



 | **NORTHWESTERN STATE**

FACULTY HANDBOOK

Effective March 21, 2017

Notice of Non-Discrimination

(Full Disclosure)

It has been, and will continue to be, the policy of Northwestern State University to be an equal opportunity employer. All employment decisions are based on job related standards and must comply with the principles of equal employment opportunity.

In keeping with this policy, the University will continue to recruit, hire, train, and promote into all job levels the most qualified persons without regard to race, color, gender, religion, sexual orientation, national origin, disability, genetic information, age, pregnancy or parenting status, veteran status, or retirement status. All personnel actions, such as compensation, benefits, transfers, layoffs, training, and education are administered without regard to race, color, gender, religion, sexual orientation, national origin, disability, genetic information, age, veteran status, or retirement status.

The University is committed to equal opportunity for student success by providing access to educational programs, tuition assistance, and social and recreational activities for all students without regard to race, color, gender, religion, sexual orientation, national origin, disability, genetic information, pregnancy or parenting status, age, veteran status, or retirement status.

Additionally, the University provides equal access to the Boy Scouts of America and other designated youth groups.

Student complaints or inquiries related to Title IX should be directed to the Dean of Students, Frances Conine (318-357-5286), located in room #309 of the Friedman Student Union.

Employee Title IX issues should be directed to the EEO Officer, Veronica M. Biscoe (318-357-6359), located in Caspari Hall, room #111.

In accordance with Section 35.106 of the Americans with Disabilities Act (ADA), all participants, applicants, organizations, and interested individuals are advised and notified that the ADA Coordinator for Northwestern State University is the Vice-President for University Affairs, Dr. Marcus Jones (318-357-5701 or 318-357-6586), located at 104 Central Avenue. For academic services, contact the Director of Disability Support and Tutoring, Catherine Faucheaux (318-357-4460), located in room #234 of the Friedman Student Union.

In addition, Northwestern State University complies with the Jeanne Clery Disclosure of Campus Security Policy & Campus Crime Statistics Act. Information about NSULA campus security and crime statistics can be found at <http://universitypolice.nsula.edu/annual-security-report/>.

**Inquiries regarding employment application status should be made to the individual receiving the application packet.*

TABLE OF CONTENTS

INTRODUCTION **ii**

CHAPTER 1: The University **5**

CHAPTER 2: Committee and Council System **9**

CHAPTER 3: Faculty Senate **19**

CHAPTER 4: Faculty Personnel and Employment Policies **24**

CHAPTER 5: Academic Faculty **36**

CHAPTER 6: Evaluation and Retention, Tenure, and Promotion of Faculty **42**

CHAPTER 7: Personnel Records and Leave Policies **52**

CHAPTER 8: Grievance Procedure **53**

CHAPTER 9: Financial Exigency **56**

CHAPTER 10: Academic Program Discontinuance **59**

CHAPTER 11: Intellectual Property **63**

CHAPTER 12: Regulations and Services Pertaining to Instruction **64**

CHAPTER 13: Sponsored Projects and Human Subjects Research **66**

INTRODUCTION

The *Faculty Handbook* provides policies and procedures for non-classified staff and faculty who are employed by Northwestern State University of Louisiana (NSULA). In cases where a policy or procedure is absent from the document, the NSULA *Fiscal Policies and Procedures Manual*, located on the Business Affairs Web site; the University of Louisiana System Board of Supervisors (ULS Board) Policies and Procedures; or the Bylaws and Board Rules will be employed. *The Handbook* will be updated as needed with input from the Faculty Senate, the staff in the Office of the Provost and Vice President for Academic (VPAA), the Vice President of Student Experience (VPSE) and the Dean of Students, the President, and other appropriate personnel; if the ULS updates policies or procedures or rules, these changes will be implemented in the handbook. *The Handbook* is maintained by the Office of the Provost/VPAA.

CHAPTER 1

THE UNIVERSITY

Background

Refer to the most recent issue of the NSULA *General Catalog* for an overview of the history of NSULA, its location, mission, and accreditation.

General Governance

Under the 1974 Constitution of the State of Louisiana, the Board of Regents (BOR) was created to plan, coordinate, and have budgetary responsibility for all public higher education. The University of Louisiana System Board Supervisors (ULS Board) was established as the managing board for inclusive System institutions and has direct jurisdiction over NSULA. The President of the University is appointed by the ULS Board and is directly responsible to it for administering the University. The President should empower others through transparent communication, collaborative management, and shared governance, consistent with principles articulated by the ULS Board *Policy and Procedures* and *Board Rules*.

Copies of documents (such as the *Rules for Board of Supervisors for the University of Louisiana System*) that pertain to the general governance described above are available at the NSULA Library and online at ulsystem.net.

UNIVERSITY ADMINISTRATION

The Office of the President

As empowered and vested by the ULS Board, the President of NSULA, its CEO, implements the policies of the ULS Board and, as such, is responsible for the organization and administration of the University.

Scope of the Office

The President appoints and employs University personnel in accordance with applicable state law and policies issued by the ULS Board, subject to the recommendation of the President or Chief Administrative Officer of the System and approval of the ULS Board. In practice, the President relies upon various administrative officers and faculty bodies to recommend policies and procedures, but retains the authority to administer the University in accordance with provisions of applicable state law and policies of the ULS Board.

All employees of the University ultimately report to the President via their supervisory chain. The University President maintains an open-door policy and, like the President's staff, is available to the faculty and student body.

Administrative Chain of Command

Specific channels of communication and organizational structure have been established so that the University as a whole may operate efficiently and function properly. Under this system, faculty

members report directly to their respective department heads/directors; department heads/directors report to the dean of the department's college; and deans report to the VPAA, who reports to the President.

The Provost and Vice President for Academic Affairs

The Provost and Vice President for Academic Affairs (VPAA), the ranking academic officer of the University, serves as the Chief Administrative Officer in the President's absence. The VPAA directs and administers all operations and activities of the academic colleges, departments, and academic support areas; oversees the Granting Resources and Autonomies For Diplomas (La GRAD) Act reporting; monitors student mentoring; arranges for professional development for faculty and staff; and communicates with faculty, staff, and students. The Office of the VPAA maintains the *Faculty Handbook*. He or she ensures that University and state-level policies and procedures are followed. Additionally, the VPAA chairs the Curriculum Review Council. The VPAA is a tenured faculty member at the Professor rank, who teaches at least one course per year but may teach more if necessary. An organizational chart for the Unit appears on the final page of this chapter.

Academic Deans

A college dean is the academic leader of a college or student life area. Deans collaborate with department heads and directors in the development of programs that are most suited to meeting student and academic needs. The college dean is responsible for the supervision of faculty members by the college's department heads and directors and for the faculty's evaluations for tenure, retention, promotion, and merit. Mentoring students and coordinating policy issues concerning student degree programs and compliance with University policy are other important responsibilities of the college dean. The dean also manages resources so as to realize college and University objectives and allocates budgets to the departments. The college dean is responsible for approving the assignment of faculty workloads, including teaching and academic advising; supervising the management of departmental resources by department heads and directors so as to realize departmental and University objectives; supervising the allocation and management of departmental budgets by department heads and directors; and approving course offerings and time schedules. Teaching at the graduate or undergraduate level is required of college deans; college deans normally teach at least one course per semester.

The Vice President for Student Experience

The Vice President for Student Experience (VPSE) is responsible for student enrollment, student activities, and student programs on campus. The VPSE oversees Student Affairs and Enrollment Services and leads those areas toward the goal to offer flawless student service, enriching campus programming, personalized academic and career mentoring, and modeled social responsibility and community leadership that fosters deep-rooted NSULA pride and loyalty.

Dean of Students

The Dean of Students oversees and directs programs relating to student life and student organizations. This dean is responsible for policy development and the direction and supervision of a variety of student-related programs, services, activities, and functions outside the classroom. The Dean of Students is also responsible for all discipline decisions affecting students.

The Vice President for University Affairs

The Vice President for University Affairs (VPUA) provides direction for the physical growth of the University and coordinates the future development of physical facilities. The VPUA oversees facilities, maintenance of grounds, contracts relating to physical affairs of the University, the Office of Risk Management, and all aspects of the physical campus.

The Vice President for External Affairs

The Vice President for External Affairs (VPEA) is responsible for directing and supervising Intercollegiate Athletics; University Advancement, including alumni relations and fund-raising programs; the Wellness, Recreation and Activities Center; University Printing; Informational Services, including the News Bureau; Photographic Services; University Recruiting; Sports Information Office and University Press; NSU Television; Marketing and Branding and Governmental Affairs.

The Vice President for Business Affairs and Controller

The Vice President for Business Affairs (VPBA) and Controller is the principal administrator of the University's business activities and financial affairs. He or she is responsible for the direction and supervision of the University's purchasing, human resources, personnel, accounting, budget, financial systems, student accounting, cashiering, audit functions, technology fees, and travel.

The Vice President for Technology, Research, and Economic Development

The Vice President for Technology, Research, and Economic Development (VTRED) oversees and directs the Offices of Electronic and Continuing Education, Information Systems, Sponsored Programs, and Student Technology.

Academic Affairs Organizational Chart



CHAPTER 2

COMMITTEE AND COUNCIL SYSTEM

Governance is the shared responsibility of all members of the University community. Faculty, staff, and administration agree to establish collaborative bodies known as University standing committees and councils, generally composed of faculty, staff, administrators, and students, who are charged with specific governance duties and the conduct of other University activities. With regard to the University committee structure and the Faculty Senate, faculty who hold administrative appointments are regarded as administrators and are not regarded as faculty for the purpose of governance. The faculty also establishes its own governance bodies known as Faculty Senate standing committees and *ad hoc* committees.

General Operating Procedures for University Standing Committees

Faculty Representatives

Unless otherwise noted, the Committee on Committees solicits and submits nominations to the Faculty Senate for election of non-administrative faculty members. The Committee on Committees may make recommendations that further the mission of the institution, including the promotion of diversity within the committee structure of NSU. After Senate approval, the Committee on Committees (or Senate Officer) communicates the senate selections to the chair of that committee or other responsible party.

Chair Selection

Unless otherwise noted, each committee chooses from its membership a chair at its first meeting of the academic year.

Records and Documentation

Each committee keeps records/minutes of each meeting and shall disseminate them in an appropriate and timely fashion.

Quorum

The presence of a majority of the voting members of a committee constitutes a quorum.

Timelines for Elections and Appointments

Nominations for committees by the Committee on Committees and approval by the Senate should be completed before the close of the spring semester of the preceding year or as early as possible in the fall semester. Faculty, staff, and administrative representatives to a committee, unless otherwise specified, are elected or selected for two-year terms.

Attendance

Any member absent from scheduled meetings and not represented by proxy two times during an academic year may be removed from the council or committee.

Subcommittees

Each committee has the authority to form subcommittees, workgroups, and *ad hoc* committees consistent with the charge of the committee.

UNIVERSITY STANDING COMMITTEES AND COUNCILS

Academic Affairs Council

Purpose: Responsible for reviewing academic administrative policies and advising the VPAA on academic and administrative matters.

Reports to: President through VPAA

Membership:

- VPAA (chair)
- Academic Deans
- President of the Faculty Senate
- Director of University Libraries
- Director of Financial Aid
- Director of Service Learning
- Director of Academic and Career Engagement Program (ACE)
- Executive Director of the CENLA and Leesville campuses
- University Registrar

Academic Program Review Committee

Purpose: Responsible for reviewing all academic programs and making recommendations to the VPAA and President.

Reports to: VPAA who reports to the President

Membership:

- One member from each college and a Scholars' College representative, appointed by the President
- Faculty Senate president or designee

Admissions Exception Committee

Purpose: Responsible for considering undergraduate admission appeals and approving admission to the University by exception to the current minimum admission criteria.

Reports to: President through the VPAA

Membership:

- Director of Admissions (chair)
- Three representatives from Academic and/or Student Affairs, appointed by the Director of Admissions
- Two “at large” faculty and/or staff members, appointed by the Director of Admissions

Appeals Committees (*Please see Chapter 6.*)

Athletic Advisory Council

Purpose: Responsible for fulfilling an NCAA expectation that there be a connection between the Department of Athletics and other campus/community constituencies. The Athletic Advisory Council is to meet at least once per semester with members of the Athletic Department to receive updates on pertinent areas of operation including, but not limited to, NCAA compliance, fiscal affairs, gender equity/Title IX, resource acquisition, and Southland Conference/NCAA trends impacting NSU. The Athletic Advisory Council also serves in other capacities, as needed, including the following: to assist in the hiring and interview process for positions in the Athletic Department; to assist in marketing campaigns and strategies; to assist as external reviewers of the athletic programs; to serve as liaisons within the institution and with external groups; to review annual reports of the Athletic Department; to assist the athletic director and staff with projects; and to review and evaluate progress in certification processes.

Reports to: President

Membership: All new members of the committee are recommended by the Athletic Advisory Council Chair and the Director of Athletics for approval by the President.

- Faculty Athletics Representative (Chair)
- President
- Three teaching faculty (not affiliated with athletics), appointed by the President
- Four staff members
- Three community representatives
- Two student-athletes (one male, one female)
- Two past council chairs
- VPEA – *Ex Officio*
- Athletic Director – *Ex Officio*
- Assistant Athletic Director for Compliance – *Ex Officio*
- Senior Woman Administrator/Head Academic Coordinator – *Ex Officio*

Committee on Committees (*Please see Chapter 3.*)

Committee on Organizations

Purpose: Responsible for serving as liaison between recognized University organizations and the University administration.

Reports to: President

Membership:

- Committee Coordinator, appointed by the president (chair, non-voting)
- Two faculty members, appointed by Faculty Senate
- Two staff members, appointed by Dean of Students
- Two student members, appointed by Student Activities Board (SAB)
- Two undergraduate student members and one graduate student members, appointed by SGA

Calendar Committee

Purpose: Responsible for planning and disseminating the five year calendar, including pre-registration and registration dates, class, holiday, and final examination schedules; duties include minor modifications of the calendar on a timely basis.

Reports to: President

Membership:

- University Registrar (chair)
- Assistant Vice President for External Affairs
- University Bursar
- One faculty member from each college, nominated by the Committee on Committees and approved by the Faculty Senate
- SGA President
- Vice President of the Faculty Senate
- Director of Field Experiences, College of Education
- Director of Financial Aid
- Director of Auxiliary Services
- Director of Academic Services
- One Representative from Shreveport
- One Representative from Fort Polk
- Executive Director, CENLA/Fort Polk

Curriculum Review Council

Purpose: Responsible for governing all undergraduate and graduate curricula of the University. Other responsibilities include the review and approval of course descriptions, curricular descriptions, degree offerings and requirements, and other curricular matters.

Reports to: President through VPAA

Membership:

- VPAA (chair)
- Two faculty members from each academic college, appointed by their Deans
- President of the Faculty Senate or a representative selected by the Faculty Senate
- President of Student Government Association (SGA)
- University Registrar
- Executive Director of Leesville Campus or designee
- Shreveport Campus representative
- Director of University Libraries

Disciplinary Appeals Committee

Purpose: Responsible for reviewing appeals of disciplinary sanctions levied by the Office of Student Conduct, when requested by students.

Reports to: Dean of Students

Membership:

- Committee Coordinator, appointed by the President (chair, non-voting)
- Four faculty/staff members appointed by the President
- Two students, appointed by the University President
- Two faculty/staff members, recommended by the SGA for appointment by the President
- Two students, recommended by the SGA for appointment by the President
- Administrative Assistant to the Dean of Students (recorder, non-voting)

All members shall be appointed for a term of one year.

Electronic Learning Advisory Council

Purpose: Responsible for providing input to the Office of Electronic and Continuing Education and providing a forum for shared decision-making among the academic units. This committee is involved in developing electronic learning values, principles, goals, and strategies in immediate and long-range planning. This committee also provides a forum for discussing electronic learning issues, establishing guidelines and procedures, and recommending policies regarding electronic learning.

Reports to: President through VPTRED

Membership:

- VPTRED (Chair)
- VPAA or designee
- Representation from Electronic and Continuing Education (ECE) appointed by VPTRED
- Two faculty members from each academic college, selected by Faculty Senate

Executive Council of the Faculty Senate *(Please see Chapter 3.)*

Faculty Standards Committee *(Please see Chapter 3.)*

Graduate Council

Purpose: Responsible for making policies that govern the conduct of graduate studies at the University and for establishing policy and procedure for the governance of graduate faculty membership, graduate curricula, graduate research and writing, graduate student admissions, assistantships and fellowships, grading procedures, and graduation requirements.

Reports to: VPAA through the Dean of the Graduate School

Membership:

- Dean of the Graduate School (Chair)
- One faculty member from each area having a graduate program, with 10 holding full status on the graduate faculty and two holding associate status (non-voting), nominated by deans and approved by the Dean of the Graduate School

Grievance Committee

Purpose: Responsible for hearing grievances brought by faculty members in accordance with University policy, including, as stipulated in Grievance Committee Chapter, decisions involving workplace issues. Additionally, the Grievance Committee will hear matters arising from the University's Equal Employment Opportunity Policy.

Reports to: President for EEO matters; to VPAA for all other grievance matters

Membership:

- Seven non-classified administrative staff who may or may not hold academic rank, appointed by the President
- Seven full professors, appointed by the Committee on Committees

- The Equal Employment Opportunity/Affirmative Action Officer acts as an observer

The professors address faculty grievances, and the staff members address non-classified staff grievances. If a member from either committee recuses him or herself, an alternate will be selected. Hearings require the full committee; in the event any committee member is unavailable, the President shall appoint a substitute for the specific purpose of acting at the hearing. The chair and co-chair will be selected by drawing from the names of the active committee members.

Human Subjects Institutional Review Board

Purpose: Responsible for reviewing all research proposals involving human subjects to ensure their compliance with United States Department of Health and Human Services (HHS) regulatory policy: that, when human beings are used as subjects in research projects, safeguards must be established to protect the health, well-being, and rights of the subjects. Accordingly, University policy stipulates that all research proposals requiring collection of data on human subjects shall be submitted to this committee to determine whether an exemption applies or whether a review is required. Faculty members supervising research conducted by either other faculty members or students must assure compliance with this policy.

Reports to: VPAA through the Dean of the Graduate School

Membership:

- Two members from the College of Education and Human Development
- Three members from the College of Arts and Sciences (to include one member from the Louisiana Scholars' College)
- One member from the College of Nursing and School of Allied Health
- One member from the College of Business and Technology
- Dean of Students or designee
- Graduate student representative
- A member who is not affiliated with the University
- Dean of the Graduate School (non-voting)
- Representative from the Office of Sponsored Programs (non-voting)

The IRB has the right to add *ad hoc* voting members in various areas of expertise. The IRB must have at least one member whose primary concerns are in scientific areas and at least one member whose primary concerns are in nonscientific areas. Members who fulfill these requirements may also fill other required areas on the IRB. The review of applications at convened meetings requires at least one member whose primary concerns are in nonscientific areas. Membership in the IRB is for three years. Once a member's tenure is over, the IRB chairperson will contact the appropriate department head to request a replacement or to renew a current member's IRB tenure. Membership in the IRB, including the appointment of the chairperson, is subject to approval by the Dean of the Graduate School. The IRB chair should be a tenured faculty member; however, the Dean of the Graduate School may appoint any faculty member to the position. The IRB shall report directly to the Dean of the Graduate School. The OSP will facilitate the IRB by providing financial and clerical support as described in the OSP Policies and Procedures Manual. All members of the IRB must have active e-mail accounts, operating phone numbers, and continual access to and ability to operate the course management system (CMS) on the university server. All members of the IRB must provide proof of completion of the Protecting Human Research Participants online course.

Institutional Animal Care and Use Committee

Purpose: Responsible for ensuring that all university animal facilities and all protocols for use of animal subjects, whether for research or teaching purposes, meet federal guidelines.

Reports to: VPAA through the Director of the School of Biological and Physical Sciences

Membership:

- Director of the School of Biological and Physical Sciences (chair)
- University Veterinarian
- One faculty member appointed by the chair
- One member who is not affiliated with the University

Intellectual Property Committee

Purpose: Responsible for serving as the intellectual property advocate for the University and to share information about the ULS intellectual property policy.

Reports to: President

Membership:

- One member from each college
- One at-large member appointed by the President
- VPAA or designee
- Faculty Senate representative, selected by the Senate

JOVE Committee

Purpose: Responsible for administering and awarding JOVE scholarships to eligible undergraduates, as well as reviewing and updating eligibility requirements.

Reports to: VPAA

Membership:

- One non-administrative, full-time faculty member from each of the following disciplines: biology, chemistry, mathematics, physics, engineering technology; and one full-time science/mathematics faculty from the Scholars' College. Lack of a voluntary nominee from any constituency will not result in additional representation of another discipline. The Committee on Committees submits nominations to the Faculty Senate for elective approval.

Library Council

Purpose: Responsible for advising the Director of Libraries and making policy recommendations regarding library operation.

Reports to: VPAA through the Director of University Libraries

Membership:

- Director of University Libraries (chair)
- Two faculty representatives from each academic college, appointed by Committee on Committees

- Two students (one undergraduate and one graduate)

Parking and Traffic Appeals Committee

Purpose: Responsible for making decisions on traffic appeals.

Reports to: Dean of Students

Membership:

- The Executive Director of Student Life and First Year Experience (Chair, non-voting)
- One faculty member, appointed by the Faculty Senate
- One staff member, appointed by the Dean of Students
- Three student members, appointed by SGA

All members shall be appointed for a term of one year.

Parking and Traffic Committee

Purpose: Responsible for discussing solutions to parking and traffic problems. This committee also discusses safety issues that affect students on our campus.

Reports to: Dean of Students

Membership:

- The Executive Director of Student Life and First Year Experience (Chair, non-voting)
- Student Union Manager
- Chief of University Police or designee
- Two members of the Faculty, appointed by the Faculty Senate
- Four staff members, appointed by the Dean of Students
- Three student members, appointed by the SGA

All members shall be appointed for a term of one year.

Research Council

Purpose: Responsible for advising the Office of Sponsored Programs (OSP) and VPAA on guiding principles and policies for the OSP, as well as on policies and guidelines for administering competitive grant programs, Research Day, and other research activities.

Reports to: VPAA

Membership:

- Dean of Arts and Sciences
- One faculty member from each college, appointed by their deans
- Faculty Senate representative appointed by Committee on Committees
- One representative from University Libraries
- One representative from SGA

Residential Life Committee

Purpose: Responsible for assisting the University administration in providing residential living for the NSULA campus that meets the needs of the students. This includes attempting to provide safe, comfortable, and affordable housing which functions as a supportive community for all residents.

Reports to: Dean of Students

Membership:

- The Auxiliary Services Director (Chair, non-voting)
- Four residential students appointed by Campus Living Villages (CLV) director
- Two residential students, appointed by the SGA
- One student residing in non-traditional student housing, appointed by the Dean of Students
- Two faculty or staff members, appointed by the Dean of Students

All members shall be appointed for a term of one year.

Retention Committee

Purpose: Responsible for coordinating and reviewing retention efforts of the University.

Reports to: President through VPAA

Membership:

- VPAA (chair)
- Dean of Students or designee
- Faculty Senate President or designee
- Faculty Senate Vice President or designee
- Director of Institutional Research
- Director of Marketing and Branding
- Director of Financial Aid
- Director of Academic and Career Engagement Program (ACE)
- Retention Coordinator
- One faculty member from each academic college, selected by Faculty Senate (faculty members do not have to be faculty senators to be selected)
- Director of Service Learning

Retention, Tenure, and Promotion Committees *(Please see Chapter 6.)*

Safety and Awareness Committee

Purpose: Responsible for increasing and improving student awareness of personal and public safety issues relevant to their experiences as students at NSULA. Using a model that focuses on proactive education, the committee's work will attempt to foster, within each student, a measure of personal responsibility for their actions and a consistent knowledge of how those actions impact the community.

Reports to: Dean of Students and the Director of Student Services

Membership:

- Committee Coordinator, appointed by the Dean of Students (chair, non-voting)
- One Representative from the University Police Department
- One Representative from University Health Services
- One Representative from Campus Living Villages (CLV)
- One Representative from the University Counseling Center
- One Student Appointed by the Student Government Association
- One Student Appointed by the Dean of Students
- One Faculty/Staff Member Appointed by the Dean of Students

All members shall be appointed for a term of one year.

University Diversity Committee

Purpose: Responsible for serving as a central body, with representation selected from across the University, to monitor and enhance the overall progress of the University in carrying out its commitment to foster a diverse community of students and employees. The committee members share diversity best practices, engage in university diversity strategic planning, and make recommendations regarding essential diversity changes.

Reports to: Dean of Students

Membership:

- Committee Coordinator, appointed by the President (chair, non-voting)
- One Staff member from Athletics, appointed by the Dean of Students
- Two staff member from Student Affairs, appointed by the Dean of Students
- One Staff member from EEO, appointed by the Dean of Students
- One Staff member from Enrollment Offices, appointed by the Dean of Students
- One Staff member from Residential Life, appointed by the Dean of Students
- One Staff member from Library Services, appointed by the Dean of Students
- One Staff member from Financial Aid, appointed by the Dean of Students
- One Staff or Faculty member from a Satellite Campus, appointed by the Dean of Students
- Two Faculty members, appointed by the Dean of Students
- Two Student members, appointed by the Student Government Association

All members shall be appointed for a term of one year.

CHAPTER 3

FACULTY SENATE

Preface: The Faculty Senate is a body of elected representatives of the faculty and library of NSULA. It is an advisory group that makes recommendations to the President of NSULA, and the Provost/VPAA. Accordingly, the Faculty Senate functions as a liaison between faculty and the administration at NSULA, and, in that spirit, works for the attainment of the goals of the University.

Constitution and By-Laws

- I. **Purpose:** Responsible for promoting a fruitful and productive faculty-to-administration relationship by opening and maintaining a dialogue through regular meetings organized and conducted by representatives of the faculty.
- II. **Definition of Faculty:** Any member of the NSULA faculty who holds one of the four ranks (instructor, assistant professor, associate professor, or professor), including librarians.
- III. **Membership in the Faculty Senate:** There are two classes of membership, (a) ex-officio and (b) elective.
 - A. *Ex-officio members* are the President of NSULA, VPSE, and the VPAA.
 - B. **Elective members** represent the academic departments of NSULA and the University Library. There shall be one representative in departments with ten or fewer faculty members, two representatives from departments with 11 to 20 faculty members, and three representatives from departments with 21 to 30 faculty members. As a department grows beyond 30 faculty members, it shall be allowed one additional representative for each ten additional faculty members or portion thereof. Members of the Executive Committee are not included in the departmental representative count. Department representatives are elected at the departmental faculty meeting(s) closely preceding the last senate meeting of each academic year. Departments are expected to nominate representatives who reflect the disciplines within that department. As an elected representative of the department, the Senator has the responsibility to equally represent every department member without regard to position or title. Senate members are elected at the last faculty meeting of the academic year.
- IV. **Eligibility for Elective Membership:** Elective members of the Faculty Senate shall be chosen from the membership of the full-time, non-administrative faculty.
- V. **Terms of Office for Members of the Faculty Senate**
 - A. An *ex-officio member* will hold membership as long as the administrative position is held.

B. An elective member will hold office for two years. The term of office for senators will be at least one year. Additional years will be at the discretion of the full time non-administrative faculty in each department. In the event of a vacancy in representation, the department that has lost its representation can choose another representative by appropriate departmental election.

VI. Officers of the Senate: All officers of the Faculty Senate shall be elective members of the Senate and shall be elected by a majority of the membership of the Senate present at the last meeting of the Faculty Senate in the spring semester; these elected officers shall begin their term of service on June 1 and complete their term of service on May 31 of the next academic year. The Senate President, Vice President, and Secretary may receive a three-hour reduction in their semester teaching load to compensate for the time required to perform their duties. The Senate officers are voting members of the senate and are included in the quorum count.

The elected officers shall be:

A. President: Duties shall be to preside at the meeting of the Faculty Senate, to serve as official spokesperson for the Senate, and to implement the decisions of the Senate; other duties of this office may be listed elsewhere in the *Faculty Handbook*. At no time during the year of service are the powers of the President of the Faculty Senate either abated or diminished. Accordingly, the President of the Faculty Senate has the right to speak on behalf of the whole Senate at any point in the calendar year, including the summer months, whether or not NSULA is officially in session. The Senate President is automatically a member of several University committees, including the Senate Executive Committee (chair), the Program Review Committee, the Curriculum Committee, and the Retention Committee.

B. Vice President: Duties shall be to act in the place of the President of the Faculty Senate when the latter is unable to carry out functions of the office; other duties of this office may be listed elsewhere in the *Faculty Handbook*. The Vice President is automatically a member of several committees, including the Senate Executive Committee, the Committee on Committees (chair), and the Calendar Committee.

C. Secretary: Duties shall be to record the minutes of the meetings of the Faculty Senate, to see (in collaboration with the Senate President) that copies of the minutes are distributed to the university faculty, *ex-officio* members, and the ULS Board via the Faculty Senate web site, to carry on the necessary correspondence for the Senate as a whole, and to poll the membership-at-large when requested by the Senate President. The Secretary is automatically a member of the Senate Executive Committee and the Faculty Standards Committee (chair).

D. Parliamentarian: Duties are to ensure that the meetings of the Faculty Senate are conducted according to Robert's Rules of Order and other controlling policies. The Parliamentarian is automatically a member of the Senate Executive Committee.

VII. Meetings of the Faculty Senate: The President of the Senate shall designate the meeting times and locations and post the schedule via the Faculty Senate web site by the first meeting of the academic year. Special meetings of the Senate may be called by the President at other times

provided that notice is sent to the faculty members of the Senate ordinarily at least one working day prior to the meeting with a complete list of the agenda. Special meetings may be called by senators via petition of one-third of the membership submitted to the President. Upon receipt, the President will call a meeting. Senate meetings are open to the public although the President may call for an executive session if necessary.

VIII. Functions of the Faculty Senate:

- A.** The Faculty Senate, subject to the powers vested in the President of the University and the ULS Board, shall consider and act upon any and all university matters that concern NSULA as a whole or in part, in an advisory capacity. It shall review and report on all legislation that affects more than one department of the university. It shall consider any matter referred to it by the President, the ULS Board, or one of the university committees; and, on its own initiative, may submit recommendations on any matter affecting the interests of the university.
- B.** The President of the Faculty Senate or his or her appointee shall attend scheduled meetings of the Faculty Advisory Council and the ULS Board meetings as scheduling permits.

IX. Committees of the Faculty Senate

Terms of office of all members of Faculty Senate standing committees shall be two years beginning from June 1 of the academic year of election or appointment.

A. Executive Committee of the Faculty Senate

Chaired by President of the Faculty Senate for the purpose of providing leadership for the Senate.

Reports to: Faculty Senate through the Faculty Senate President

Membership: President, Vice President, Secretary, and Parliamentarian

Duties/Procedures:

- Convened by the Faculty Senate President at the call of the Faculty Senate President;
- Prepares Senate agenda for distribution generally five working days before regular meetings;
- Assigns tasks to Faculty Senate standing committees and receives their reports;
- Interprets provisions of the Faculty Senate bylaws and recommends changes if needed;
- Monitors the implementation and ongoing operation of the governance structure;
- Forwards to the President, VPSE, and VPAA, on behalf of the Senate, recommendations concerning University and Faculty Senate standing committees.

B. Committee on Committees

Chaired by the Vice President of the Faculty Senate to administer the election of senators and the nominations of faculty for representation on University standing committees reporting to the Faculty Senate. Under no circumstances does the Committee on Committees make appointments to any other committee in the institution without Faculty Senate approval.

Membership: Not more than one faculty senator from each college, including the committee chair (i.e., the Senate VP), elected by the faculty of that college.

Duties/Procedures:

- Convened by the chair as needed;
- Performs tasks assigned by the Executive Committee concerning elections and nominations for appointment;
- Develops uniform departmental voting procedures for the election of senators, for approval by the Senate;
- Polls senators to determine committee service preferences in rank order;
- Recommends committee members, in compliance with the affirmative action plan of the University;
- After Senate elections/approvals, submits formal nominations (signed by the Executive Committee) to the designated appointing authority (the university President or VPAA) for any University Standing Committee seats to be filled by a faculty representative;
- Reports to the Senate and secures nominations from the Senate for replacements of elected or appointed faculty who resign from committees. Secures nominations from appointing officer for staff or student replacements;
- Monitors and reviews the committee and council structure of the University.

C. Faculty Standards Committee

Purpose: Responsible for recommending to the Faculty Senate changes in policy related to issues such as tenure and promotion, faculty development, faculty honors, the merit system, faculty compensation, and new faculty orientation; periodically reviewing and updating the *Faculty Handbook* to reflect current policies; and, recommending policy changes in any areas outside the purview of the other committees.

Reports to: Faculty Senate through Faculty Senate Secretary

Membership:

- Faculty Senate Secretary (chair)
- Five faculty members, to include representatives from each of the academic colleges appointed by Committee on Committees (although there may be a lack of representation for a college unit, there may not be more than two representatives from a given college)

D. Ad hoc Committees

Ad hoc committees may be appointed by the President of the Senate.

X. By-Laws

- A. An elective member of the Faculty Senate who is unable to attend a meeting of the Senate may delegate an official substitute who shall have voting privileges. The proxy shall notify the Secretary of the Faculty Senate that s/he is attending the meeting as a proxy, and shall sign in as a proxy for the regular Senate member.
- B. The President of the Senate may call for a roll call or written vote on any matter addressed by the Senate.
- C. Two-thirds of the total active membership of the Senate constitutes a quorum.
- D. For a measure to pass, a simple majority of those voting must consent by appropriate vote.
- E. Any vacancy among the officers shall be filled by appropriate special election before the Faculty Senate. Vacancies among representatives shall be filled by appropriate election of the department concerned.
- F. *Ex-officio* members are not permitted to vote on measures before the Faculty Senate.
- G. The minutes of the Senate meetings shall be published in whatever manner is considered appropriate by the Faculty Senate President.
- H. This Constitution and By-Laws may be amended by a two-thirds vote of the total membership of the Faculty Senate.
- I. Any senator absent from scheduled meetings two times during the academic year who is not represented by proxy will be removed from the rolls of the Faculty Senate for the remainder of that academic year. A different departmental representative may be appointed to fill the vacancy.

CHAPTER 4

FACULTY PERSONNEL AND EMPLOYMENT POLICIES

UNIVERSITY-WIDE POLICIES

Nondiscriminatory Policy

In policies, practices, and procedures related to faculty appointments, the University shall not engage in unlawful discrimination in employment against any person of a class protected by the EEO. The University shall take affirmative action to employ protected class applicants in accordance with the laws of the United States and the State of Louisiana. Such action shall include, but not be limited to, affirmative efforts with respect to employment, promotion, retention, recruitment, or employment advertising; reduction in force or termination; rates of pay or other forms of compensation; and selection for faculty development activities.

Affirmative Action Policy

It is the policy of NSULA to recruit, hire, train, promote, tenure, and otherwise make personnel decisions in compliance with controlling federal and state law and regulations.

Sexual Harassment and Harassment Policy

No employee or student at NSULA shall be subjected to unsolicited and unwelcome sexual conduct, either verbal or physical. Sexual harassment violates University policy as well as state and federal laws and is specifically prohibited.

Members of the University community—students, staff, faculty and administrators—are entitled to work in a professional environment free of harassment or interference for reasons unrelated to the performance of their duties. Since some members of the community hold positions of authority that may involve the legitimate exercise of power over others, it is their responsibility to be sensitive to that power in order to avoid actions that are abusive or unprofessional. Faculty and supervisors, in particular, in their relationships with students and fellow employees, need to be aware of potential conflicts of interest and the possible compromise of their evaluative capacity. Because there is an inherent power difference in the relationships between teacher and student or supervisor and subordinate, the potential exists for the less powerful person to perceive a coercive element in suggestions regarding activities outside those appropriate to a strictly professional relationship. It is the responsibility of faculty, staff, and students to behave in such a manner that their words or actions will not reasonably be perceived as suggestive or coercive.

It is also a violation of this policy for any employee or student at the University to attempt in any way to retaliate against a person who makes a claim of sexual harassment.

Definition

Sexual harassment has been defined by the Equal Employment Opportunity Commission as unwelcome sexual advances, including requests for sexual favors or other verbal or physical conduct of a sexual nature, when:

1. Submission to such conduct is made, either explicitly or implicitly, a term or condition of an individual's education or employment; or
2. Submission to or rejection of such conduct by an individual is used as the basis for academic or employment decisions affecting the individual; or
3. Such conduct has the purpose or effect of substantially interfering with an individual's academic or professional performance or creating an intimidating, hostile, or offensive employment, educational, or living environment, or adversely affecting any student.

Specific procedures for resolution of sexual harassment complaints are found at universityplanning.nsula.edu/eo.

Relationships Between Faculty/Staff and Students

Romantic or sexual relationships between a faculty member and a student are inappropriate in those cases when grades are assigned or work is approved. Issues and procedures related to sexual harassment are addressed on the University Planning Web site.

Policy Statement Regarding Alcohol and Drugs

Students and employees of NSULA are hereby informed that the unlawful manufacture, distribution, dispensing, possession, or use of controlled substances is prohibited on University property. Students and employees of the University found to be illegally manufacturing, distributing, dispensing, possessing, or using controlled dangerous substances on University property shall be subject to disciplinary action in accordance with applicable policies of the State of Louisiana, ULS Board, and NSULA. In addition to University disciplinary action, students and employees found to be illegally manufacturing, distributing, dispensing, possessing, or using controlled substances shall also be subject to criminal prosecution.

The term "controlled dangerous substance" means a drug, substance, or immediate precursor in Schedule I through V of Louisiana Revised Statute 40:964-Composition of Schedules.

Students and employees are also advised that the possession and consumption of alcoholic beverages on University property or during any trip sponsored by the University or University-affiliated organization, except as provided in University policy, is forbidden.

University policy requires prior approval for any event at which alcohol is served. Local and state ordinances governing the sale, possession, and/or consumption of alcoholic beverages will be observed.

Policy on Smoking

NSULA is dedicated to providing a safe, healthy, and comfortable environment for its students, faculty, staff, and guests.

Smoking is prohibited within all University buildings and facilities (including all athletic facilities) and all University vehicles. Persons choosing to smoke outside of University buildings and facilities cannot be any closer than 25 feet from an entrance.

Policies Regarding Employment Obligation

All employment contracts and letters of appointment are contingent upon availability of funds. No offer of employment is valid and binding until approved by the President and the ULS Board.

Continuing probationary- and tenure-contract faculty will receive contracts of employment for the ensuing academic or fiscal year after the ULS Board approves the budget for the fiscal year. Letters of appointment for tenured and untenured faculty must be signed and returned to the Office of the VPAA on or before 15 working days from the date of receipt.

It should be clearly understood that, in accord with Louisiana Revised Statute 17:3305(A) and subject to applicable rules and regulations, only the President, with the final approval of the ULS Board, has the authority to appoint and fix the salaries and the duties of the members of the faculty and administrative and professional staff employees. No other University employee or official has the authority to contract with a prospective employee. It should be made clear to all applicants that their appointment and the description of duties must be determined by the President and is contingent upon ULS Board approval. Failure to act in accord with the above may expose the individual participating in the hiring process to personal liability.

All faculty employment contracts are tendered subject to the availability of funds and approval of the ULS Board. Contracts will include the following information:

- A. Type of contract and appointment: TT, tenure track; T, tenured; NTT, non-tenure track
- B. Salary amount
- C. Professional practices expected of academic personnel
- D. Designation of academic rank, academic title, or special academic status and discipline
- E. Duration of contract and academic year

DEFINITIONS AND EXPLANATIONS OF CONTRACT TERMS

For the purposes of the policies contained in this chapter:

Academic year means that period of time encompassed by fall and spring semesters.

Fiscal year means July 1 to the following June 30.

Calendar year means January 1 through December 31.

Working day means any Monday, Tuesday, Wednesday, Thursday, or Friday during the calendar year that the University is officially open; however, in accord with University guidelines, “working day” may also include the other days of the week (as pertaining to the University Library, for instance).

Class day means any day during which classes are scheduled.

Appointment Letter means the letter of assignment or contract letter each employee receives at least annually describing his or her employment for the following designated period.

12-month equivalent salary means the amount calculated by dividing the employee's regular annual salary by the number of months in the employee's regular annual appointment multiplied by twelve.

The employee's regular annual salary x 12 = 12-month equivalent salary
the number of months in his or her regular appointment

Example: For an employee who is paid \$35,000.00 for a nine month or academic year appointment, the 12-month equivalent salary would be calculated as follows:

$$\frac{\$35,000.00}{9} \times 12 = \$46,668.00$$

Summer School Payment: Summer school pay is approved each year by the ULS. This number is calculated in the following manner: 1/3 of 2/9 of the nine-month salary. This figure is contingent upon the enrollment of 15 undergraduate students or ten graduate students minimum per class. In cases where enrollment falls below this range, pay is pro-rated.

Duration of Appointments

Unless otherwise specifically defined in an individual contract of employment, contracts for the academic year normally commence not more than seven working days prior to the scheduled beginning of classes and end not later than three working days after spring commencement. Unless otherwise specifically defined in an individual contract of employment, contracts for the fiscal year commence on July 1 and end on the following June 30.

Full-time Faculty Appointments

Full-time faculty appointments are those designated as one (1.0) FTE (full-time equivalent) in accordance with University, ULS Board, and BOR guidelines.

Part-time Faculty Appointments

Part-time faculty appointments are those designated as less than one (1.0) FTE.

Term Appointments

A full-time or part-time term appointment is for a designated period and automatically expires at the end of that period. Re-employment of the faculty member after expiration of a term contract is solely within the discretion of the University.

Probationary Contracts/Tenure Track

A full-time probationary contract, also known as a "tenure-track" appointment, is a particular form

of term contract for a designated period not to exceed one fiscal year. A tenure-track appointment may be issued for a maximum of six academic years, subject to non-reappointment at the end of each designated period. The employee may be issued a terminal one-year term contract after receiving six one-year probationary contracts.

Tenure Contracts

A full-time tenure contract is for a designated period not to exceed one fiscal year but gives the faculty member the right to continuous annual appointments until the faculty member resigns, retires, becomes permanently disabled, is dismissed for adequate cause, or is terminated pursuant to a reduction in force resulting from a bona fide financial exigency or from the formal discontinuance of a degree or program area. Tenure does not guarantee a right to rank, salary, or work assignment.

Extra-Services Contracts

Extra-services contracts are term contracts used to provide compensation for probationary or tenured contract faculty who perform compensable duties not covered by their probationary or tenure contracts.

Conditions of Employment for Faculty

Policies and procedures given in this handbook are explicit conditions of employment. Nevertheless, the status of a faculty member also carries with it certain implicit standards and criteria for conduct that are commonly accepted in the academic community but may not be explicitly stated here.

NSULA's policies and regulations shall operate under the aegis of express authority concepts only, and apparent authority shall not be deemed an acceptable criterion. Consequently, the professional practices for all academic personnel shall include but not be limited to:

1. Teaching all classes in a manner that will promote academic excellence to the fullest extent.
2. Supporting the President, the VPAA, and the academic dean in carrying out their responsibilities.
3. Participating in all official NSULA functions labeled as such by the department head, coordinator, director, dean, vice president, or President (e.g., commencement, registration, and any scheduled meetings) during the regular academic year.
4. Maintaining a minimum of 10 office hours on a weekly basis during the regular academic year as determined by the unit head.
5. Advising and counseling students during required office hours and at other times and settings established by the department head, coordinator, director, or dean.
6. Engaging in scholarly activities, including research, scholarly publications, and presentations, as appropriate to the academic discipline.

7. Participating in departmental development, recruitment of students, and other professional endeavors germane to the mission of the department, University, or community.
8. Maintaining a collegial relationship with peers and colleagues throughout the University.
9. Acknowledging and agreeing to comply with those mandates of the Constitution and laws of the State of Louisiana that regulate the activity and employment of state employees, including but not limited to the Code of Governmental Ethics and Louisiana Revised Statutes 42:1101 et seq. and 42-61 et seq.”

Mandatory participation in certain employment benefit programs is included in the conditions of employment. Information concerning these programs may be obtained from the Business Affairs Office-Human Resources Section.

Prescribed Procedures for Entering or Exiting Employment

All personnel should follow prescribed procedures for entering and exiting employment at NSULA. The department head or director should notify Human Resources and the Office of the VPAA when an employee is departing so that exit interviews may be scheduled and computer access may be disabled. Information concerning these procedures may be obtained from the Business Affairs Office-Human Resources Section. More related information can be found in the *NSULA Fiscal Policy and Procedures Manual* and at businessaffairs.nsula.edu/listing-of-university-personnel-policy-procedures/ and businessaffairs.nsula.edu/table-of-contents/

MISCELLANEOUS POLICIES

Nepotism

Nepotism in governmental employment is regulated by the State of Louisiana Code of Governmental Ethics. Pertinent part are these:

Revised Statute 42:1119 provides that “no member of the immediate family of an agency head shall be employed in his agency.” In general, employees from the same economic unit (department) or from the same immediate family although a separate economic unit, may not be employed in a situation where one member may have direct administrative responsibility for the other. Exceptions are outlined in Revised Statute 42:1119. Additional information can be found in the ULS Board rule IX, Nepotism.

Agency is defined as a department, office, division, committee, or other organization unit of the governmental institution. Agency is the smallest unit or division in which the public servant works.

Immediate Family is defined as the public servant’s children, spouses of children, siblings, spouses of siblings, parents, spouse, and parents of spouse.

Additional Compensation through the University

Occasionally, faculty members are asked to assume responsibility for additional duties relatively unrelated to, or independent of, their normal work. When such assignments are clearly not a part of the faculty member's normal assignment, additional compensation may be permitted. Such additional compensation must be justified on a case-by-case basis and approved prior to the beginning of the assignment. It is the faculty member's responsibility to monitor the allowable compensation and not to exceed the statutory limit explained below.

Total compensation from all NSULA sources between July 1 and June 30 inclusive may not exceed the employee's 12-month equivalent salary times 1.25.

Academic-year employees using this computation should first multiply their regular academic-year salaries by 12/9, to obtain a 12-month equivalent salary, and then multiply this base by 1.25.

These limitations apply to all income covered by any check issued by NSULA for any compensation purpose. Additional compensation through the University is covered in detail in the *NSULA Fiscal Policy and Procedure Manual*.

An employee must be certified by the college dean as working a full load in addition to the activity for which extra compensation is being recommended. The work for extra compensation shall not in any way interfere with the regular duties of the individual, as certified by the college dean.

The individual seeking extra compensation must sign a "contract for extra services" in advance of performance of the work. A copy of a "contract for extra services" is available through the individual's budget unit head. By signing the "contract for extra services," the college dean and the VPAA are certifying or assuring that (a) normal operations are not being jeopardized; (b) quality of work is not affected by personnel substitution; (c) the individual is not abusing the privilege; and (d) a record of leave for the University employee is maintained. A full description of the procedure to be followed is found in the *NSULA Fiscal Policy and Procedures Manual*.

Federal funds may not be used to pay extra compensation unless specifically authorized by the sponsoring agency. The extra compensation must be authorized to be paid at the regular payroll period for the time period in which it is earned.

Extra compensation or extra services contracts will not be allowed if a conflict of interest is involved or if a contract is in any way in violation of law. See the Governmental Code of Ethics, the Louisiana Constitution, and other statutory law.

Educational Opportunities

Fee Exemption for Faculty, Staff, and Dependents.

A faculty or staff member who has been employed full-time at least two years may enroll for undergraduate or graduate instruction at a reduced fee schedule, set annually by the ULS Board.

The spouse and children of full-time faculty and staff members employed for five years may attend NSULA for undergraduate instruction at a reduced fee schedule, set by the ULS Board, plus any

student-assessed fees. Generally, children who qualify for a reduced fee schedule will be limited to those who, for tax purposes, are eligible dependents during the calendar year in which the fee exemption is issued.

The reduced fee schedule for qualified faculty, staff, and dependents shall provide for a minimum charge of \$150 per semester for full-time students and a minimum per-credit-hour charge for part-time students based on a prorated schedule of the full-time minimum charge.

Dependents of deceased faculty and staff shall be eligible for the tuition exemption provided for herein but only if the faculty or staff member was in service to the institution and eligible for the exemption when death occurred.

Dependents of disabled faculty and staff—as determined by the Teachers’ or State Employees’ Retirement Systems—otherwise eligible for the tuition exemption provided for herein will not lose eligibility due to the disability.

Faculty and staff are granted the tuition exemption from self-assessed fees, but dependents shall not be exempted from self-assessed fees.

ULS Board staff shall also be eligible for fee waivers at any System institution in accordance with the provisions of this section.

Fee exemptions for faculty, staff, and/or dependents not eligible according to the provisions stated above may be approved on an individual basis by the System President. Any request for such exemption, accompanied by a justification, shall be submitted by the NSULA President.

Further information may be found at the following sites:
businessaffairs.nsula.edu/x-17-request-for-reduced-tuition/

ulsystem.net/assets/docs/searchable/boards/FB-IV.V.O-1a%20Employee%20and%20Dependent%20Tuition%20and%20Fee%20Policy%207_26_2012.pdf

Gifts and Favors

University employees shall not receive anything of economic value, other than compensation and benefits to which they are duly entitled from the University, for the performance of the duties and responsibilities of their offices or positions. No University employee shall solicit or accept, directly or indirectly, anything of economic value as a gift or gratuity from any person or from any officer, director, agency, or employee of such person, if the University employee knows or reasonably should know that such person:

1. has or is seeking to obtain contractual or other business or financial relationships with the University, or
2. is seeking, for compensation, to influence the passage of legislation by the University.

A University employee shall not solicit or accept, directly or indirectly, anything of economic value as a gift or gratuity from any person or from any officer, director, agent, or employee of such person, if the University employee knows or reasonably should know that such person:

1. conducts operations or activities that are regulated by the University, or
2. has substantial economic interests that may be affected by the performance or nonperformance of the University employee's official duty.

Examples of potential violations include, but are not limited to, accepting gifts or gratuities such as complimentary or free travel, accommodations, meals, tickets to sports or entertainment events, as well as smaller gifts or gratuities.

Outside Employment

The University encourages faculty members to participate in professional business activities that enhance their reputations and reflect favorably upon the University. Faculty members may not engage in any activities, paid or unpaid, that conflict with or delay their services to the University.

The ULS Board has promulgated a policy concerning outside employment of college and university employees as follows. (Board Rules III-S-9) and businessaffairs.nsula.edu/x-7-employment-outside-the-university-setting/

The [Approval for Employment Outside the University Setting](#) form must be submitted prior to the commencement of the outside employment. Outside employment must also be reported on the taxable compensation form which is collected annually by the department head. This form can be found online at businessaffairs.nsula.edu/assets/ppm/Forms/x-7/Outside-Employment-Certification-Forms.pdf.

This policy relates to employment directly undertaken by employees of System institutions with outside employers or to self-employment (including consulting) and does not relate to employment in which arrangements are made officially through the institution by contract with or grants to the institution. The policy outlined below relating to outside employment should be brought to the attention of all employees.

A. Statement of Policy on Outside Employment

1. A member of the faculty or staff may engage in outside activities, paid or unpaid, that do not conflict, delay or in any manner interfere with instructional, scholarly, and/or other services he or she must render in the nature of his college or university employment.
2. A full-time member of the faculty or staff who is presently engaged, or who plans to engage, in such activities outside of his or her broad institutional responsibilities, during any period of full-time employment by the institution, shall report to the head of the department in writing the nature and extent of such activities, and the amount of time the work will require. In all such instances, the department head shall forward the report to the employee's administrative

superior who will make a complete disclosure of these facts to the campus head or his designee. A similar procedure shall be followed by deans in reporting to their vice presidents and by vice presidents in reporting to their president.

3. No full-time member of the faculty or staff shall engage in such outside employment (or continue such employment if already so engaged) without the written approval of the department head and dean. In the event that either the department head or the dean believes that such outside employment involves, or may involve, a matter of public interest or interfere with duties to the institution, the matter shall be referred through the appropriate channels to the President of the University or his designee for approval.
4. It is the responsibility of the employee to make clear to any outside employer that in accepting such employment he does so as an individual independent of his capacity as a member of the staff of the University. This might be accomplished by providing with oral testimony or written reports a statement to the effect that the views expressed are those of the employee and do not necessarily reflect the views of the institution. In no case should the individual concerned use the name of the name of NSULA or his University title officially, or in any way, in support of any position he may take.
5. The institution recognizes the fact that a person qualifies as an expert because of his training and experience. Therefore, biographical data, including a statement of employment by the University, may be included as introductory material to written reports (but not incorporated in the body of the written report) by the outside employer, or orally in the case of expert witness, by way of establishing the writer as a qualified expert.
6. Institutional resources shall not be used for personal gain. No University personnel, laboratories, services or equipment are to be used without administrative authorization in connection with outside employment of University employees.

Prohibited Transactions and Contractual Arrangements

The Code of Governmental Ethics prohibits a University employee's participation in transactions involving the University when the employee or any member of his immediate family has a personal substantial economic interest in such transaction.

No University employee shall bid on or enter into any contract, subcontract, or other transaction that is under the supervision or jurisdiction of the agency of such employee.

Faculty-Authored Textbooks

Faculty who plan to write a textbook, manual, laboratory workbook, or published materials that students must purchase for use in a class at NSULA (hereafter referred to as "the text") must follow these procedures:

1. The text must be approved for use by the departmental/college textbook selection committee of the discipline in which it is to be used. The textbook selection committee will compare

the relative merits of the text to other available texts on the same subject matter currently available on the textbook market.

2. In addition, the text will be sent to two outside reviewers who are knowledgeable in the discipline for their review. Their text review will be sent to the textbook selection committee and be included in their consideration of the text.
3. The textbook selection committee of the discipline will prepare an executive summary of the strengths of the text over that of texts on the same subject. Documentation submitted will list all texts that are being considered in the selection process. The executive summary, supporting documentation, and comments from external reviewers will then be submitted to the department head and college dean for their approval.
4. The dean of the appropriate college will then prepare a formal recommendation and submit it to the University President for approval.
5. Upon approval of the President, the text will be submitted to the ULS Board for its approval.
6. Ownership of the text will be established by the commercial publisher or, if self-published, by the author.

Seeking and Holding Public Office

As employees of the University, faculty and staff members will adhere to the following conditions in exercising their right to seek and to hold public office: (a) notify the President of his or her intention prior to the date of qualification; (b) continue normal workload, including teaching and all other duties and office hours required by the institution; and (c) if unable to meet condition (b) above, take annual leave or leave without pay for the appropriate period of time, in accordance with the leave rules of the ULS Board. Additionally, the employee should be accurate in all statements and make every effort to indicate that he or she is not a spokesperson for the University.

ulssystem.net/assets/docs/searchable/boards/Chpt_3_VII_Seeking_Holding_Public_Office.pdf

Dual Officeholding and Dual Employment

Louisiana Revised Statute 42:63 prohibits against dual office holding and dual employment. It says:

- A. No person holding an elective office, appointive office, or employment in any of the branches of state government or of a political subdivision thereof shall at the same time hold another elective office, appointive office, or employment in the government of a foreign country, in the government of the United States, or in the government of another state. However, a person holding employment in the government of the United States and at the same time holding an appointive office in a political subdivision of the state shall not be in violation of this subsection, unless the particular nature of his employment in combination with the duties and interests of his appointive office in a political subdivision of this state is otherwise prohibited by this Part or is found to be adverse to the public interest as set forth in R.S. 42:61.

- B. Except as otherwise provided by the Louisiana constitution, no person holding office or employment in one branch of the state government shall at the same time hold another office or employment in any other branch of the state government.
- C. No person holding an elective office in the government of this state shall at the same time hold another elective office, a full-time appointive office, or employment in the government of this state or in the government of a political subdivision thereof.
- D. No person holding an elective office in a political subdivision of this state shall at the same time hold another elective office or full-time appointive office in the government of this state or in the government of a political subdivision thereof. No such person shall hold at the same time employment in the government of this state, or in the same political subdivision in which he holds an elective office. In addition no sheriff, assessor, or clerk of court shall hold any office or employment under a parish governing authority or school board, nor shall any member of any parish governing authority or school board hold any office or employment with any sheriff, assessor, or clerk of court.
- E. No person holding a full-time appointive office or full-time employment in the government of this state or of a political subdivision thereof shall at the same time hold another full-time appointive office or full-time employment in the government of the state of Louisiana, in the government of a political subdivision thereof, or in a combination of these.
- F. No person holding an elective office in any branch of state government shall contract, on a full-time basis, to provide health or health-related services for any agency of state government. No person engaged in a contract on a full-time basis, with any agency of state government to provide health or health-related services shall hold an elective office in any branch of state government.

Emergency Administrative Leave Policy

Information about this program may be found in the *Business Affairs Policy and Procedures Manual*.

CHAPTER 5

ACADEMIC FACULTY

Academic Freedom and Responsibility

Realizing that academic freedom carries with it certain privileges as well as certain responsibilities, NSULA has adopted the statement approved by the American Association of State Colleges and Universities (aascu.org). This statement is the official position of NSULA and, as such, supersedes previous statements and endorsements on these subjects.

The purpose of this statement is to promote public understanding and support of academic freedom and responsibility, and to ensure agreement upon procedures designed to protect these freedoms and responsibilities in colleges and universities. Institutions of higher education work for the common good, not to further the interest of either an individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free expression.

Institutions of higher education are committed to the examination of problems and controversies by the method of rational discussion. Acts of physical force or disruptive acts that interfere with university activities, freedom of movement on the campus, or freedom of students to pursue their studies are the antithesis of academic freedom and responsibility as are those acts that effectively deny freedom of speech, freedom to be heard, and freedom to pursue research of their own choosing to members of the academic community or to invited visitors.

Academic freedom is the right of scholars in institutions of higher education freely to study, discuss, investigate, teach, and publish.

Academic freedom applies to both teaching and research. Freedom in research is fundamental to the advancement of knowledge. Freedom in teaching is fundamental to the protection of the rights of the teacher in teaching and of the student in learning. It carries with it duties commensurate with these rights.

Academic Freedom

As described in the standards of the American Association of University Professors, faculty members are entitled to full freedom in the conduct of their research and publication, so long as neither interferes with the performance of other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution and governed by the University's and ULS Intellectual Property Policy.

Faculty are entitled to freedom in the classroom in discussing subjects, but should also present the various scholarly views related to the subject of the moment and avoid presenting totally unrelated material.

The library for NSULA selects materials for the interests and information of the students and faculty of the University. No materials are excluded because of subject content related to race, nationality,

social views, sexual orientation, religion, or political views. Materials covering many points of view on various issues are represented in the collection. Attempts to censor library materials or displays are abridgments of freedom of speech and a denial of academic freedom.

Academic Responsibility

The concept of freedom should be accompanied by an equally demanding concept of responsibility. College or university faculty members are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As persons of learning and educational officers, they should remember that the public may judge the profession and the institution by their utterances. Hence they should at all times show respect for the opinions of others, and should make every effort to indicate that they are not spokespersons for the institution.

Professional Ethics (adopted from the Council of the American Association of University Professors)

- A. “No set of rules or professional code can either guarantee or take the place of a scholar’s personal integrity. The American Association of University Professors has defined what is meant by professional behavior. Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment to using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.”
- B. “As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to assure that their evaluations of students reflect each student’s true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.”
- C. “As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas professors show due respect for the opinions of others. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.”

- D. “As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.”
- E. “As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the lights of their responsibilities to their subject, to their students, to their profession and to their institution. When they speak or act as private persons they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.”

La. R.S. 17:3304 defines college and university faculty as members of the instructional staff of each college and university having the rank of instructor or higher and persons engaged in library, artistic, research, and investigative positions of equal dignity. The head of each college or university and its academic officers shall be members of the faculty.

Administrative Faculty

Administrative faculty shall be defined to include administrative employees who hold academic rank.

Ranked Academic Faculty

The four academic ranks approved by the University are instructor, assistant professor, associate professor, and professor. Rank is conferred with the approval of the faculty in an academic discipline. All employees who hold academic rank shall teach a minimum of three hours per year.

Instructor. A person holding the rank of instructor must possess the master’s degree or generally comparable professional certification in his or her field of specialization. Appointment to the rank of instructor is renewable on an annual basis.

Assistant Professor. To be considered for promotion to the rank of assistant professor, a person must have: (1) demonstrated ability and professional promise in teaching, creative activity, scholarship, and service; and (2) attained the minimum academic qualification of the master’s degree in the field plus approved graduate work or equivalent professional experience as determined by the appropriate department and college.

Associate Professor. To be eligible for promotion to the rank of associate professor, a person must possess an earned terminal degree appropriate to the individual’s academic assignment and have completed at least five years of full-time teaching or academic support experience at the level of assistant professor, and must have given continued evidence of competency and promise

in teaching, scholarship, research or creative activity, and service. Application can be made during the sixth year or thereafter at the faculty member's discretion.

Professor. To be eligible for promotion to the rank of professor, a person must hold an earned terminal degree and have completed at least five years of full-time teaching or academic support service at the level of associate professor; must have made significant contributions to the achievement of the goals and purposes of the University; and must have an established record of distinguished teaching, scholarship and research/creative activity, and service. Application can be made during the sixth year as associate professor or thereafter, at the faculty member's discretion.

Endowed Professor: Endowed professorships are awarded to full-time faculty:

- whose accomplishments have a significant impact on the development of the University
- who show greatest potential as contributors to the further development of the University and its programs.

The following criteria have been established to select recipients for each endowed professorship.

- The VPAA shall appoint an approving agent (dean, director, department head) for each endowed professorship.
- The approving agent will appoint a selection committee consisting of faculty members within the academic unit to establish guidelines for the selection process consistent with the intent and guidelines of the endowed professorship. The award will be made annually.
- The recipient may be any full-time faculty member eligible to receive benefits from the endowed professorship other than an approving agent as identified above.
- The selection committee appointed by the approving agent will solicit nominations from the appropriate academic unit or from the University as a whole. Self-nominations will be accepted. The committee will consider applicants and recommend a recipient to the approving agent. The approving agent will notify the recipient and make the final recommendation to the VPAA. The VPAA will notify the recipient officially of the award.
- The award may be used for equipment, travel, or any combination thereof, but is not necessarily limited to those categories. Once the award has been made, the approving agent and the recipient will prepare a written agreement that details the specific expectations and performance objectives for the funded period.
- Disbursement of funds will be made in accordance with the approved budget submitted to the Office of Business Affairs and authorized by the approving agent and VPAA.
- A formal written report will be prepared annually by the recipient and submitted to the selection committee and approving agent. This report constitutes the reporting requirement by the BOR for the endowed professorship.

- The selection committee will annually review the performance of the endowed professor to ascertain whether the specific expectations and performance objectives have been met.
- Results of the committee’s review will be forwarded to the approving agent along with a recommendation for either continuance or discontinuance of the endowed professorship.
- A meeting between the approving agent and the endowed professor will be held to discuss the committee’s recommendation. Action by the approving agent may include:
 - A. affirming the continuation of the endowed professor,
 - B. affirming the continuation of the endowed professor with modifications to the performance objectives, or
 - C. declaring and making known to the selection committee that the endowed professorship is vacant.

Special Status Faculty

The seven academic titles approved by the University are lecturer, adjunct faculty, visiting faculty, faculty/research associate, faculty-in-residence, professor emeritus, and affiliate faculty. It should be stressed that a title is an honor with no attached tenure rights.

Lecturer: The title of “lecturer” may be given to a person who teaches a limited number of courses in a specific area of expertise. Lecturers are term-contract employees.

Adjunct Faculty: The title of “adjunct” may be given to a person who possesses the credentials and/or experience to hold rank, but whose primary employment relationship is outside the University. All adjuncts are term-contract employees.

Visiting Faculty: The title of “visiting professor” may be given to a person who has a temporary or permanent association at another institution of higher education and is associated with the University while on leave from such other institution or who is otherwise hired to fill a faculty position on a temporary basis. Visiting professors are term-contract employees.

Faculty/Research Associate: The title of “faculty/research associate” may be given to a person appointed to a position supported by external grant funds. Associates are term-contract employees.

Faculty-in-Residence: The title of “faculty-in-residence” may be given to an individual who is associated with the University by term contract to perform specific limited duties within an area of special expertise or training under conditions established by the University and upon the recommendations of the appropriate dean and department head or coordinator.

Emeritus Titles: The awarding of an emeritus or emerita title is an administrative responsibility, with the exception of president emeritus (University or System). The President may approve such titles based upon established university criteria and procedures. Emeritus titles should be reserved to honor, in retirement, faculty and administrators who have made distinguished professional contributions and have served significant portions of their careers at the institution:

e.g., emeritus professor of chemistry, emerita dean of education, emeritus president. The System President may recommend to the ULS Board the title of president emeritus or emerita, as appropriate.

To be eligible for consideration for academic emeritus status, the individual is expected to have achieved the rank of professor. In exceptional cases, an associate professor with an outstanding record of achievement and contribution to the University may be recommended for the status.

The following are the minimum criteria for the granting of emeritus status. However, meeting the minimum criteria should not be considered adequate justification for recommending emeritus status.

- A unanimous vote of the Unit recommending the emeritus status (departmental faculty, department heads, etc.)
- A minimum of ten consecutive years of full-time employment with the University immediately prior to retirement at the institution;
- Clear evidence of outstanding teaching, scholarly activity, and/or administrative services;
- Recognized record of meritorious professional achievement, growth, and development; and
- Clear evidence of University service beyond the normal or ordinary expectations.

Affiliate: The special status of “affiliate faculty” may be awarded by the President upon recommendation of the VPAA and the appropriate college dean to those persons whose employment is with a person or organization that is associated with the University. Affiliate status is awarded as a courtesy with no remuneration. Other than association with the University, affiliate faculty are not entitled to any of the rights and privileges of regular faculty.

Affiliate faculty shall not be employees or agents of the University and may not present themselves as such. The University assumes no liability on their behalf in connection with any of their actions. Such status shall persist only so long as the affiliation exists.

Graduate Faculty

Faculty members who teach and advise graduate students are limited to those who have current approval of the Graduate Council and administrative officers responsible for graduate programs. The approval is based upon periodic review of the qualifications and performance of the faculty member in accordance with established criteria for graduate faculty membership. For information about graduate faculty status, please see the Graduate School Web site (graduateschool.nsula.edu).

CHAPTER 6**EVALUATION AND RETENTION, TENURE, AND PROMOTION OF FACULTY**

The ULS Board requires that each university under ULS jurisdiction must evaluate all of its faculty members annually. In addition to providing assistance to faculty members in performing professional duties, this evaluation process forms the basis for decisions concerning merit salary increases, retention, tenure, and promotion.

Formulation of Departmental Committees for Retention, Tenure, and Promotion

Five tenured faculty members from a department will constitute the department's committee to evaluate applications for retention, tenure, and promotion. Each must hold a rank equivalent to or higher than the rank sought by the applicant. Whenever possible, the same committee should be used for all three functions. The department head, coordinator, or dean is categorically forbidden from serving on the promotion and tenure committee.

In cases where five members from the discipline do not exist in a department or school, then an ad hoc committee must be formed. The ad hoc committee will consist of five members; the faculty member submits a list of possible members to the director or department head of which two members are selected; the director or department head submits a list of possible members to the faculty member and dean. The dean, director, or department head, and faculty member work together to select a committee of five members. In cases where agreement cannot be reached, the Provost/VPAA may be asked to create the committee based upon the lists submitted. If not enough faculty members are eligible to serve, then faculty from another university may be asked to assist. Ad hoc committees must be constructed so that faculty members receive an objective evaluation; hence, faculty in fields similar to those of the applicant should be selected. Close friends and family members of the applicant may not serve on either ad hoc or departmental committees. The department head, coordinator, or dean is categorically forbidden from serving on the promotion and tenure committee.

Committees should be identified by the end of September of each year. In all cases, the chair of the committee will vote. Each committee will elect its chair from the members.

University Retention, Tenure, and Promotion Appeals Committee

The University Tenure and Promotion Appeals Committee is composed of seven faculty members holding the rank of professor; they are selected by Faculty Senate (this committee shall not be derived from the University Grievance Committee). The committee evaluates the processes related to retention, tenure, and promotion reviews. This committee hears appeals regarding process, and it is convened only if a faculty member wishes to submit an appeal regarding the process of retention, tenure, and promotion review. To submit an appeal, the candidate writes a short summary of the issues at hand, the department head or director writes a response, and then this material is forwarded to the committee via the Provost's office. If the committee finds that the process is flawed, the departmental retention, tenure, and promotion committee will reconvene and examine the applicant's material again with the assurance that process will be followed. In cases in which process was not violated and an applicant feels that he or she has been discriminated against due to equal opportunity issues, then the applicant may file a grievance.

I. Evaluation for Merit, Retention, Tenure, and Promotion

The detailed criteria for the various academic units may vary slightly. All units must have published (either in print or on a Web site) guidelines for review of faculty; in some cases, these guidelines may differ from those in this *Handbook*. All departments must address the basic elements of teaching, research, and service; however, these criteria may be weighted differently among departments. The University criteria are clear: excellence in carrying out the responsibilities of the position and significant promise for continued achievement. The responsibilities of a faculty member include, but are not limited to, teaching, advising students, scholarly achievement, public service, and contributing to the department and the University. Regardless of how the relevant factors are weighed in a particular case, no faculty member will be granted tenure or promotion who does not meet the requirements for overall excellence based on performance of those responsibilities. Concerning merit evaluation, the department head or director of the department or dean has the responsibility of weighing the different roles of each faculty member and evaluating strengths and weaknesses, taking into account the mission and needs of the department and University.

A. Methods of Evaluation

The following items are to be included in evaluating each faculty member for merit, tenure, or promotion.

1. Student Evaluations of Teaching

The current NSULA Student Assessment of Instruction is administered in every class in both fall and spring; the assessment will be posted electronically after approximately 75 percent of the class meetings have been completed. This questionnaire gives students an opportunity to express anonymously views of the course and the effectiveness of instruction.

2. Classroom Teaching Assessment by Supervisor

Department heads, coordinators, deans, or others designated by the department/ coordinator/dean makes at least one visit per year to evaluate the teaching efficacy of individual instructors and completes a classroom appraisal form; both online and face-to-face courses are evaluated similarly and will be visited in person or virtually each year. In addition, the department head, coordinator, or dean ascertains the currency of course material, the mastery of the subject, the fitness of instructional objectives, and the appropriateness of class standards, using such evidence as classroom visits, grade distributions, course syllabi, examinations, assignments, and reading lists.

3. Student Appraisals of Academic Advising

If students complete evaluations of academic advising, these may also be used in the evaluation process.

4. Self-reported Activities

The faculty activity report is filed annually and provides an accounting of research, teaching, and service.

B. Criteria for Evaluation

1. Teaching Effectiveness

Teaching effectiveness is the most important measure of a faculty member's performance at NSULA.

All faculty are expected to be:

- academically demanding in classes;
- fully prepared, well-organized, informative, and intellectually stimulating in teaching;
- open to trying new teaching techniques;
- conscientious and prompt in evaluations of assigned student work during the term;
- prompt in reporting of grades for students at the end of the term;
- willing, outside of class, to discuss the special academic interests and problems that students present; and
- accessible, helpful, and responsible academic advisors.

2. Scholarly and Professional Activities

NSULA is committed to its role as a teaching institution and to the development of a faculty composed of teacher-scholars. Faculty members must remain students of their disciplines throughout their careers and actively engaged in some form of scholarship. Research and scholarship are at the heart of the teaching profession. Teacher-scholars keep abreast of currents and trends in their fields, maintain intellectual vigor, and retain excitement for their disciplines.

Research and other creative activities are absolutely indispensable for graduate education. For graduate students to understand, evaluate, and consequently to apply the results of research, they must be thoroughly familiar with research methods and procedures, a familiarity gained through active involvement in research problems.

Considerable emphasis is placed at NSULA on scholarly and professional activities. These include, but are not limited to, the following types of activities:

- publication of books;
- publication of articles in refereed journals;
- invited articles in journals or anthologies;
- book reviews;
- publication of creative works such as novels, short stories, poetry, dramatic works, or musical compositions;
- professional performances in music and drama and exhibition of works of art such as paintings and sculpture in juried shows or selective galleries;

- development of new areas or levels of academic competence;
- refereed or invited presentations at professional meetings;
- participation in professional seminars or symposia;
- attendance at professional meetings and official duties in professional organizations;
- professional development through workshops and short courses;
- pursuit, receipt, and fulfillment of grants, scholarships, and fellowships;
- service as a referee on grants, books, and articles; and
- campus lectures, performances, or art exhibitions.

3. University and Public Service

The success of governance, maintenance of academic standards, and the day-to-day workings of the University depend on faculty participation. An important part of the mission of the University is public service through training and educational programs, cultural activities, technical assistance, consulting, clinical services, and applied research. University and public service activities may include, but are not limited to, the following:

- service on departmental, college and University committees, and all other activities that contribute to the operation of NSULA academic programs;
- involvement in activities that promote and enrich the life of the NSULA community;
- recruitment of prospective students;
- helping to organize local, regional, and national conferences and symposia;
- service to professional organizations as an officer or committee member;
- service on local, state, and national governmental boards; and
- service to the general public through activities related to the faculty member's field of professional expertise or the University's mission.

C. Application Material for Retention, Tenure, and Promotion Evaluation

From the beginning of their employment at NSULA, all faculty members should assemble a well-organized record of their professional activities. The material should focus on the evaluation criteria specified in this chapter and those specific to their departments.

An application should contain the following, in the order given:

- A copy of the checklist of items, signed by the applicant and department head attesting to the completeness of the application (appears at the end of this chapter).
- A completed copy of the retention, tenure, and promotion form that appears at the end of this chapter.

- Letters from external evaluators written in support of the applicant’s candidacy may be enclosed when appropriate. Applicants holding joint academic appointments must submit letters of support from all appropriate departmental or divisional heads, coordinators, or supervisors, even though applicants submit their credentials to the department or division that retains primary supervisory authority.
- Signed copies of any letters initiated by the applicant in support of promotion (such letters may be contrary to the recommendations made by either the department or division promotion committee, by the head of the department, or by the approving dean).
- A concise narrative by the applicant that summarizes accomplishments.
- A complete and current copy of the applicant’s curriculum vitae.
- Copies of the following documents, which will chronicle the applicant’s employment at NSULA or since his or her last promotion:
 - All annual activity reports;
 - All student evaluations for every course taught;
 - Annual evaluations by department head, coordinator, or dean.
- Any other materials that give clear evidence of the quality and efficacy of the applicant’s teaching.
- Copies of books, articles, reports, and reviews; syllabi of courses; grant proposals; and documented papers delivered at professional meetings consistent with the applicant’s research and scholarship. An applicant in the creative and performing arts should include, for example, programs, reviews, videos, exhibition catalogs, fliers, and other materials that provide evidence of accomplishments. Although a manuscript submitted for publication counts as research, it DOES NOT constitute a publication unless the manuscript has been accepted for publication and proof of acceptance is submitted.
- Letters of commendation, newspaper articles, evidence of recruiting activities, departmental or divisional and University committee work, sponsorship of student organizations, and other materials documenting the applicant’s professional service activities.
- Any other material directly relevant to the application.

D. Evaluation Procedure

At the beginning of the academic year, all faculty members will develop their goals and objectives for the coming year. The faculty member will confer with the department head, coordinator, or dean to finalize his or her goals and objectives.

Each semester, the department head, coordinator, or dean is responsible for placing evaluation documentation in the evaluation file for each faculty member. Tenure-track faculty members in turn are responsible for creating and maintaining a notebook/binder containing documentation supporting the fulfillment of each of the criteria for evaluation. Among the

items to appear in the notebook/binder are: a current curriculum vitae; faculty activity reports; classroom visitation evaluations; course syllabi; student appraisals of teaching; evaluations by advisees; grade distributions; evidence of scholarly productivity: publications, professional presentations, and professional service; and a list of services to the department, University, and community. Tenured faculty members do not need to submit binders; rather, they will be evaluated by using the faculty activity report.

The departmental retention, tenure, and promotion committee as described below will deliberate the merits of all cases for review and submit a letter that spells out the reasoning and judgment on the merits of the individual case to the appropriate coordinator, department head, director, or dean. The committee will also write a letter to the candidate that spells out its decision and its reasoning.

By the Friday of On-Call week of the spring semester, each faculty member completes a faculty activity report, detailing professional activities during the previous calendar year. The department head, coordinator, or dean reviews the activity report, other evaluation documents assembled during the year, and performance objectives developed at the beginning of the current academic year and the previous academic year (because the calendar year overlaps two academic years). Based on this review of documentation, the supervisor prepares a written evaluation of the quality of performance during the preceding calendar year (two semesters) of each faculty member. The evaluation report is the foundation for determinations concerning merit for the past calendar year, as well as for recommendations concerning retention, tenure, and promotion.

II. Merit Evaluations

Upon completion of the faculty evaluations in March, the department heads or coordinators recommend merit classifications (no merit, merit, high merit, or highest merit) to the college deans for review. Faculty receive these evaluations and have the opportunity to discuss them with their supervisors. A signed copy is placed in the faculty member's file in the department. The college deans review the evaluations and forward their recommendations to the VPAA.

The college deans and the VPAA shall confer to ensure that standards for merit applied by departments with comparable roles and missions are uniform. Final merit recommendations, as approved by the VPAA, are then forwarded to the President for approval and action. If the ULS Board permits faculty salary adjustments and sufficient funds are available, faculty salary raises shall be awarded based, at least in part, on the merit category approved by the President.

Faculty will be evaluated before April 15.

III. Termed Faculty

Faculty who are appointed as full-time visiting faculty or instructors are appointed for a specific amount of time; they have yearly appointments, in general. No guarantee of future employment is implied as these appointments are explicitly limited. Faculty in this category shall be evaluated by the department head or director as would tenure-track faculty. These faculty members,

however, are not required to submit binders unless their department head requires this and may be evaluated using the faculty activity report and other appropriate items.

IV. Retention Evaluation for Tenure-Track Faculty

The Retention Committee in each department or college shall review the evaluation criteria for every tenure-track member annually for the purpose of recommending continued employment or dismissal. The retention committee shall recommend to the department head, coordinator, or dean either continued employment of the faculty member or termination. Termination is subject to review within the University (see Non-renewal and Termination, below) and must conform to schedules of notification, as published; continuation cannot exceed the maximum probationary period. No reason is to be given for a negative vote for retention. Regardless of the decision, applicants will be notified at all stages of review of the progress of his or her application.

The recommendation of the Retention Committee and that of the department head/coordinator are forwarded to the college dean. The college dean's recommendation, together with those of the departmental retention committee and the department head/coordinator, is then forwarded to the VPAA. At all levels of the evaluation process, applicants shall be kept apprised in writing of decisions.

A. Schedule for the Retention Process

For non-tenured faculty in the first year of employment:

- 1. Friday of On-Call Week of Spring Semester:** Submission of notebook/binder to department retention committee.
- 2. By February 10:** Departmental retention committee reviews material and makes recommendations to department head. Should the committee decision be discontinuation of employment, the committee chair notifies the department head or director; the department head notifies the dean, and the dean notifies the Provost in a timely manner. Notification of discontinuation must be made by March 1 for faculty in their first year of employment.
- 3. By February 20:** Department head submits evaluation recommendations to the college dean.
- 4. By February 28:** College dean submits evaluation recommendations to VPAA.
- 5. By May 1:** The VPAA presents recommendations to the President of the University.

For non-tenured faculty in the second year of employment:

- 1. November 1:** Submission of evaluation file to department retention committee.

2. **By December 1:** Departmental retention committee reviews evaluation file and makes recommendations to department head; department head and dean consider material as well during this time period.

Should the committee decision be discontinuation of employment, the committee chair notifies the department chair or coordinator immediately, and he or she notifies the dean. The dean notifies the Provost in a timely fashion, as notice of discontinuation must be made by December 15 for faculty in the second year of employment.

3. **By December 1:** Department head and college dean make their recommendation to the VPAA.
4. **December 15:** Second-year faculty informed of retention decision.

For non-tenured faculty beyond the second year of employment:

1. **Friday of On-Call Week of Spring Semester:** Submission of notebook/binder to department retention committee.
2. **By February 10:** Department retention committee reviews the material and makes recommendations to the department head. Should the committee decision be discontinuation of employment, the committee chair notifies the department head or director immediately; the department head notifies the dean; and the dean notifies the VPAA in a timely fashion. NSULA elects to notify by March 1 faculty beyond their second year of employment.
3. **By February 20:** Department head submits evaluation recommendations to the college dean.
4. **By February 28:** College dean submits evaluation recommendations to VPAA.
5. **By May 1:** The VPAA presents recommendations to the President of the University.

V. Tenure Evaluation

A. Process for Tenure Evaluation

Non-tenured faculty members begin the tenure application process at the end of the probationary period, which is generally six academic years. Faculty members hired at the start of a spring semester may apply for tenure at the end of the fifth complete academic year (i.e., during their sixth spring semester).

Faculty members initially employed at the rank of associate professor serve a probationary period of at least one year, but no more than four years. Faculty members initially employed

at the rank of professor may be granted tenure upon appointment or may be required to serve a probationary period not to exceed four years.

The departmental tenure and promotion committee may, in extraordinary cases, make a recommendation for tenure before the probationary period is complete. In such cases, the recommendation must be accompanied by an account of compelling reasons for this action.

Tenure applications must contain detailed documentation supporting the fulfillment of all applicable evaluation criteria. The departmental or college tenure committee has access to the cumulative evaluation files for the applicants. After reviewing all applications and supporting material, the committee forwards its recommendations to the department head, coordinator, or dean. A recommendation against awarding tenure at the end of the probationary period is equivalent to recommending termination of the faculty member.

The department head or coordinator reviews the committee's reports and makes recommendations to the college dean.

The college dean reviews the recommendations and makes his or her recommendation to the VPAA. The President makes the final decision for the University, and his or her recommendation is submitted to the ULS Board President.

No reason is to be given for a negative vote for tenure. Regardless of decision, applicants will be notified at all stages of review of progress of application.

Final authority for granting or denying tenure shall rest with the ULS Board. Under no circumstances shall tenure status be achieved without specific action of the ULS Board.

Upon request of the affected faculty member, the University Retention, Tenure and Promotion Committee shall review negative tenure recommendations, where process may have been violated, and forward its recommendation to the VPAA and the President.

B. Schedule for Tenure Evaluation

- 1. Friday of On-Call Week of Spring Semester:** Submission of notebook/binder to departmental committee.
- 2. By February 10:** The departmental committee reviews the material and makes recommendations to the department head. Should the committee decision be negative, the committee chair notifies the department head or director immediately; the department head or director notifies the dean; and the dean notifies the Provost in a timely fashion, as NSULA elects to notify faculty beyond their second year of employment by March 1 if a negative decision has been made.
- 3. By February 20:** The department head submits evaluation recommendations to the college dean.

4. **By February 28:** The college dean submits evaluation recommendations to the VPAA
5. **By May 1:** The VPAA presents recommendations to the President of the University. In all cases, the ultimate decision for tenure rests with the ULS Board. The decision on tenure is communicated in writing to the faculty member as soon as possible after the meeting of the ULS Board.

VI. Promotion Evaluation

A. Process for Promotion

Promotion applications should be submitted by Friday of On-Call Week of the spring semester. After reviewing the applications and supporting material, the departmental promotion committee makes its recommendations for or against promotion to the department head, coordinator, or college dean (in colleges without departments). Applications recommended for promotion and that receive the department head/coordinator's concurrence are forwarded to the college dean. Applications recommended for promotion that receive the college dean's concurrence are then forwarded to the VPAA. Upon receipt of all applications recommended for promotion from throughout the University, the VPAA reviews the applications and forwards approved recommendations to the President for approval.

The entire body of the applicant's professional life will be considered when promotion is at issue, although continued achievement must be demonstrated from the time of the last promotion. Promotion considerations will focus on the activities of faculty members while employed by NSULA, but past performance at other institutions will be considered when deemed relevant by the promotion committee. Time at rank at other universities or colleges may be counted toward the required years of experience listed below.

At all levels of the promotion review process, applicants shall be kept apprised in writing of decisions by the administrator responsible for making those decisions. Additionally, if a faculty member's application for promotion is denied, feedback may be given to assist his or her preparation for next year's application for promotion.

B. Description of Academic Ranks

Instructor. A person holding the rank of instructor must possess the master's degree or generally comparable professional certification in his or her field of specialization. Appointment to the rank of instructor is renewable on an annual basis.

Assistant Professor. To be considered for promotion to the rank of assistant professor, a person must have: (1) demonstrated ability and professional promise in teaching, creative activity, scholarship, and service; and (2) attained the minimum academic qualification of the master's degree in the field plus approved graduate work or equivalent professional experience as determined by the appropriate department and college.

Associate Professor. To be eligible for promotion to the rank of associate professor, a person

must possess an earned terminal degree appropriate to the individual's academic assignment and have completed at least five years of full-time teaching or academic support experience at the level of assistant professor, and must have given continued evidence of competency and promise in teaching, scholarship, research or creative activity, and service. Application can be made during the sixth year or thereafter at the faculty member's discretion.

Professor. To be eligible for promotion to the rank of professor, a person must hold an earned terminal degree and have completed at least five years of full-time teaching or academic support service at the level of associate professor; must have made significant contributions to the achievement of the goals and purposes of the University; and must have an established record of distinguished teaching, scholarship and research/creative activity, and service. Application can be made during the sixth year as associate professor or thereafter, at the faculty member's discretion.

C. Schedule for the Promotion Process

1. **Friday of On-Call Week of Spring Semester:** Submission of notebook/binder to department promotion committee.
2. **By February 10:** Department promotion committee completes review of material and makes recommendations to department head.
3. **By February 20:** Department head submits evaluation recommendations to the college dean.
4. **By February 28:** College dean submits recommendations to VPAA.
5. **By May 1:** The VPAA presents recommendations to the President of the University.

D. Rank Distribution

Special care shall be exercised in assigning faculty ranks to new appointees and in making promotions in rank from year to year. The following table provides guidelines on assignments of rank within each institution, as recommended by the ULS Board:

1. **Academic Rank of Professor:** typical range 20-30%, maximum 35%
2. **Academic Rank of Associate Professor:** typical range 25-35%, maximum 35%

VII. Evaluation of Faculty serving as Administrators

Promotion and tenure decisions for unit heads, department heads, and coordinators are determined by the policies described above. Performance of administrative duties is evaluated by the faculty, the college dean, the VPAA, and the President. Faculty and staff members complete an annual evaluation of the immediate supervisor, which provides an opportunity to express anonymous views of the management and leadership skills of the department head or coordinator.

VIII. Nonrenewal and Termination

Non-tenured faculty with the rank of instructor or above (on continuing appointment) have no assurance of reappointment, promotion, or tenure. Except in those cases when an appointment is either temporary or for a fixed term, notice that a probationary appointment is not to be renewed is given to the faculty member in advance of the expiration of the appointment as follows:

1. **No later than March 1** of the first academic year of service if the appointment expires at the end of that year or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.
2. **No later than December 15** of the second academic year of service if the appointment expires at the end of that academic year, or at least six months in advance of its termination.
3. **At least 12 months** before the expiration of an appointment after two or more years of uninterrupted service at the institution.
4. **Instructors on fixed-term appointments** (specifying beginning and ending dates), lecturers, and other special appointees are employed on term contracts and are not covered by 1, 2, and 3 above.
5. **Non-tenured faculty** may be terminated before the end of their term of appointment for cause, subject to the same procedures and policies regarding termination for cause that apply to tenured faculty, as specified below.

IX. Post-Tenure Review and Evaluation

Achievements of the faculty, students, administration, and various entities that serve a number of extended constituencies demonstrate NSULA's commitment to quality. It is imperative that all parties be encouraged to maintain and even extend this exceptional level of performance.

With regard to faculty, a post-tenure review process has been mandated by the ULS Board (Policy Number FS-III.X.D-1, Review of Faculty Ranks). The post-tenure review process will enable the institution to meet the following objectives:

- Maintain a viable, active, intellectually productive faculty;
- Be accountable for those characteristics to state agencies;
- Ensure a stable, intellectually challenging environment;
- Assure academic freedom;
- Assure fairness of administration of review processes; and
- Provide assistance to remediate identified deficiencies.

The definition of satisfactory performance and of unsatisfactory performance rests with the reviewing entity within the faculty member's academic unit (department, school, college, or other). It is imperative that the post-tenure review process be defined by serious commitments to academic freedom and to open communication between faculty and administration and that the process of remediation as well as, if necessary, the dismissal of faculty be undertaken only in cases where no alternative option is left available.

A. Process for Post-Tenure Evaluation

NSULA's process for post-tenure review will use the annual faculty evaluations and academic unit processes related to merit, promotion, and tenure that are currently in place for tenured faculty. Following the ULS Board's *Policy and Procedures Memorandum, Review of Faculty Ranks*, the following policies will be implemented:

1. Tenured faculty member submits annual faculty activity report to department head no later than the Friday of On-Call week of the spring semester. All faculty members will be evaluated at least annually by the appropriate supervisor (department head, coordinator, or dean) with a review by the dean. The evaluation will be based on the faculty member's job responsibilities.
 - a. The annual evaluation of faculty members will include a category defining unsatisfactory performance. The committee or person who establishes merit criteria will also establish unsatisfactory performance criteria.
 - b. If a tenured faculty member receives two consecutive unsatisfactory reviews or three unsatisfactory reviews in a five-year period, mandatory remedial actions will be activated.

B. Remediation Plan

1. The supervisor and faculty member, with input from the dean, will develop a plan for remediation. If agreement is not reached under these conditions, then a committee composed of the tenured faculty in the unit (or the established tenure committee for that unit) will develop an alternate plan of remediation. This peer review committee will be composed of tenured faculty in the unit and chosen by a panel of the tenured faculty with primary appointment in the same academic unit and at the same or higher rank as the faculty member in question, but not including the supervisor, dean, or the faculty member. When the peer review committee is established, notification will be sent by the supervisor and dean to the VPAA. The peer review committee will be composed of three tenured faculty members who meet the above criteria. If a committee of three cannot be established, tenured faculty member(s) will be invited from outside the unit.
2. If neither plan is agreed upon by the faculty member, the supervisor, and the dean, the matter will be referred to the VPAA. He or she will determine the final provisions of the plan based upon the recommendations of the supervisor and dean and a peer review committee. Before granting approval, the VPAA must afford the faculty member the right to challenge a nominee for cause, the final decision resting with the VPAA.
3. After the remediation plan is in effect, the supervisor will conduct an annual evaluation of performance by utilizing the remediation plan as a basis for the evaluation. The faculty member may receive merit consideration during remediation.
4. If the faculty member does not show significant improvement in performance after a minimum of two years of remediation, then a recommendation for dismissal will be made

by the direct supervisor.

The peer review committee of tenured faculty, acting independently of the direct supervisor and dean, will review the supervisor's evaluation and recommendation; offer to hold a conference within two weeks with the faculty member; gather additional information at its discretion; and write an evaluation of the faculty member's job performance, including specific suggestions and advice for any needed improvement.

The report of this committee will become part of the faculty member's file. If the report of the peer review committee does not support the supervisor's finding of unsatisfactory job performance, then the supervisor is free either to withdraw the finding or to submit it for review and recommendation to the dean for recommendation to the VPAA.

5. If the determination is made that performance during the remediation period remains unsatisfactory, a termination letter will be issued by the VPAA after consulting with the University President. This letter grants employment for the next academic year, with termination at the end of that year.

C. Timeline for Review and Remediation

1. Faculty evaluation is conducted annually during the spring semester, as required by the *Faculty Handbook*.
2. Faculty member is notified of unsatisfactory rating by supervisor using the timeline identified in the faculty evaluation process.
3. Faculty member submits remediation plan to supervisor by the end of the second week in April.
4. If agreement is not reached, the peer review committee is convened and submits a plan by the end of April.
5. The faculty member may appeal this plan to the VPAA by May 15. A remediation plan is developed by the end of June.
6. The remediation period begins in August of the evaluation year.
7. A review of remediation progress is made in the spring semester, and remediation is continued for the next academic year.
8. If acceptable progress in correcting identified deficiencies is not made by March 1 of the second year of remediation and termination is required, a termination letter is issued by March 15, unless a third remediation year has been approved by the peer review committee.

X. Other Termination Policies

Tenured faculty may be terminated for cause. Cause for discharge, termination of contract, or demotion in rank shall consist of conduct seriously prejudicial to the college or university system, such as infraction of law or commonly accepted standards of morality, failure to follow proper orders, violation of institutional or ULS Board rules and regulations, neglect of duty, incompetence, or other conditions that impair discharge of duties and the efficiency of the institution. The foregoing enumeration of cause shall not be deemed exclusive. However, action to discharge, terminate, or demote shall not be arbitrary or capricious, nor shall it infringe upon academic freedom.

The President will appoint a committee of faculty members to hear charges against the faculty member being considered for termination for cause. The President or the President's designee will provide a written statement of charges, framed with reasonable particularity, to the faculty member and the committee. The committee will provide an opportunity to the faculty member to respond to the charges, in writing or orally. The committee will forward its findings and recommendation to the President who will make the final determination. Further appeals by the faculty member will be in accordance with the grievance procedures described in the *Faculty Handbook*.

The member of the faculty who has exhausted due process procedures at the University level may petition the ULS Board for a review within 30 days when the institution is in session. No official action will be taken by the institution until the ULS Board makes a final determination.

Termination may also result from a declaration of financial exigency.

XI. Appeal

A faculty member has the right to appeal adverse decisions involving merit evaluation, retention, tenure, promotion, post-tenure review, and termination. The appeal must be submitted in writing and within 15 days of notification of the adverse decision to the VPAA.

The VPAA will convene the University Retention, Tenure, and Promotion Appeals Committee. The Committee will review the appeal and make a recommendation to the VPAA. The VPAA will then review the report of the Committee and issue a decision to the faculty member. The faculty member may appeal an adverse ruling from the VPAA to the President of the University.

For merit appeals, a merit committee consisting of seven tenured faculty members will be convened by the VPAA; the committee will be appointed by the Committee on Committees.

In cases involving the termination of employment, faculty members have the right to seek a review by the ULS Board pursuant to Chapter III Section XV(E) of the ULS Board's bylaws.

CHECKLIST OF ITEMS FOR RETENTION, TENURE, AND PROMOTION APPLICATION

- ☐ A copy of the checklist of items, signed by the applicant and Department Head attesting to the completeness of the application.
- ☐ A completed copy of the retention, tenure, and promotion form, which appears at the end of this chapter.
- ☐ Letters of support as appropriate
- ☐ A narrative by the applicant that summarizes accomplishments for tenure and promotion only.
- ☐ A complete and current copy of the applicant's curriculum vita.
- ☐ Copies of the following documents, which will chronicle the applicant's employment at NSULA or since last promotion:
 - a) All faculty activity reports
 - b) All student evaluations for every course taught
 - c) Annual evaluations by department head, coordinator, or dean.
- ☐ Any other materials that give clear evidence of the quality and efficacy of the applicant's teaching.
- ☐ Copies of scholarly, creative work.
- ☐ Documentation of community/University/professional service.
- ☐ Any other material directly relevant to the application.

I certify that all checked items listed above are included in this application for promotion.

Applicant's Signature

Date

Checklist Continued

For Use by the Department Head

- ☐ Letter of recommendation or non-recommendation from departmental committee
- ☐ Letter of recommendation or non-recommendation from department head
- ☐ Letter from the faculty applicant

I certify that all items checked above are included with this application.

Department Head

Date

RETENTION, TENURE, AND PROMOTION RECOMMENDATION FORM

NAME: _____

PRESENT RANK: _____

DEPARTMENT/DIVISION: _____ COLLEGE: _____

I am applying for

____ Retention

____ Tenure

____ Promotion to _____ Assistant Professor _____ Associate Professor _____ Professor

Signature of Applicant _____ Date _____

Committee chair, Department Head, Dean fill in the blank below with *in favor of or against*.

Departmental Committee’s recommendation is _____ retention.

Departmental Committee’s recommendation is _____ tenure.

Departmental Committee’s recommendation is _____ promotion.

If Department Head/ Director is not immediate supervisor use lines below.

Immediate Supervisor’s recommendation is _____ retention.

Immediate Supervisor’s recommendation is _____ tenure.

Immediate Supervisor’s recommendation is _____ promotion.

Department Head’s recommendation is _____ retention.

Department Head’s recommendation is _____ tenure.

Department Head’s recommendation is _____ promotion.

Dean’s recommendation is _____ retention.

Dean’s recommendation is _____ tenure.

Dean’s recommendation is _____ promotion.

Provost and VPAA’s recommendation is _____ promotion.

Signature of Committee Chair _____ Date _____

Signatures of Committee Members

1 _____

2 _____

3 _____

4 _____

Signature of Immediate Supervisor (if applicable) of Dean
Signature of Department Head or Director _____ Signature Signature of VPAA

Date _____ Date _____ Date _____ Date _____

CHAPTER 7

PERSONNEL RECORDS AND LEAVE POLICIES

Record Maintenance

The records necessary to support personnel management are important and require accurate maintenance. Maintenance includes systematic and timely placement of the necessary records into employee files, systematic exclusion of extraneous records from the files, and constant monitoring of necessary changes to keep all files current. Records are maintained in electronic and/or paper form in Business Affairs, the Office of the VPAA, and the home department of the faculty member.

Faculty members are encouraged to review their files within the department annually and to respond to specific items in the file. This response should be submitted to the department head or director in writing.

Access to Records

Personnel files are to be used only by appropriate University officials in the execution of the business of the University. Each employee has the right to inspect and duplicate the file pertaining to him or her during normal business hours of the University, but only in the presence of the appropriate official or a designee. At no time shall the individual be permitted to remove materials from the file or alter the file. Statements by the individual relative to the contents of the file may be added to the file.

Attendance and Leave Records

As specified in the letter of appointment, faculty members satisfy attendance requirements by teaching all classes, attending committee meetings and assigned functions, and holding office hours. Should a faculty member be unable to complete those duties, he or she will need to submit appropriate documentation. Sick leave may be used only for illness of the employee. For additional information regarding leave, please see the University's *Fiscal Policy and Procedures Manual*. Instructions for completion of the NSULA Daily Attendance and Leave Report for Unclassified Employees and information about leave reporting can be found in the University's *Fiscal Policy and Procedure Manual*.

For information about sabbatical leave, please see the ULS Board *Policy and Procedures Memorandum*. Faculty members at NSULA requesting sabbatical leave must apply through the Office of the VPAA.

Emergency Absences

In the event of an emergency, the absent faculty member is responsible for notifying the department head or director immediately.

CHAPTER 8

GRIEVANCE PROCEDURE

In the interest of the individual unclassified employee, including faculty, and the University community, all problems and concerns that arise in the workplace should be brought into the open and resolved. A grievance must be initiated within thirty business days of the occurrence or the matter shall no longer be eligible for consideration. The University should process these concerns within 45 days.

Complaints of any nature pertaining to working conditions, lack of a policy or procedure, allegedly unfair application of policy or procedure, and alleged deviation from a policy or procedure, as published by the ULS Board and NSULA, may be heard. The Grievance Committee will not review issues related to tenure, promotion, retention, or tenure revocation.

In the interest of collegial relationships, an individual with complaints or concerns should initially direct these matters to the parties involved. If a satisfactory resolution is not reached, the complainant may then follow the grievance procedure given below.

An unclassified employee shall orally present and discuss a grievance with the department head or director. If the issue is not resolved in that framework, then the employee may pursue the complaint with the next level in the supervisory chain. If necessary, this process would continue until it reaches the vice presidential level. At any point during this process, if the complaint is against someone in the supervisory chain, the unclassified employee may proceed to the next level. Problems should be resolved whenever possible through open communication between administrators and unclassified employees. It must be emphasized that each unclassified employee should feel secure in pursuing the complaint without fear or concerns about coercion or retaliation.

If those discussions do not yield results, the unclassified employee may file a written grievance form, which can be obtained from the EEO/AA Officer or found on the Human Resources Web site.

The employee must state the specific problem, the specific evidence in support of it, and the specific redress requested to resolve it. Then he or she must date and sign the form.

Once committed to writing, the content of the grievance cannot be altered or expanded. No attorneys may be present for either party at any point in the process other than during the hearing with the Grievance Committee, at which time attorneys may be present but are allowed to serve only an advisory capacity.

Upon completion, the original grievance form is submitted to the EEO/AA Officer. When appropriate, the EEO/AA Officer will send a copy, via certified mail or personal delivery, to the appropriate vice president, other direct supervisors, and the individual(s) against whom the complaint is filed.

Each party should file a response to the complaint/grievance with the EEO/AA officer within five business days of receipt. After the grievance form and responses have been filed, the EEO/AA officer will counsel the complainant and attempt to reach an amicable resolution. If the grievance is not

satisfactorily resolved within ten business days, the EEO/AA officer will convene the Grievance Committee.

The Grievance Committee

The Grievance Committee shall be convened by the EEO/AA Officer only after the complainant has complied with the steps required in the grievance process. The Grievance Committee serves as a hearing and recommending body, reporting its findings to the President of the University. The Grievance Committee shall conduct the hearing in accordance with the procedures published in the script for Grievance Committee Chair.

- A. All hearings must be conducted with the full committee present. If any member of the committee is unavailable, the President has the authority to appoint substitute members for the specific purpose of acting at this hearing.
- B. In advance of the hearing, committee members meet informally to review submitted materials and determine whether additional material or evidence is necessary for the hearing.
- C. The committee chairperson shall then notify the complainant and other affected parties named in the grievance at least seven business days in advance of the hearing. Notice shall be in writing and transmitted by certified U.S. Mail, detailing the date, time, and place of the hearing.
- D. Non-appearance of the complainant after notice may cause the grievance to be abandoned.
- E. All committee proceedings are closed and private. Committee members themselves are bound by strict confidentiality. There is no right to a public hearing.
- F. All committee proceedings are recorded. Complete transcripts shall be provided upon request. However, complete transcripts exclude the deliberations of the executive session of the committee, during which it makes its determination.
- G. If the complainant is represented by counsel, committee proceedings shall not go forward without the presence and assistance of legal counsel to the committee.
- H. Witnesses, when summoned to hearings, must be sequestered.
- I. The chairperson of the committee (after consultation with counsel) rules on the relevance of questions.
- J. Individual committee members must not engage in discussions with any individual(s) advocating on the complainant's behalf.
- K. The committee submits a written statement of findings to the President within a reasonable time, not to exceed five business days.

- L. The findings of the committee are recommendations for action.
- M. After the President receives the recommendations of the Grievance Committee, he or she reviews all information, evidence, and testimony relevant to the grievance, with the assistance, if requested, of the EEO/AA officer. The President then shall render his or her judgment.
- N. The President shall notify, in writing, all parties to the grievance of the disposition of the case.
- O. All records of complaints and responses shall be kept in the EEO/AA Office for EEO/AA review only. All other copies are destroyed.

The EEO/AA Officer is available for informal discussions regarding complaints and concerns and to provide unclassified employees with information concerning grievance policies and procedures.

Appeal

In the case of an adverse decision by the President, and after all administrative procedures of the University have been exhausted, the complainant may appeal the decision to the ULS Board.

The ULS Board and NSULA recognize the necessity and desirability of providing employees a method and forum in which to resolve problems in the workplace in an orderly fashion. However, by the adoption of this policy, neither the ULS Board nor NSULA intends to confer upon college and university employees any additional rights of substantive or procedural due process not mandated by law.

CHAPTER 9

FINANCIAL EXIGENCY
From the ULS Board Bylaws and Rules
Part 2, Ch.3, Sect . 16
(RULE REVISED 12/04/09)

- A. Staff Reduction.** The ULS Board recognizes circumstances that may indicate a need for staff reduction such as financial exigency. Financial exigency may exist at the institution, program or budget unit level and shall be verified by the System staff.
- B. ULS Board Policy on Financial Exigency.** Anything in the RULES of the ULS Board to the contrary notwithstanding, if the ULS Board determines that a condition of financial exigency exists at an institution, program, or budget unit within an institution, or in the ULS generally, then the furlough, layoff, and/or termination of tenured faculty, non-tenured faculty, or other contract employees before the end of their contract term will be handled in accordance with the financial exigency policy set forth below.
- 1. Definition of Financial Exigency.** A condition of financial exigency shall exist whenever the financial resources of an institution, program or budget unit are not sufficient to support the existing programs and personnel without substantial impairment of the ability of the entity to maintain the appropriate level of programs and services. Financial exigency may result from a substantial reduction in financial resources or from the failure to receive increases in financial resources sufficient to maintain the appropriate level of service. Evidence of financial exigency may include, among other factors, reduction of state appropriations, faculty and staff salary levels substantially below national and regional averages, significant loss of personnel, or inability to attract new personnel apparently due to inadequate salary and other support, and substantial threat of deterioration of facilities due to lack of resources for maintenance.
 - 2. ULS Board Action.** The ULS Board, in the exercise of fiscal responsibility, may decide to declare financial exigency with respect to the System as a whole, to one or more institutions of the System, or to one or more programs and/or budget units within institutions. Reasonable efforts shall be made to ensure that students affected will be allowed to complete their programs, within the limits of budgetary restraints, at the institution or by transfer to another institution.

A declaration of financial exigency shall represent a determination by the ULS Board, upon recommendation of the institution president and System President, that the financial condition of the System, an institution, program, or budget unit has reached a crisis in which the entity must carefully reexamine its priorities and reduce programs or personnel or both to effect a cost savings sufficient to alleviate the financial exigency.

The determination of financial exigency affecting the System, institution, program or

budget unit shall be the sole responsibility of the ULS Board. However, the president of an institution, after consultation with representative faculty members and approval by the System President, may request such a determination by the ULS Board through the System President. When such determinations are made, this policy, along with any implementing procedures, will take precedence over those applicable ULS Board policies that govern normal operating procedures. Implementation of a declaration of financial exigency by the ULS Board shall be developed with the understanding that action taken will be consistent with the basic mission of the System to provide the best possible education, research, and public service.

- 3. Implementation of Declaration of Financial Exigency.** Upon a declaration of financial exigency by the ULS Board, the president of each institution, after consultation with representative faculty and staff, and approval by the System President, shall determine whether furloughs, layoffs, and/or terminations are required and which employees will be affected. This determination shall be made in accordance with procedures established by the System President, and approved by the ULS Board, which will give primary consideration to the maintenance of a sound and balanced educational program that is consistent with the functions and responsibilities of the institution. The procedure should also give priority to tenured faculty over non-tenured faculty in retention.

Faculty and other employees under contract who are furloughed, laid off, and/or terminated before the end of their contract terms for reasons of financial exigency shall, whenever possible, be notified at least 90 days in advance of the date of the furlough, layoff, and/or termination. Notice shall be in writing and shall be delivered personally or by certified mail, with return receipt requested. Notice shall be complete upon delivery or mailing and shall include:

- a. a statement of the conditions requiring furlough, layoff, and/or termination;
- b. a general description of procedures followed in making the decision;
- c. a statement of the employee's right to respond orally and in writing to a designated official or committee of the institution;
- d. the employee's right to a review by the institution president within the time specified in the notice as to the reasons for the furlough, layoff, and/or termination; and
- e. the employee(s) shall also have the right, upon written request within 20 days from the date of notification of the final decision of the institution president, to apply in writing to the System office for a review of the decision.

The term "furlough," as used in this policy, is defined as temporary leave without pay for any employee, including tenured faculty members, non-tenured faculty, or other contracted employees, before the end of their contract term. The term "layoff," as used in this policy, is defined as the temporary dismissal of any employee, including tenured faculty members, non-tenured faculty, or other contracted employees, before the end of their contract term. Layoffs may lead to eventual termination. Layoffs and/or terminations may occur within

a program or budget unit of an institution without a net loss of faculty members or other personnel at the institution. Specifically, layoffs and/or terminations in some programs or budget units may occur with simultaneous authorization of new positions for different duties in other units, depending upon the needs of such units.

- 4. Approval Required.** Anything in the regulations of the ULS Board notwithstanding, if the ULS Board declares financial exigency, either at an institution, program or budget unit, or in the System, as provided in (3) above, program modifications or discontinuances recommended by the institution and approved by the System President must be approved by the ULS Board. With respect to the implementation of such program and/or budget unit modifications or discontinuances upon a declaration of financial exigency, decisions with respect to furlough, layoff, and/or termination of any tenured faculty, non-tenured faculty, or other contract employee before the end of their contract term must be approved by the institution president and the System President, and the decisions are final upon approval of the System President. Review of such decisions by the ULS Board is at its sole discretion.
- 5. Termination of Financial Exigency.** Financial exigency shall terminate either at the end of the fiscal year, or after one calendar year, depending upon the financial state of the institution, program or budget unit at the end of the fiscal year.
- C. Published Policy.** The institution shall make provisions to publish a reference to and summary of this Rule in their faculty handbook.
- D. Emergency Procedure.** The System President may allow the institution to implement emergency procedures to be reviewed at the next full ULS Board meeting.
- E. Furloughs Outside of Financial Exigency.** In addition to furloughs implemented under a declaration of financial exigency, the ULS Board may initiate separate measures which authorize the campuses to take specific employee actions, including furloughs, in the event of severe budgetary constraints. Such actions may only take place with the recommendation of the System President and approval of the ULS Board. (See ULS Policy and Procedures Memoranda)

CHAPTER 10

ACADEMIC PROGRAM DISCONTINUANCE

One of the primary goals of a university is to promote and maintain high-quality academic programs. Consistent with this goal of academic excellence, each university should adopt policies and procedures to provide for periodic review of all academic programs. Occasionally, for educational and/or budgetary reasons, it may be in a university's best interest to discontinue an academic program. Such a decision should be made after consultation with the appropriate faculty groups and in accordance with the policies outlined below.

I. Definitions

- A. Academic Program:** A degree program, option, concentration, minor, department, school or college, or other academic unit such as a center or service area.
- B. Externally Initiated Directive:** A formal directive issued by the BOR or the ULS Board to discontinue an academic program.
- C. Internally Initiated Directive:** A proposal to discontinue an academic program that originates from the institution president.
- D. Program Discontinuance:** The formal termination of an academic program by the BOR or the ULS Board.

II. Review and Approval Process**A. Internally Initiated Proposals**

1. Proposed program discontinuance shall be based on educational need, resource allocation, budget constraints, or combinations of educational strategies and financial considerations.
2. Both quantitative and qualitative data will be analyzed in relation to the University's strategic plan prior to formalizing final recommendations.
3. There shall be faculty participation in considering the possible discontinuance of an academic program.
4. Diligent effort shall be made to review and discuss proposals with the members in the department or program, students enrolled in the department or program, the department chair, the dean of the school or college, the vice president for academic affairs.
5. The University President shall make recommendations for final actions.

6. All plans for program discontinuance will be submitted by the institutional president to the UL Board President no later than 60 days from the institutional president's final recommendation.
7. Approval by the ULS Board and the BOR as applicable shall be required prior to the termination of any program.

B. Externally Initiated Directives

The directive should include the effective date and scope for any program discontinuance. At that time, the ULS Board and/or the BOR shall provide the institution with the necessary implementation procedures and guidelines in accordance with the specific directive.

III. Termination of Faculty

Timing for phasing out programs and displacing faculty members will be based on institutional needs, including analysis of reasonable time for enrolled students to complete their degree program and budget constraints.

A. Non-Tenured Faculty

A faculty member without tenure who is terminated for reasons of program discontinuance will be given notification consistent with ULS Board Rules.

B. Tenured Faculty

1. Termination of appointments of tenured faculty may occur as the result of program discontinuance. Unless there is a compelling reason to do otherwise, the order of termination will be based on faculty rank and seniority.
2. Recommendations on termination of appointments of individual faculty members will be made by the University President in consultation with appropriate faculty and administrators.
3. All plans for termination of individual appointments will be reviewed and approved by the System President and the ULS Board prior to implementation.
4. Unless there is a compelling academic reason to do otherwise, no appointment of a faculty member with tenure will be considered for termination until the appointments of faculty members without tenure in the program have been considered for termination.
5. Tenured faculty whose appointments are to be terminated shall receive not less than two full academic semesters notice prior to termination. Notice shall be provided no later than the first scheduled day of classes of the semester of such notice.

6. However, in the event that any of the following budgetary conditions occur:
- a. An institution receives notification from the ULS Board Office of a 15% or more pending reduction in state appropriations¹ to the institution effective the next budget year,
- OR
- b. An institution receives notification(s) from the ULS Board Office of reductions in state appropriations to the institution in the existing budget year that, in the aggregate, are 7.5% or greater.

The following shortened notification periods will apply:

- i. For actions that are to be effective the spring semester, notice shall be provided no later than August 15;
- ii. For actions that are to be effective the fall semester, notice shall be provided no later than January 15.

This paragraph (III(B)(6)) will expire on June 30, 2013. Any notice(s) given prior to this date in conjunction with this paragraph shall remain in effect.

7. In all cases, the notification letter may be sent before actual ULS Board approval is granted. However, the termination from employment may not occur until the ULS Board has approved in its minutes such termination of programs, as well as the termination of the specific employee(s).

V. Obligations to Tenured Faculty

- A. Before terminating the appointment of a faculty member with tenure because of program discontinuance, reasonable efforts will be made to find another position within the University for which the faculty member is academically qualified.
- B. Assistance will also be provided by the ULS Board office for possible relocation to another campus within the System or to another institution within the state. Inter-campus transfers will be made if mutually acceptable.

VI. Other Rights of Tenured Faculty

If a program is reinstated within three years from the effective date of discontinuance, tenured faculty members who were terminated as a result of this action will be considered for reinstatement.

¹State appropriations are defined as State General Funds-Direct and Interagency Transfers resulting from Federal and State sources.

VII. Other Rights of All Faculty

- A. To the extent possible, faculty members will be provided counseling regarding employment opportunities outside of the University.
- B. A faculty member whose appointment is terminated for reasons of program discontinuance has the right to appeal claims of denial of due process rights to a University-wide committee established for this purpose.
- C. No appeal will be considered by the ULS Board.

VIII. Notification to Students

- A. Before terminating a degree program, reasonable effort will be made to allow students to complete such program.
- B. Program or campus transfers will be made if mutually acceptable to the student and the receiving department.
- C. Students will be provided advising assistance with respect to their academic program options.
- D. Students will be notified of program closure and timing for phasing out programs.

IX. Appeal Committee

Faculty whose programs have been eliminated may file an appeal. Any employee appeal should involve issues related to that employee's selection for termination as opposed to other employees who were not terminated. The appeal committee will be composed of two members selected by the Faculty Senate; two faculty members selected by the VPAA; and the Program Review Committee chair, a non-voting member. The committee will then make recommendations to the President.

CHAPTER 11

INTELLECTUAL PROPERTY

NSULA follows the policy of the ULS regarding intellectual property. For more information please see the NSULA Intellectual Property Committee Web site at orsp.nsula.edu/intellectual-property-committee.

CHAPTER 12

REGULATIONS AND SERVICES PERTAINING TO INSTRUCTION

Class-Attendance Regulations

The University student class-attendance policy is in the *University Catalog*.

Class Attendance for Faculty

All classes are to be in session as scheduled. Faculty members are expected to meet their classes promptly at the scheduled time and location. Deviations from time and location must be approved by the academic department head, director or dean.

Advising of Students and Office Hours

All students are advised by faculty members or staff advisors. Academic advising is regarded by the University as an extension of the teaching function and, therefore, is an important responsibility of the faculty. Faculty are usually assigned to advise students who have indicated an interest in their fields.

Faculty members who are involved in regular matriculation programs of the University are expected to be the principal advisors of students. The advisor should be knowledgeable of *Catalog* requirements and should follow procedures determined by the academic department head, director or dean. It is the responsibility of the faculty member to stay abreast of policy changes contained in the *Catalog*; to offer advice, including curriculum and career choices, to students on a continuing basis; and to post and keep regular office hours.

Grading System

The grading system for the University is detailed in the *University Catalog*.

The Academic Honor Code (Plagiarism and other Academic Fraud)

The Academic Honor Code can be found in the *University Catalog* and deals with issues regarding academic integrity. This information is also in the *Student Handbook*. If, in the judgment of a faculty member, a student has breached the Honor Code, the Dean of Students may be contacted so as to ensure that the student is monitored throughout his or her academic career.

Grade Appeal Procedure

The grade-appeal procedure for the University is detailed in the *University Catalog*.

Grade Change Procedure

Grade changes must be initiated by the instructor in compliance with the policy published in the *University Catalog*.

Attendance and Grade Reporting

Faculty members are required to administer tests and to grade student work. Grades will be reported via Web for Faculty to the Office of the Registrar within the prescribed time period. Deviation from the published final examination schedule must be approved by the VPAA. Faculty members must maintain class records electronically via Moodle for graded assignments. They must also supply accurate attendance records when asked to do so.

Eugene P. Watson Memorial Library

Faculty and staff are encouraged to use the library facilities of the University. General information about the use of the library can be obtained from the Watson Library Web site.

Additional library facilities are located on the Fort Polk campus and at the Nursing Education Center in Shreveport.

Textbook Policies

The NSULA Textbook Policy can be found on the Office of the Registrar's Web site.

Student Violations of Academic Integrity

Issues of academic dishonesty are facilitated collaboratively by Academic and Student Affairs. Academic Infractions to the Student Code of Conduct are listed in the *Student Handbook* under Article IV, Section 1. In all cases, the Dean of Students encourages faculty to contact the Dean's Office (357-5286) for assistance.

When a faculty member observes an academic infraction, he or she has a number of options depending on the severity of the incident and the status of the student. Faculty may wish to consult with their supervisor when making such decisions. The infraction may be handled between the student and the faculty member (student receives a warning or 0 on assignment). Or, the faculty member may believe the incident warrants further action by the Office of the Dean of Students (a letter of record, academic integrity workshops, or more severe sanctions). In such cases the faculty member should work through their immediate supervisor who will contact the Dean of Students Office.

To act on issues of academic integrity, the Dean of Students Office requires the following:

1. student name,
2. SID,
3. class and section #,
4. faculty member's name,
5. documentation of cheating incident,
6. the action taken in the class room,
7. the recommended action by the Dean of Students Office.

Upon receipt of the report, the Dean of Students Office reviews the incident, determines appropriate adjudication (letter of record or required hearing in Student Conduct), and notifies the student, the reporting faculty member, the department head and the dean. Student Conduct hearings are confidential; information about hearings is not released without permission of the student.

CHAPTER 13

SPONSORED PROJECTS AND HUMAN SUBJECTS RESEARCH

Sponsored Projects

Sponsored projects are those programs within the University that are financed in whole or in part by an external funding agency. These programs may include grants, contracts, or continuing education programs. The University encourages faculty and staff members to undertake sponsored research and other projects as a means of enriching their scholarly competence and of providing public service.

Research is an integral part of the academic program and of each faculty member's responsibility. It is the position of the University that faculty members should be engaged in some form of research or creative scholarly activity.

Faculty members wishing to initiate a grant proposal should contact the Office of Sponsored Programs for guidance and assistance. The University will assist them by providing a resource person for advice and guidance and clerical help for the preparation of documents.

Research Involving Human Subjects

When human beings are used as subjects in research projects, established safeguards exist to protect their health, well-being, and rights. Under the policies established by the United States Department of Health and Human Services (HHS), this protection is extended to all human subjects regardless of the nature of the research being conducted. In response to this policy, NSULA established the Human Subjects Institutional Review Board to review all research proposals involving human subjects. University policy requires that proposals for all research projects in which data are to be collected from human subjects be submitted to this committee to determine whether an exemption applies or whether a review is required. For more information, please see the Human Subjects Institutional Review Board Web site.

It is the responsibility of the faculty member to assure compliance with this policy in research conducted by either a student advisee or a faculty member.