged with: (1) reviewing and evaluating the existing EEO Plan and annual results and providing recommendations to improve upon any identified problem areas; (2) providing feedback to the Office for Equity and Diversity regarding EEO regulations, procedures, and programs including recruitment and outreach; and (3) communicating information about the EEO Plan to employees and managers.
Unlawful Workplace Harassment Prevention Strategies

East Carolina University’s Commitment to Prohibit Unlawful Workplace Harassment, Sexual Harassment and Retaliation

As specifically stated in East Carolina University’s Notice of Nondiscrimination and Affirmative Action Policy, the University is committed to equality of opportunity and prohibits unlawful discrimination based on the following protected classes: race/ethnicity, color, genetic information, national origin, religion, sex (including pregnancy and pregnancy related conditions), sexual orientation, gender identity, age, disability, political affiliation, and veteran status ("Protected Class"). Harassment is a form of discrimination and is unwelcome conduct based on a Protected Class, which creates either quid pro quo harassment or a hostile environment. It also includes sexual harassment and gender-based harassment as those terms are defined in University Regulations (specifically, the Regulation on Sexual and Gender-Based Harassment and Other Forms of Interpersonal Violence). Additionally, the Notice of Nondiscrimination and Affirmative Action Policy prohibits retaliation against an individual for using applicable policies responsibly. East Carolina University’s Notice of Nondiscrimination and Affirmative Action Policy, as approved by the University’s Board of Trustees, is included in the University Policy Manual and may be accessed here: http://www.ecu.edu/prr/05/25/02. The University’s Regulation on Sexual and Gender-Based Harassment and Other Forms of Interpersonal Violence is also included in the University Policy Manual and may be accessed here: http://www.ecu.edu/prr/06/40/03.

Administration of the Notice of Nondiscrimination and Affirmative Action Policy and Prevention Strategies

Ms. LaKesha Alston Forbes, Associate Provost for Equity and Diversity, Title IX Coordinator and ADA/Section 504 Compliance Officer, has been delegated the responsibility by the Chancellor for implementation of the policy, including prevention and resolution efforts. The Office for Equity and Diversity provides education and training to all current and new employees regarding unlawful discrimination, harassment, and related retaliation; disseminates the policy; and is responsible for resolution efforts in the case of allegations of unlawful discrimination, harassment, and related retaliation. Members of the University community with concerns or questions are encouraged to contact the Office for Equity and Diversity. The Office is located in Suite G-406 in the Old Cafeteria Building.
Objectives and Time Table

1. Provide education and training to all current and new employees regarding unlawful discrimination, harassment, and related retaliation.
   **Target Completion Date: On-going**

2. Review current grievance policy and procedures for confidential reporting and resolution of complaints and propose any necessary revisions to ensure consistency with the policy.
   **Target Completion Date: Procedures established; review on-going**

3. Review the timeframes to determine the need for modifications to other existing policy governing employee grievances.
   **Target Completion Date: On-going**

4. Disseminate new brochures, posters, and training handouts.
   **Target Completion Date: On-going**

5. Disseminate policy in various university publications.
   **Target Completion Date: On-going as each edition is updated**

Dissemination of Policy

East Carolina University will disseminate the Notice of Nondiscrimination and Affirmative Action Policy to new and existing employees by, at least, the following means:

- All Vice Chancellors, Directors, Deans, and Department Chairs will receive special notification reminding them of management's responsibilities for enforcing the policy.

- The policy will be included in the Equal Employment Opportunity Plan.

- The policy will be posted on all appropriate official bulletin boards.

- The policy will be posted on the Office for Equity and Diversity's web page, as part of the Department of Human Resources web page, in the online University Policy Manual, and a direct link from the University's home web page.

- New employees will receive information and training on the policy at orientation.

- Various university publications will also be used to distribute the policy to all employees.

Training and Other Methods to Prevent Unlawful Discrimination, Harassment, and Related Retaliation

Comprehensive web-based educational modules have been developed for employees and supervisors, which increase awareness by providing an understanding of what constitutes unlawful discrimination, harassment, and related retaliation and what to do about it. The policy is listed within the online discrimination and harassment prevention training modules, which are mandatory for all ECU employees.

Orientation sessions for new employees will include training on the policy.
A training program on all EEO policies, including the Notice of Nondiscrimination and Affirmative Action Policy, is available per departmental request and/or upon recommendation by the Associate Provost for Equity and Diversity.

Internal Grievance Procedures for Complaints of Unlawful Discrimination, Harassment, and Related Retaliation

The University provides resolution procedures for complaints of unlawful discrimination, harassment and/or related retaliation, as defined in the Notice of Nondiscrimination and Affirmative Action Policy. The grievance procedures for filing complaints of unlawful discrimination, harassment and related retaliation are listed below. Copies of the grievance procedures are also available in the Office for Equity and Diversity and are accessible through the Office for Equity and Diversity’s Webpage.

Procedures for Reporting Unlawful Discrimination, Harassment, and Related Retaliation for SHRA Employees

Effective May 1, 2014, complaints filed by an East Carolina University SHRA employee are governed by the grievance procedures presented in the ECU Mediation and Grievance Procedure for SPA [SHRA] Employees in the University Policy Manual and/or the procedures below.

Disciplinary Policy and Procedures

East Carolina University has established disciplinary actions to provide management with a fair, clear and useful tool for correcting and improving performance problems, as well as to provide a process to assist management in handling cases of unacceptable personal conduct. The University’s (1) Disciplinary Policy and Procedures for Employees Subject to the Personnel Act [Human Resources Act; i.e., SHRA employees], and (2) Clinical Support Services (CSS) Disciplinary Policy are available on the Department of Human Resources’ Webpage.

**OTHER EQUITY POLICIES**

*Policies can be found by accessing web links in the appendices of this document.*

Administration of the Regulation on Sexual and Gender-Based Harassment and Other Forms of Interpersonal Violence

The University’s Regulation on Sexual and Gender-Based Harassment and Other Forms of Interpersonal Violence covers all students and employees and outlines the University’s response to reports of sexual assault, sexual battery, sexual exploitation, dating and domestic violence, stalking, sexual and gender-based harassment, complicity, and related incidents of retaliation. The Regulation also includes a resource guide for both student and employee complainants and respondents and a comprehensive compilation of the University’s related prevention and education efforts.

The University has enacted the Regulation, and the Office for Equity and Diversity and Dean of Students Office is responsible for its implementation. This includes dissemination
of the Regulation and assuring that an appropriate process is carried out in the event of violations of the regulation.

Administration of the Board of Governors of the University of North Carolina Policy Concerning Improper Relations between Students and Employees

The Office for Equity and Diversity is also responsible for the implementation of the policy passed by the UNC Board of Governors concerning improper relationships between employees and students.

Procedures for Reporting Harassment or Discrimination Based on an East Carolina University Protected Class Filed By an East Carolina University SHRA Staff Member

Effective May 1, 2014, complaints filed by an East Carolina University SHRA employee are governed by the grievance procedures presented in the ECU Mediation and Grievance Procedure for SPA [SHRA] Employees in the University Policy Manual and/or the procedures in the Notice of Nondiscrimination and Affirmative Action Policy available in the University Policy Manual and on the Office for Equity and Diversity website. [For the purposes of this policy, political affiliation is not a protected classification under federal EEO law but may be grieved pursuant to NC statute as a contested case after completion of the university grievance procedure and the Office of State Human Resources review.]

Procedures for Reporting Harassment or Discrimination Based on an East Carolina University Protected Class Against an East Carolina University SHRA Staff Member

Complaints brought against East Carolina University SHRA staff by East Carolina students, staff, faculty, administrators, or visitors are governed by the grievance procedures presented below.

Procedures for Reporting Harassment or Discrimination Based on an East Carolina University Students

Complaints brought against East Carolina University students by East Carolina University students, staff, faculty, administrators or visitors are governed by the grievance procedures available on the Dean of Students Office's website except complaints filed by an East Carolina University SHRA employee, which are governed by the grievance procedures presented in the ECU Mediation and Grievance Procedure for SPA [SHRA] Employees in the University Policy Manual.

Procedures for Reporting Harassment or Discrimination Based on an East Carolina University Faculty Member

Complaints brought against East Carolina University faculty members or administrators holding faculty status by East Carolina University students, faculty, staff, administrators or visitors ordinarily are governed by the procedures presented in the Grievance Procedures for Complaints of Unlawful or Prohibited Harassment, Discrimination or Improper Relationships Brought Against East Carolina University Faculty Members or Administrators Holding Faculty Status in the ECU Faculty Manual except complaints filed by an East Carolina University SHRA employee, which are governed by the grievance procedures

Procedures for Reporting Harassment or Discrimination Based on an ECU Protected Class Against a CSS or EHRA Non-faculty Employee

Protected class complaints brought against CSS or EHRA non-faculty employees should follow the OED General Grievance Procedures as outlined below except complaints filed by an East Carolina University SHRA employee, which are governed by the grievance procedures presented in the ECU Mediation and Grievance Procedure for SPA [SHRA] Employees in the University Policy Manual.

Allegations of unlawful discrimination or harassment based on a protected class prohibited in the University’s Notice of Nondiscrimination and Affirmative Action Policy (i.e., “Prohibited Discrimination or Harassment”) should be reported directly to East Carolina University’s Associate Provost for Equity and Diversity, Title IX Coordinator and ADA/Section 504 Compliance Officer within 180 calendar days of the alleged discriminatory or harassing action to:

LaKesha Alston Forbes
Associate Provost for Equity and Diversity
East Carolina University
Suite G-406, Old Cafeteria Building
Greenville, North Carolina 27858
Phone: (252) 328-6804
Email: oed@ecu.edu

1. Complaints outlining the nature of the alleged prohibited conduct can be submitted to the Office for Equity and Diversity by any of the following means:
   a. completing the online Complaint Form (http://www.ecu.edu/oed/grievance-form.cfm);
   b. submitting a written report in person or via mail using the contact information above; or
   c. submitting a report verbally in person or by telephone using the contact information above.

2. Once a complaint is received, the Associate Provost will review the complaint. The Associate Provost will confirm receipt of the complaint and provide any guidance regarding appropriate next steps in the review to the person who filed the complaint.

3. A determination based on the findings from the Associate Provost’s investigation of the allegations will be communicated in writing to the employee or student who filed the complaint, the individual(s) who responded to the complaint and the divisional vice chancellor within approximately sixty (60) calendar days from receipt of the complaint.
4. If an employee or student is not satisfied with the determination based on the findings from the Associate Provost, the individual can file a formal appeal to the Chancellor. The individual has fourteen (14) calendar days from the date he or she received written notification of the determination made to submit a letter or intent to appeal to:

LaKesha Alston Forbes  
Associate Provost for Equity and Diversity  
East Carolina University  
Suite G-406 Old Cafeteria Building  
Greenville, NC 27858  
(252) 328-6804

The final decision will be communicated to the grievant and relevant parties within approximately thirty (30) calendar days of being referred for appeal.

5. At any time, a complaint may be filed with the U.S. Equal Employment Opportunity Commission (http://www.eeoc.gov), U.S. Department of Education’s Office of Civil Rights (http://www2.ed.gov/about/offices/list/ocr/index.html), or the North Carolina Civil Rights Division of the Office of Administrative Hearings (http://www.oah.state.nc.us/civil).

6. Any act of retaliation, interference, restraint, penalty, discrimination, coercion, reprisal, intimidation, threats, or harassment against an individual for using the applicable policies responsibly (including making a charge of discrimination protected by the Notice of Nondiscrimination and Affirmative Action Policy; testifying, assisting, or participating in a hearing, proceeding, review process or investigation of discrimination; opposing an illegal act; requesting a reasonable disability or religious accommodation; or exercising any other right protected by the Notice of Nondiscrimination and Affirmative Action Policy) interferes with free expression, inhibits openness that is important to the University, and violates University policy.

7. Information regarding the rights and responsibilities of the complainant, the respondent(s), and any witnesses is available in the Office for Equity and Diversity.

8. Additional information regarding discrimination and harassment prevention and resolution, to include helpful definitions, is available by visiting: http://www.ecu.edu/oed.

9. Any individual who has a question about these procedures should contact LaKesha Alston Forbes, Associate Provost for Equity and Diversity, Title IX Coordinator and ADA/Section 504 Compliance Officer by email (oed@ecu.edu) or phone (252-328-6804).
Rights and Responsibilities of the Respondent

1. It is your right to have an opportunity to fully respond to the complaint. After an initial meeting with the investigators, you are encouraged to formalize your response in writing, addressing each concern. The investigators may set a reasonable deadline for submitting your response.

2. It is your right to have the complaint investigated and resolved. The investigators and Dean/Unit Head will make a good faith effort to resolve the complaint in a timely manner. Once a complaint is received, the Associate Provost for Equity and Diversity will investigate the complaint. A determination based on the findings from the investigation of the allegations will be communicated to the employee who filed the complaint and the appropriate Division Head within approximately sixty (60) calendar days from receipt of the complaint.

3. It is your responsibility not to take any actions against the complainant that could be considered retaliation. You should not attempt to contact the complainant in any fashion regarding allegations or complaint related matters during the course of a formal investigation.

4. It is your right to be updated as to the status of the investigation. You will be fully informed by the Associate Provost for Equity and Diversity regarding the status of the investigation. You may also check in with the Office for Equity and Diversity regarding the status of your complaint.

5. You have the responsibility of providing as much information as possible as requested by the investigators in order to provide a fair and just resolution to the complaint.

6. You have the right to confidentiality. However, individuals involved with the investigation will have access to the information you provide to the Associate Provost for Equity and Diversity regarding the complaint. Should the complaint result in a formal appeals process, the information you provide may be used in that process.

7. You have the responsibility of maintaining confidentiality. In doing so, you are protecting your own privacy as well as the privacy of the complainant, witnesses and other involved parties. You should not disclose the nature of the grievance to persons not involved. Additionally, you should not attempt to conduct your own inquiry regarding the complaint during the investigation. To do so would complicate and possibly contaminate the efforts of the investigators.

8. It is your right to appeal internally or grieve externally any decisions made and/or actions taken resulting from the complaint. The Associate Provost for Equity and Diversity will fully advise you regarding this. [With respect to procedures governing employee grievances, the State of North Carolina does not currently include sexual orientation and gender identity in its statutes; however, SHRA employees may appeal within the SHRA formal grievance process under NC state law for discrimination based on sex which will include sexual orientation and gender identity. Applicable procedures for other employees and students allow grievances and appeals regarding sexual orientation and gender identity.]
Consultation and Assistance

The Office for Equity and Diversity’s staff members are available and sought out frequently for consultation and assistance on various aspects of the ECU Equal Employment Opportunity Plan. This assistance ranges from helping students understand the meaning of the concept "affirmative action" for a class assignment to assisting top management in making personnel decisions. The Associate Provost for Equity and Diversity is a member of the Chancellor’s Executive Council and the Provost’s staff and meets with each group regularly.

The Office for Equity and Diversity’s staff members also serve as ex-officio members of the Chancellor’s Committee on the Status of Women, the Staff Senate Diversity Committee and the Chancellor’s Diversity Leadership Cabinet.
Reduction in Force Guidelines

East Carolina University recognizes the importance of maintaining a workforce that adequately reflects cultural diversity. Gains made in the past as a result of aggressive affirmative action strategies can be damaged beyond repair through layoffs. In order to minimize such damage, East Carolina University makes every effort, through long-range planning, to avoid layoffs. When possible, all other options are exhausted before a reduction-in-force will be implemented. Furthermore, state policy dictates that a freeze on vacant positions, limits on purchasing and travel, early retirement, voluntary layoffs, work schedule alternatives, and job sharing have failed to satisfy the need for reduction-in-force.

The policy and procedures for reductions in force specify that a report shall be written by the supervisor of the appropriate unit outlining the rationale for the layoffs, other means that have been explored to avoid layoffs, etc. The Associate Provost for Equity and Diversity reviews this report for its impact on the affected job groups before the report is submitted to the Chancellor.
Job Group Analysis

*Job Group Analysis might alternatively be titled, “What you currently have, listed by Job Group.”

For the purposes of this Equal Employment Opportunity Plan the positions with similar wages, content, and promotional opportunity are arranged in groups. In this way, utilization can be calculated, and when underutilization is found to exist, goals can be set.

The terms “availability”, “utilization”, “underutilization”, and “problem area” appearing in this Equal Employment Opportunity Plan are terms that OFCCP regulations require the University to use. These terms have no independent, legal or factual significance whatsoever outside the context of OFCCP’s regulations. Although East Carolina University will use the terms in good faith in connection with its Equal Employment Opportunity Plan, such usage does not necessarily signify that the University agrees that these terms are properly applied to any particular factual situation.

EHRA Employees

Faculty

EHRA teaching faculty positions are grouped into job groups by college/school, unit, and rank/title. In most cases, each professional college/school has two job groups – one that includes junior faculty ranks and titles and one that includes senior faculty ranks and titles. Faculty ranks and titles in job groups for the junior level include: Instructor, Assistant Professor, Teaching Instructor, Research Assistant Professor, Clinical Assistant Professor, Visiting Assistant Professor, etc. Examples of faculty ranks and titles in job groups for the senior level include: Associate Professor, Professor, Chair, Dean, Associate Dean, Vice Dean, Director, etc. Positions filled with employees designated as senior academic or administrative officers who also have a faculty rank and an administrative role in a specific college/school are grouped with the position’s associated faculty job group.

In the Health Sciences Division, the College of Nursing and the College of Allied Health Sciences each form separate job groups, which are then further grouped by rank and title. The School of Dental Medicine began classes in August 2011 and, due to having a small number of faculty during its initial growth years (small numbers do not make for meaningful analysis), its faculty were previously included with a general job group for Health Sciences faculty. However, given the School’s growth, a separate EEO job group has been established for the School of Dental Medicine.
faculty, which will be further grouped by rank and title in future EEO Plan years, as appropriate.

Because of the size and diversity of the faculty within the School of Medicine, there are three separate groups for this School, which are then grouped by rank and title. The first of the three groups are faculty in the basic sciences (Departments of Anatomy and Cell Biology, Biochemistry and Molecular Biology, Comparative Medicine, Bioethics and Interdisciplinary Studies, Microbiology and Immunology, Pharmacology and Toxicology, Physiology, and Public Health). The second group for the School of Medicine consists of faculty in the clinical departments, i.e., those concerned with patient care. These departments include Emergency Medicine, Family Medicine, Internal Medicine, Obstetrics and Gynecology, Pathology and Laboratory Medicine, Pediatrics, Physical Medicine and Rehabilitation, Psychiatry and Behavioral Medicine, and Radiation Oncology. Faculty in the clinical departments of Surgery and Cardiovascular Sciences form the third group for the School of Medicine.

Other faculty positions in the Health Sciences Division are included in the “Faculty (Health); All Other” job group. Examples of faculty positions in these job groups include employees in the Diabetes and Obesity Institute, the Office for Prospective Health, and the Health Sciences administrative offices.

Faculty employees from the Laupus Health Sciences Library and the Joyner Academic Library are grouped together and constitute a separate job group for Library Services, also grouped by faculty rank and title.

In the Academic Affairs Division, most of the professional colleges each form individual job groups, which are then further grouped by rank and title. These professional colleges include the Colleges of Fine Arts and Communication, Business, Education, Engineering and Technology, Health and Human Performance, and Arts and Sciences.

In the College of Arts and Sciences, because of the size and diversity of the faculty, there are three separate groups, which are further grouped by rank and title. The first group includes those employees in what is termed "Natural Sciences", including faculty in the Departments of Mathematics, Chemistry, Geological Sciences, Physics, and Biology.

The second group for the College of Arts and Sciences is composed of faculty from the departments from social science disciplines and is also grouped by rank and title. This job group is termed "Social Sciences" and includes the Departments of Anthropology; Criminal Justice; Economics; Geography, Planning and Environment; Political Science; Psychology; and Sociology.

The third group for the College of Arts and Sciences includes employees in the humanities disciplines and is also grouped by rank and title. This group is termed “Humanities” and includes the Departments of English, Foreign Languages and Literatures, History, and Philosophy and Religious Studies.

Other faculty positions in the Academic Affairs Division as well as those in the Division of Research, Economic Development, and Engagement are included in a “Faculty (Academic); All Other Academic, Research and Graduate Studies” job
group. Examples of faculty positions in this job group include those faculty in the Honors College, Graduate School and other Academic Affairs administrative offices.

**Executive/Administrative Employees**

As stated previously, positions filled with employees designated as senior academic or administrative officers who also have faculty rank and an administrative role in a specific college/school are grouped with the position’s associated faculty job group. All other EHRA positions classified as senior academic and administrative officers form a job group, encompassing those designated both level IA and IB. Examples of positions in these job groups include: Vice Chancellors, Associate Director of Athletics, Director of Residence Life, Chief Information Security Officer, University Counsel and Vice Chancellor for Legal Affairs, Director of Research Development, and Major Gift Officer.

**Professional Employees**

EHRA employees in professional positions in the Divisions of Academic and Student Affairs; Athletics; Health Sciences; and Research, Economic Development, and Engagement each constitute a separate job group. Because of the small number of EHRA employees in the remaining divisions, namely: University Advancement, Administration and Finance, and the Chancellor’s Division, they are combined to form one group. Examples of positions in these job groups include: Directors, Associate Directors, Program Specialists, Research Associates, Counselors, Coordinators, Coaches, Athletic Trainers, and Academic Advisors.

**SHRA/CSS Employees**

Within the SHRA/CSS employees, the large EEO-6 categories are maintained. However, these categories are further broken down into smaller job groups in the same general area. The organizing principle is a common denominator of practice or knowledge and market rate. The following job groups are established:

- PRO; Business, et al; LOWER MKT (01A)
- PRO; Business, et al; UPPER MKT (01B)
- PRO; Communication, Artists (02)
- PRO; Information/Education-Related (03)
- PRO; Nurses, LOWER MKT (04A)
- PRO; Nurses, UPPER MKT (04B)
- PRO; Medical/Health Other; LOWER MKT (05A)
- PRO; Medical/Health Other; UPPER MKT (05B)
- PRO; Human Services, Social Sciences (06)
- PRO; Information Technology; LOWER MKT (07A)
- PRO; Information Technology; UPPER MKT (07B)
- PRO; Scientific and Engineering (08)
- CLERICAL; Administrative Support (09A)
- CLERICAL; Supervisory/Managerial (09B)
- TECH; Business, et al (10)
- TECH; Information Technology and Tech-Related (11)
- TECH; Scientific and Engineering (12)
Availability Analysis for Minorities and Women

*Availability Analysis might alternatively be titled, “What you theoretically should have, listed by Job Group.”

The U.S. Department of Labor Office of Federal Contract Compliance Programs (OFCCP) revised certain regulations implementing Executive Order 11246, as amended. The Final Rule, effective December 13, 2000, specifically affected the analysis of availability data such that there are only two factors that must be considered in computing availability for minorities and women rather than the previously required eight factors. The two factors to be considered are as follows:

Factor 1 refers to the percentage of minorities or women with requisite skills in the reasonable recruitment area. The reasonable recruitment area is defined as the geographical area from which the contractor usually seeks or reasonably could seek workers to fill the positions in question.

Factor 2 refers to the percentage of minorities or women among those promotable, transferable, and trainable within the contractor’s organization. Trainable refers to those employees within the contractor’s organization who could, with appropriate training which the contractor is reasonably able to provide, become promotable or transferable during the EEO Plan year.

Consideration of Two Factors

EHRA FACULTY

For the EHRA faculty workforce, both of the factors were taken into consideration in computing availability of women and minorities. Factor 1, availability in the reasonable recruitment area, is relevant for faculty hiring. As a standard, tenure-track faculty positions are advertised on the jobs website for Diverse Issues in Higher Education and other diversity or higher education-focused national job posting websites and are often advertised in publications such as the Chronicle for Higher Education, which have national circulation. We use the nation as our recruitment area.

Factor 2, the availability of promotable, transferable and trainable minorities or women within the organization is also relevant for faculty positions. Promotion within the University refers to promotion in the professorial ranks, i.e. from Assistant to Associate to full Professor, and depends on
academic productivity. It is common for faculty to move from a junior-level faculty job group to a senior-level faculty job group for their college or school; thus, Factor 2 is relevant for the faculty job groups. Faculty are trained in a specific field, and they generally cannot be transferred to another field. Thus, it is very rare for a faculty member to be transferred to another unit within the University. Although the University has doctoral programs within the School of Medicine, the Colleges of Allied Health Sciences, Nursing, Education, Health and Human Performance, Arts and Sciences, and in the Coastal Resources Management Office, programs at this level typically will not generate a substantial applicant pool for faculty positions.

EHRA EXECUTIVE/ADMINISTRATORS AND PROFESSIONALS

Most of these positions are filled as a result of a national search for applicants and Factor 1 is most relevant, using the nation as the recruiting area.

Factor 2 may be thought at first glance to be relevant. The majority of these positions require the graduate degree plus management skill and (in most cases) management experience. We do not operate any management training programs specifically to prepare managers for this organization.

We have analyzed movement across job groups for EHRA executive/administrative and professional positions and determined that Factor 2 is not relevant. While there were occurrences of movement across job groups, there was no clearly identified line of progression; thus, it did not seem appropriate to broadly designate positions as “feeder” positions for EHRA administrators and professionals. No readily identifiable “feeder” job groups are apparent; and therefore, Factor 2 is not relevant for these availability calculations.

SHRA/CSS EMPLOYEES

As stated previously, the Department of Human Resources posts all position openings for SHRA and CSS positions on the ECU Jobs site via the PeopleAdmin system located on the ECU Home Page. The recruitment area for most SHRA and CSS positions typically ranges from local, regional to state-wide.

Factor 1 refers to the external population and labor force data for the reasonable recruitment area. Results from analyses of applications for SHRA and CSS positions to determine the county of residence for each applicant have consistently shown that the majority of the individuals are recruited from either the Pitt County area or counties throughout the state of North Carolina. In some cases, we also found that applicants were recruited from outside North Carolina. Thus, Pitt County, the state of North Carolina, and the nation are viewed as the reasonable recruitment area in the various job classification groups.
Factor 2 refers to the availability of minorities or women within the organization who could be trained, promoted, or transferred into a job group. As stated previously in the Lines of Progression analysis, feeder job groups were identified among the SHRA/CSS job groups. However, there is no internal training program designed to feed employees into other job groups. Demographic data of incumbents in the feeder job groups were used in the availability calculations for this factor.

Assigning Weights to the Two Factors

The task remains to assign a relative weight to each factor within the overall calculation of availability.

In each case in which feeder groups were identified, the internal availability weight (Factor 2) was assigned for SHRA/CSS groups by analyzing promotional history relative to total entrants to the job group; and the internal availability weight (Factor 2) was assigned for EHRA faculty groups by analyzing the percentage of faculty in the related junior faculty job group with five or more years of service (as previously explained, in the case of a tenure-track Assistant Professor, after a five year period, the faculty member petitions for tenure). The percentage weight assigned to Factor 1 was then weighted based on weights assigned to Factor 2. Weights for census areas used for SHRA/CSS and EHRA non-faculty job groups were determined based upon the aforementioned analyses of applications. In some cases, multiple sources were used to estimate Factor 1 availability for EHRA faculty and non-faculty job groups. Weights for other availability sources for faculty and non-faculty job groups, outlined below, were determined based on the relevance of the source data to the positions in the job group.

Sources of Availability Data for Two-Factor Analysis

For all SHRA/CSS and EHRA non-faculty employees, the census data for Factor 1 was from the 2006-2010 American Community Survey (census) data. For SHRA/CSS and EHRA employees, customized census areas for the local county, state, and the nation were developed based upon the applicable recruitment areas determined by a representative sample of six months of applicant pool data. For EHRA non-faculty employees, data used also included the U.S. Department of Education, Institute of Education Sciences, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS) reports for the years 2009-10, 2010-11, 2011-12, and 2012-13.

For EHRA faculty employees, where the data appropriately aligned with the job group, data used included: (1) the 2014-2015 “Faculty Distribution Survey of Selected Criteria” conducted by Oklahoma State University and the 2012-2015 reports for “Distribution of US Medical School Faculty by Sex, Race/Ethnicity, Rank, and Department”, and (2) the National Science Foundation’s “Survey of Earned Doctorates (SED)”, which includes data on PhD’s granted from U.S. institutions from 2011 through 2014, by discipline.

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2 Denoted in the Availability Analysis as Factor 1a: “Percentage of minorities or women at institutions providing training in the requisite skills”

3 Denoted in the Availability Analysis as Factor 1: “Percentage of minorities or women with requisite skills in the reasonable recruitment area”

Factor 2 data is based on workforce data for those job groups designated as “feeder groups”.

**Utilization Analysis for Minorities and Women**

*Utilization Analysis might alternatively be titled, “A comparison of what you have to what you theoretically should have.”*

The workforce analysis is presented by job group in the attachments (available in the Office for Equity and Diversity). For each job group, employees are listed by job title, sex and minority status. Following these are the data for the final utilization analysis, i.e., the calculation of which job groups are underutilized using the statistical significance rule. The report depicts in which categories the University is underutilized using the appropriate formula.

*About the Author:

Definitions of “Workforce Analysis”, “Jobs Groups Analysis”, “Availability Analysis” and “Utilization Analysis” terminology were authored by Margaret Perry. Perry is a graduate of Wake Forest University’s Business School. She was a consultant with Ellen Shong & Associates for five years.

**Utilization Analysis for Individuals with Disabilities**

The OFCCP revised certain regulations implementing Section 503 of the Rehabilitation Act of 1973, as amended. The Final Rule, effective March 24, 2014, includes a newly required utilization goal to establish a benchmark against which the University must measure the representation of individuals with disabilities in the University’s workforce. Specifically, the University uses a utilization goal of 7%, as provided by the OFCCP, for employment of qualified individuals with disabilities for each job group in the University’s workforce.

**Goals for Minorities, Women, and Individuals with Disabilities**

**Job Groups with Underutilization for Minorities, Women, and Individuals with Disabilities**

The statistical significance rule is used to establish underutilization for minorities and women, where an appropriate statistical test is used (standard deviation or exact binomial) in relation to group size. For individuals with disabilities, the aforementioned utilization goal of 7% was compared to the workforce and the any difference rule was applied to determine underutilization.

As a point of clarification, goals for minorities and females represent placement goals for employees placed into new positions, while the goals for individuals with disabilities focus on the entire workforce. In all cases, goals are not quotas.

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4 Denoted in the Availability Analysis as Factor 1a: “Percentage of minorities or women at institutions providing training in the requisite skills”
The declaration of "underutilization" does not amount to an admission of impermissible conduct. It is neither a finding of discrimination nor a finding of a lack of good faith affirmative action efforts. Rather, "underutilization" is a technical targeting term used exclusively by equal employment opportunity planners who seek to apply good faith efforts to increase the percentage utilization of minorities, women, and individuals with disabilities in the workforce.

For SHRA/CSS job groups the following areas demarcated by “Yes” are those in which we find underutilization.

<table>
<thead>
<tr>
<th>Job Group</th>
<th>Total Minority*</th>
<th>Females*</th>
<th>Individuals with a Disability</th>
</tr>
</thead>
<tbody>
<tr>
<td>(01A) PRO; Business, et al; LOWER MKT</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(01B) PRO; Business, et al; UPPER MKT</td>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(02) PRO; Communication, Artists</td>
<td></td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(03) PRO; Information/Education-Related</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(04A) PRO; Nurses, LOWER MKT</td>
<td></td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(04B) PRO; Nurses; UPPER MKT</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(05A) PRO; Medical/Health Other; LOWER MKT</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(05B) PRO; Medical/Health Other; UPPER MKT</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(06) PRO; Human Services, Social Sciences</td>
<td></td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(07A) PRO; Information Technology; LOWER MKT</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(07B) PRO; Information Technology; UPPER MKT</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(08) PRO; Scientific and Engineering</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(09A) CLERICAL; Administrative Support</td>
<td></td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(09B) CLERICAL; Supervisory/ Managerial</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(10) TECH; Business, et al</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(11) TECH; Information Tech and Tech-Related</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(12) TECH; Scientific and Engineering</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(13) TECH; Information/Education and Support Services</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(14A) TECH; Medical/Health; LOWER MKT</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(14B) TECH; Medical Health; UPPER MKT</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(15) TECH; Human Services</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(16A) SKILLED; Operations and Trades</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(16B) SKILLED; Operations and Trades; Supers/ Specialists</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(17A) SERVICE; Institutional Services, et al</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(17B) SERVICE; Institutional Services, et al; Managerial/Spec</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(18A) SERVICE; Public Safety and Security</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(18B) SERVICE; Public Safety and Security; Supervisors</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
</tbody>
</table>

* Statistically significant results are reflected in the chart above.
For the EHRA job groups, those areas in which the analysis suggests that the University is underutilizing women and minorities are noted below:

<table>
<thead>
<tr>
<th>Job Group</th>
<th>Total Minority*</th>
<th>Females*</th>
<th>Individuals with a Disability</th>
</tr>
</thead>
<tbody>
<tr>
<td>(28) FAC (Health); All Other</td>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(29A) FAC (Health); Nursing, JUNIOR</td>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(29B) FAC (Health); Nursing, SENIOR</td>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(30A) FAC (Health); Allied Health, JUNIOR</td>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(30B) FAC (Health); Allied Health, SENIOR</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(31A) FAC (Health); School of Med- Basic, JUNIOR</td>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(31B) FAC (Health); School of Med-Basic, SENIOR</td>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(32A) FAC (Health); School of Med-Clinical: Other, JUNIOR</td>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(32B) FAC (Health); School of Med- Clinical: Other, SENIOR</td>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(32C) FAC (Health); School of Med-Clinical: Cardio/Surgery, JUNIOR</td>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(32D) FAC (Health); School of Med-Clinical: Cardio/Surgery, SENIOR</td>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(33) FAC (Health); School of Dental Med; All Faculty</td>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(34A) FAC (Academic); Fine Arts and Communication, JUNIOR</td>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(34B) FAC (Academic); Fine Arts and Communication, SENIOR</td>
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<td></td>
<td>YES</td>
</tr>
<tr>
<td>(35A) FAC (Academic); Business, JUNIOR</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(35B) FAC (Academic); Business, SENIOR</td>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(37A) FAC (Academic); Education, JUNIOR</td>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(37B) FAC (Academic); Education, SENIOR</td>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(38A) FAC (Academic); Engineering and Tech, JUNIOR</td>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(38B) FAC (Academic); Engineering and Tech, SENIOR</td>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(39A) FAC (Academic); Arts and Sciences - Natural, JUNIOR</td>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(39B) FAC (Academic); Arts and Sciences - Natural, SENIOR</td>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(40A) FAC (Academic); Arts and Sciences - Soc Sci, JUNIOR</td>
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<td>(40B) FAC (Academic); Arts and Sciences - Soc Sci, SENIOR</td>
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<td>(40C) FAC (Academic); Arts and Sciences - Humanities, JUNIOR</td>
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<tr>
<td>(40D) FAC (Academic); Arts and Sciences - Humanities, SENIOR</td>
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<tr>
<td>(41A) FAC (Library Services); Joyner, Laupus, JUNIOR</td>
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<tr>
<td>(41B) FAC (Library Services); Joyner, Laupus, SENIOR</td>
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<td>YES</td>
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</tr>
<tr>
<td>(42A) FAC (Academic); Health and Human Performance, JUNIOR</td>
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<td>YES</td>
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</tbody>
</table>
(42B) FAC (Academic); Health and Human Performance, SENIOR

(43) FAC (Academic); All Other plus Research and Grad Studies

(44) EXEC/ADMIN; EHRA SAAO (All Divisions except Faculty)

(45) PRO; Academic/Student Affairs, EHRA NT

(46) PRO; Admin/Business Divisions, EHRA NT

(47) PRO; Athletics Division, EHRA NT

(48) PRO; Health Sciences, EHRA NT

(49) PRO; Resch, Econ Dev, Engmt, EHRA NT

* Statistically significant results are reflected in the chart above.

** Job Groups 36A and 36B intentionally omitted.

The University finds itself to be underutilized in these areas and will adopt an annual percentage goal corresponding to minority and female availability and/or the utilization goal for individuals with disabilities in each case.

The purpose of the University’s establishment and use of goals is to ensure that it meets its affirmative action obligation. The University will use goals as indicators of the mark that the particular area should move toward to increase utilization.

Hiring Benchmark for Protected Veterans

As previously stated, the OFCCP revised certain regulations implementing VEVRAA. The Final Rule, effective March 24, 2014, includes a newly required quantifiable method of analysis to measure progress toward achieving equal employment opportunity for protected veterans. Accordingly, the University will set a hiring benchmark for protected veterans on an annual basis using one of two mechanisms as stipulated by the regulations. Specifically, for this EEO Plan year, the University will use the 7% hiring benchmark equaling the national percentage of veterans in the civilian labor force, published and updated annually by the OFCCP.

As a point of clarification, a benchmark differs from a goal and is a “yardstick” against which ECU can measure the success of our efforts to recruit and employ qualified protected veterans. It should be noted that the only data regarding veteran availability in the labor force encompasses all veterans and is broader than the subset of veterans who are protected by VEVRAA; therefore, such data cannot be used to establish an availability-based goal.

<table>
<thead>
<tr>
<th>Hiring Benchmark</th>
<th>7%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of Protected Veterans Hired</td>
<td>0.90%</td>
</tr>
</tbody>
</table>

The University finds it did not meet the hiring benchmark in its comparison for all protected veterans hired (SHRA, CSS, and EHRA) and will develop strategies to increase outreach/recruitment efforts for protected veterans.
It is notable that, in a related report required by the Office of State Human Resources that focuses specifically on the SHRA workforce (rather than hires for that reporting year) and requires comparison to a North Carolina veteran benchmark of 6%, the University exceeded the 6% veteran benchmark for the SHRA workforce at more than 11%. Therefore, the University can reasonably conclude that its development of outreach/recruitment efforts should focus on its EHRA workforce.

**Identification and Correction of Problem Areas**

The University has maintained a strong affirmative action program for many years and seeks to identify and correct problem areas.

Facilities and University-sponsored social events are fully integrated. Union contracts and apprenticeship programs are not in effect. Training programs are administered in a manner that does not discriminate on the basis of race/ethnicity, sex, disability, protected veteran or other EEO-related factors. An EEO poster audit is conducted annually.

The University uses a candidate profile questionnaire as part of an automated applicant system for EHRA faculty and administrators. The form used by applicants for SHRA/CSS positions is also automated. EEO data information is requested within the EHRA candidate profile and the SHRA/CSS application. Candidates provide EEO data information voluntarily within a secure system.

The University does not utilize a formal scored selection procedure for application selection.

Record-keeping and application retention is mandated by the Record Retention Schedule established under NC Statute and monitored by the University Archivist and applicable affirmative action regulations.

Housing is available for minorities in this geographic area. Accessible housing is also available for individuals with disabilities. Transportation is facilitated by a city bus system which serves both the east and west campuses of the University.

The LGBT Resource Office provides support and a sense of community for students, faculty, staff, and alumni of all sexual orientations, gender identities, and gender expressions. The LGBT Resource Office is located in Brewster B-103 and can be reached by phone at (252) 737-2514 or email at lgbt@ecu.edu. In addition, in 2015, the Office for Equity and Diversity launched new educational offerings for employees that are focused on gender identity and sexual orientation. These offerings educate employees about protected classes and support our efforts to promote a diverse and inclusive work environment.

Consistent with the OFCCP’s regulations implementing Section 503 of the Rehabilitation Act of 1973, as amended, and VEVRAA, the University assessed the effectiveness of its external outreach and recruitment efforts with respect to identifying and recruiting qualified individuals with disabilities and protected veterans. Because the University’s 2014 EEO Plan was in place at the time the new regulations became effective on March 24, 2014, the University began compliance with the affirmative action provisions of the new regulations effective for the 2015 EEO Plan year. Accordingly, for this 2016 EEO Plan, the University completed its data collection analysis of applicants, hires, openings, and positions filled with respect to protected veterans and individuals with disabilities ("Data Metrics"). Because the University began compliance with these regulations in 2015, we do not yet have the three
years of comparative data required in consideration of assessment of our external outreach and recruitment efforts.

However, we evaluated our outreach/recruitment efforts for protected veterans and individuals with disabilities and considered the related 2015 Data Metrics. Because we do not yet have the three required years of applicant/hire data available, we cannot make a definitive assessment of effectiveness of our outreach/recruitment efforts. However, we will increase dissemination efforts to managers and supervisors regarding strategic outreach/recruitment to protected veterans and individuals with disabilities and work collaboratively with the Department of Human Resources and other institutional partners to consider developing additional outreach/recruitment strategies. This office will disseminate information about these sources in various ways including but not limited to communication with managers/supervisors, human resources collaborative partners, search committees and training.

We will again evaluate outreach/recruitment efforts for the 2017 EEO Plan and will then include two years of Data Metrics in our assessment. We also plan to work collaboratively with our Department of Human Resources to explore ways to enhance our ability to evaluate effectiveness of individual outreach/recruitment efforts.

Analysis reveals that the University continues to have underrepresentation of both women and minorities in some academic areas and some SHRA/CSS job classification categories. This continues despite the action-oriented strategies of preceding years.

One challenge which the university faces is in the generation of an adequate applicant pool of minorities and women for faculty positions. Since this has been a problem in preceding years as well, several actions have been initiated. Specifically, the following activities have been undertaken as enhancements to better position our institution towards its goal to attract more diverse candidates.

Diversifying the faculty at ECU presents the most significant opportunity to experience appreciable gains relative to institutional affirmative action and diversity goals. The Chancellor and Provost have underscored the University’s commitment; and the Office for Equity and Diversity has empowered hiring officials, search committees and personnel committees with utilization data, search and compliance education, diversity outreach strategies and other resources to better position the University toward goal attainment. Specific examples are as follows:

Search Committee/Personnel Committee Training
- Online EHRA search committee training
- Search education/training materials to reflect the need for compliant searches that emphasize attracting diverse populations

Direct Consultation with Deans, Department Chairs, Hiring Officials
- Review annual faculty hiring patterns
- Provide consultation and strategy development services to Deans, Chairs, hiring authorities and search committees regarding diversity outreach strategies
Equity Recruitment Outreach Resources

- Provide recruitment diversity outreach assistance to search committees via online open enrollment session, direct search committee consultation (particularly in significantly challenged areas, for senior level administrator positions and in cases in which a search firm is being used) and resources on the OED website
- Grant special permission to hire more than one candidate from an applicant pool when doing so will promote the attainment of Affirmative Action goals
- Sponsor unlimited online job postings with *Diverse Issues in Higher Education*

The above mentioned online EHRA search committee training and related recruitment procedures include recommended diversity inclusive language for use in job advertisements.

Additionally, the EHRA search training has been enhanced and now includes specific information about implicit bias, including the effect of implicit bias in recruitment and steps to challenge implicit bias.

In Spring 2015, the Office for Equity and Diversity began offering a face-to-face workshop regarding recruitment and outreach strategies, which also includes best practice steps for achieving diverse results to be considered before, during and after the search. The workshop includes specific recruitment and outreach strategies that target women, minorities, veterans, and individuals with disabilities.

Also in Spring 2015, the Office for Equity and Diversity began offering a face-to-face workshop focused on implicit bias in recruitment and other personnel actions.

In addition to the above strategies, the Office for Equity and Diversity provides enhanced, targeted recruitment plan recommendations to units, as indicated and appropriate by review of proposed recruitment plans. Since at least February 2015, when consulting with a unit or search committee about outreach/recruitment strategies, the Office for Equity and Diversity has included veteran and disability-targeted recruitment strategies in its suggested efforts to the unit.

Within the Division of Academic Affairs, the Provost and Associate Provost for Equity and Diversity each articulate and support the educational rationale for diversity in personnel/search/recruitment/outreach related presentations. The message about diversity as a core principle and the importance of increasing the presence of gender and racial/ethnic populations within the faculty is consistent and pervasive.

The Office of the Provost has made efforts to more strategically educate and align deans, academic department staff, department chairs and search and personnel committees regarding personnel practices, policies, regulations and procedures within the division. In October 2006, the Office of the Provost and Academic Affairs division led a multi-divisional faculty personnel procedural training retreat. This effort not only more strategically aligned the Academic Affairs division for more informed and compliant faculty personnel operations, but also positively impacted the Division of Health Sciences and the then-Division of Research and Graduate Studies (which has since been realigned). As a part of this multi-divisional effort coordinated by Academic Affairs, the Equity Office (now the Office for Equity and Diversity) offered guidance and information regarding faculty searches and diversity outreach.
In October 2007, the Offices of Equal Opportunity and Equity and Institutional Diversity (now the consolidated Office for Equity and Diversity) co-sponsored noted diversity researcher, Dr. Daryl A. Smith, author of *Making a Difference with Diversity*. Smith addressed the Chancellor’s Cabinet, the Faculty Senate Officers and other faculty on the topic of effective strategies to diversify the faculty. This program built on the progress of the previous year’s efforts and more directly engaged faculty personnel and search committees, as well as other faculty, involved in the search process.

The Office for Equity and Diversity has also provided professional development seminars including but not limited to a November 2010 seminar focused on “Recruiting and Retaining a Diverse Workforce at ECU”; a November 2011 seminar focused on “Improving Institutional Climate”, which included a session on “Removing the Barriers to Faculty Diversity”; and an April 2015 seminar on “Faculty and Staff Mentoring: Cultivating Diversity and Excellence”. The Office for Equity and Diversity provided a professional development seminar in November 2015 focused on “Let’s Talk About Intersecting Identities”. This program offered a keynote and panel discussion on intersecting identities, including race, sexual orientation, religion, gender, and Greek life.

East Carolina University hosted the North Carolina Diversity and Inclusion Partners (NC DIP) conference in December 2015, which focused on “Developing a Culture of Proactive Inclusion”. This was a statewide conference with registrants from the public and private four year colleges and community colleges. The conference was an opportunity to explore the importance of proactive inclusion and present multiple strategies for continuing to build welcoming campus communities. The keynote was titled: "Building an Inclusive and Diverse Institution: Changing Programs, Policies and Practices" and concurrent sessions focused on (1) “Reframing the Reasonable: Making Learning and Campus Resources Accessible for the Diverse Learners on Today’s College Campus”, (2) “Best Practices for an Inclusive Culture to Embrace Sexual and Gender Diversity” and (3) “Developing a Responsive Bias/Incident Reporting System on Campus”.

In 2013, the Office for Equity and Diversity sponsored an OFCCP compliance Equity Briefing with presentations by Ms. Marilynn Schulyer, affirmative action expert, to University administrators, Human Resources staff and other division and department personnel representatives regarding OFCCP compliance, including affirmative action. This effort directly supported the University’s efforts around OFCCP compliance and more informed and compliant recruitment and selection processes.

The Office for Equity and Diversity leads a monthly collaborative group of Human Resources and divisional personnel representatives engaged in EHRA employee personnel matters. The group’s collaborative effort is designed to best ensure compliance with EHRA employment-related personnel practices, procedures, and policies.

To compete for diverse candidates, search committees must do more than simply issue a job announcement and wait for vitas to appear. Committees must develop a comprehensive recruitment/outreach plan to include multiple recruitment strategies concurrently to significantly increase the diversity in the applicant pool. Search committees are encouraged by the Office for Equity and Diversity staff to become actively involved in the process, directly notifying prospective applicants about the position posting, talking to academic administrators and colleagues at other institutions who themselves may be interested or may know of eligible underrepresented candidates. It is also important to seek guidance from
underrepresented faculty currently employed within the department, college or the University for insight regarding attracting other underrepresented groups.

Dr. Caroline Turner’s book, *Diversifying the Faculty*, outlines nationally published strategies and best practices for outreach and increasing diversity faculty recruitment. As an ongoing process, in meetings with Deans and divisional hiring authorities, we must determine, in addition to the recruitment strategies currently being employed, what aspects of the nationally published and promoted outreach strategies we believe should be incorporated into targeted departmental/college/division recruitment/outreach plans. We must also be informed and flexible enough to know that not every strategy works for every institution or every division/department. Effective recruitment is often the result of a highly collaborative, active process in which search committees are well informed of the Affirmative Action goals for their specific areas and design every aspect of the search toward the end of increasing diversity. The Office for Equity and Diversity works closely with academic Deans, department heads, as well as personnel and search committees to collaboratively determine the best strategies for each specific college and department. For more diversity sensitive best practices, individuals are encouraged to consult the Office for Equity and Diversity website at www.ecu.edu/oed.
APPENDICES

University Organizational Chart

Policies may be found by accessing the links below:

Notice of Nondiscrimination and Affirmative Action Policy
http://www.ecu.edu/prr/05/25/02

Regulation on Sexual and Gender-Based Harassment and Other Forms of Interpersonal Violence
http://www.ecu.edu/prr/06/40/03

Improper Relations Between Students and Employees Policy:
http://www.ecu.edu/cs-acad/oed/policies.cfm

EHRA Recruitment Compliance Review Process Standard Operating Practice:
http://www.ecu.edu/cs-acad/oed/policies.cfm