NORTHWESTERN STATE



FACULTY HANDBOOK

Approved **April 22**, 2025
by the NSU Faculty Senate

Approved **November 04**,
2025 by the NSU Provost
Office

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.

All inquiries related to Title IX should be directed to the Director of Title IX compliance and Title IX Coordinator located in #306 Friedman Student Union (318-357-5570). Reports may be submitted at https://cm.maxient.com/reportingform.php?NorthwesternStateUnivLA&layout_id=1

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 Interim ADA Coordinator for Northwestern State University is the Executive Director of Institutional Effectiveness & Human Resources, Veronica M. Biscoe (318-357-6359), located in #111 Caspari Hall. For academic services, contact the Director of Disability Support and Tutoring, Randi Washington (318-357-5460), located in room #108C of the Watson Memorial Library.

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 on the University Police Webpage.

TABLE OF CONTENTS

Chapter 1: Faculty Classification ***10***

I. Administrative Faculty **10**

II. Ranked Academic Faculty **10**
Instructor 10
Assistant Professor 10
Associate Professor 10
Professor 11
Endowed Professor 11

III. Special Status Faculty **12**
Lecturer 12
Adjunct Faculty 12
Visiting Faculty 12
Faculty/Research Associate 12
Faculty-in-Residence 12
Emeritus Titles 12
Affiliate 13

IV. Graduate Faculty **13**

Chapter 2: University Administration ***14***

I. General Governance **14**

II. Administrative Chain of Command **14**

III. University Administrative Positions **14**
Office of the President 14
Provost and Vice President for Academic Affairs 15
Academic Deans 15
Vice President for the Student Experience 15
Dean of Students 15
The Vice President for Technology, Innovation, and Economic Development 16
The Vice President for External Affairs 16
The Vice President for Inclusion and Diversity 16
Chief Financial Officer 16
Director of University Affairs 16

Chapter 3: Faculty Senate Constitution and By-Laws ***17***

I. Purpose **17**

II. Definition of Faculty **17**

III. Membership in the Faculty Senate **17**

IV. Eligibility for Elective Membership **17**

V. Terms of Office for Members of the Faculty Senate **18**

VI. Officers of the Senate **18**
President 18
Vice President 18
Secretary 19
Parliamentarian 19

VII. Meetings of the Faculty Senate **19**

VIII. Functions of the Faculty Senate **19**

IX. By-Laws of the Faculty Senate **19**

Chapter 4: University Committee and Council System ***21***

I. Overview **21**

II. General Operating Procedures for University Standing Committees **21**
Faculty Representatives 21
Chair Selection 21
Records and Documentation 21
Quorum 21
Timelines for Elections and Appointments 21
Attendance 21
Subcommittees 22

III. University Standing Committees **22**
Council of Academic Administrators 22
Council of Academic Deans 22
Athletic Advisory Council 22
Auxiliary Services Exemptions Committee 23
Bookstore, Food Services and Post Office Committee 23
Calendar Committee 24
Committee on Organizations 25
Curriculum Review Council 25
Disciplinary Appeals Committee 25
Faculty Recognition Council 26
Graduate Council 26
Human Subjects Institutional Review Board 26
Institutional Animal Care and Use Committee 27
Library Council 27
Parking and Traffic Appeals Committee 28
Parking and Traffic Committee 28
Research Council 28
Residential Life Committee 29
Strategic Planning and Budgeting Committee 29
Student Self-Assessed Fees Oversight Committee 30
University Assessment Committee 30
University Diversity Committee 31
University Strategic Planning Committee 31
Wellness, Intramural and Recreational Sports Advisory Committee 32

IV. University Ad Hoc Committees **33**
Electronic Learning Advisory Council 33
Grievance Committee 33
Intellectual Property Committee 34

V. Faculty Senate Committees **34**
Committee on Committees 34
Executive Council of the Faculty Senate 34
Faculty Standards Committee 35
Ad hoc Committees 35
University Retention, Tenure, and Promotion Appeals Committee 35

Chapter 5: Faculty Personnel and Employment Policies ***37***

Employment Policies and Practices **37**

Nondiscriminatory Policy **37**

Affirmative Action Policy **37**

Employment Obligation **38**

Definitions and Explanations of Contract Terms **38**
Academic year 38
Fiscal year 38
Calendar year 38
Working day 39
Class day 39
Appointment Letter 39
12-month equivalent salary 39
Summer School Payment 39
Non-Teaching Summer Appointments 39
Duration of Appointments 39
Full-time Faculty Appointments 39
Part-time Faculty Appointments 39
Term Appointments 40
Probationary Contracts/Tenure Track 40
Tenure Contracts 40
Extra-Services Contracts 40
Conditions of Employment for Faculty 40
Prescribed Procedures for Entering or Exiting Employment 41

EMPLOYMENT RECORDS **41**
Record Maintenance 41
Access to Records 41

ATTENDANCE AND LEAVE POLICIES **42**
Emergency Absences 42
Leave Policies 42
NSULA Leave Policy 42
Crisis Leave 42
Emergency Administrative Leave Policy 42
Sabbatical Leave 42

Additional Compensation through the University **44**

Gifts and Favors **45**

OUTSIDE EMPLOYMENT **45**
Statement of Policy on Outside Employment 46
Prohibited Transactions and Contractual Arrangements 47
Seeking and Holding Public Office 47
Dual Officeholding and Dual Employment 47

EDUCATIONAL OPPORTUNITIES **48**
Fee Exemption for Faculty, Staff, and Dependents 48

ADDITIONAL POLICIES **49**
Sexual Harassment and Harassment Policy 49
Relationships Between Faculty/Staff and Students 50
Title IX Policy Statement 50

Coordinator for Faculty & Staff Complaints 50
Policy Statement Regarding Alcohol and Drugs 50
Policy on Smoking 51
Nepotism 51

Chapter 6: Faculty Freedom and Responsibilities ***52***

Academic Freedom and Responsibility **52**

Academic Freedom 52
Academic Responsibility 53
Professional Ethics 53
Faculty-Authored Textbooks 54

Intellectual Property 55
Intellectual Property Policy Objectives 55
Intellectual Property Policy Purpose 55
Intellectual Property Definitions 56

Regulations Pertaining to Instruction 57
Inclusive Communication 57
Statement About Civility 57
Required Syllabus Components 58
Class Attendance for Faculty 58
Advising of Students and Office Hours 58
Grading System 59
Attendance and Grade Reporting 59
Student Violations of Academic Integrity 59
Grade Appeal Procedure 59
Grade Change Procedure 59

Chapter 7: Resources and Services 60

RESEARCH AWARDS 60
The Dr. Mildred Hart Bailey Research Award 60
The Dr. Marietta Lebreton Louisiana Studies Award 60
The Dr. Jean D'Amato Thomas Lifetime Achievement Award 60

Campus Services 61
Eugene P. Watson Memorial Library 61
Office of Sponsored Programs 61
Academic Advising Services 62
Faculty Advisor Resource Links 62
Academic Success Center 62
Computer Labs 62
Testing Center 63
Counseling and Career Services 63
Emergency Mental Health Counseling Services: NSU Cares 63
Disability Services 64
Electronic and Continuing Education (eNSU) 64
IncludED 65
Interfolio 65

Chapter 8: Annual Evaluations, Renewal, Tenure, and Promotion 66

Teaching Effectiveness 66

Scholarly and Professional Activities 67

University and Public Service 67

Terminology 68

Annual Evaluations 68
Student Evaluations of Teaching 68
Classroom Teaching Assessment by Supervisor 68
Student Appraisals of Academic Advising 68

Faculty Activity Report 69
Merit Evaluations 69
Record Maintenance 69
Access to Records 69

Annual Evaluations by Faculty Rank 70

Adjunct and Temporary Faculty 70

Instructors 70
Schedule for the renewal process for Instructors 70
Right to Appeal Process Violations 74

Assistant Professors 74
Promotion Raise 75
Annual Evaluations for Assistant Professors in their first 6 years: Retention 75
Schedule for the Retention process for Assistant Professors 77

Assistant Professors: Application for Tenure [and, if applicable, Promotion to Associate Professor] 80
Schedule for Assistant Professors Seeking Tenure [and/or Promotion, as applicable] 82
Promotion Raise 83
Adverse Decisions: Right to Appeal Process Violations 83

Post-Tenure Annual Review 84
Tenured faculty OF ANY RANK are evaluated annually as follows 85
Adverse Decisions: Right to Appeal Process Violations 86
Remediation Plan 86
Timeline for Post-Tenure Review and Remediation 87

Applications for Promotion to the Rank of Professor 88
Applications for Promotion to Professor 89
Schedule for Associate Professors Seeking Promotion 89
Promotion Raise 91
Adverse Decisions: Right to Appeal Process Violations 91

Evaluation of Faculty serving as Administrators 92
Annual Evaluation Schedule for Department Head/Director/Unit Administrator 92

Other Termination Policies 94

Chapter 9: Grievance Procedure 95

The Grievance Committee 96
Appeal 97

Chapter 10: Exigency and Academic Program Discontinuance 98

Financial Exigency 98
A. Definitions 98
B. Staff Reduction 98
C. ULS Board Policy on Financial Exigency 98
D. Published Policy 100
E. Emergency Procedure 100
F. Furloughs Outside of Financial Exigency 100
G. Appeal 100
H. Financial Exigency Procedural Policy 100

Academic Program Discontinuance 102
Policy and Procedures Memorandum 102

I. Definitions 103
II. Review and Approval Process 103
III. Termination of Faculty 103
IV. Obligations to Tenured Faculty 105
V. Other Rights of Tenured Faculty 105
VI. Other Rights of All Faculty 105
VII. Notification to Students 105
Right to Appeal / Appeal Committee 105

Appendices ***106***

The *NSU 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. As of this *Handbook* publication, those procedures are available at https://www.ulsystem.edu/board-rules-policies-procedures/board-bylaws-rules/. 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 Affairs (Provost/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 and the Office of Academic Affairs.

Chapter 1: Faculty Classification

"Faculty" is defined in LSA-R.S. 17:3304 as follows: "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 shall constitute the faculty of each college and university. The head of each college or university and its academic officers shall be members of the faculty."

I. Administrative Faculty

Administrative faculty shall be defined to include administrative employees who hold academic rank in 12-month appointed positions. According to ULS policy, unclassified personnel whose employment is being changed from a nine-month to a twelve-month basis may be offered a salary consistent with similar positions at the institution or at similar Southern Regional Education Board (SREB) institutions. Any employee whose status changes from a twelve-month to a nine-month salary basis shall be offered a salary consistent with similar positions at the institution, at similar SREB institutions, or as approved by the Board. This policy applies to administrative position changes only.

II. Ranked Academic Faculty

The four academic ranks approved by NSULA 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 the field of specialization. Appointment at the rank of Instructor is renewable on an annual basis.

Assistant Professor: To be considered for 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 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 in January of the sixth year as Assistant Professor or thereafter at the faculty member's discretion.

Professor: To be eligible for 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 NSULA; and must have an established record of distinguished teaching, scholarship and research/creative activity, and service. Application can be made in January of the sixth year as Associate Professor or thereafter, at the faculty member's discretion.

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

- Demonstrate accomplishments that have a significant impact on the development of NSULA
- Show the greatest potential as contributors to the further development of NSULA and its programs.

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

- The Provost/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 every two years.
- 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 NSULA 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 Provost/VPAA. The Provost/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 Provost/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:
    - affirming the continuation of the endowed professor,
    - affirming the continuation of the endowed professor with modifications to the performance objectives, or
    - declaring and making known to the selection committee that the endowed professorship is vacant.

III. Special Status Faculty

The seven academic titles approved by NSULA 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 NSULA. 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 NSULA 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 NSULA by term contract to perform specific limited duties within an area of special expertise or training under conditions established by NSULA and upon the recommendations of the appropriate dean and department head or coordinator.

Emeritus Titles: 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, emeritus dean of education, emeritus president. The awarding of emeritus title is an administrative responsibility, with the exception of President emeritus (University or System).

The university president may approve such titles based upon established university criteria and procedures. 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. Normally the granting of titles of this nature requires a minimum of ten years of service to the institution; however in cases of demonstrated exceptional performance, a lesser period of service may be considered.

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

- A minimum of ten consecutive years of full-time employment with Northwestern State University immediately prior to retirement at the institution; however, in cases of demonstrated exceptional performance, a lesser period of service may be considered;
- Clear evidence of outstanding teaching, scholarly and/or creative 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 Provost/VPAA and the appropriate college dean to those persons whose employment is with a person or organization that is associated with NSULA. Affiliate status is awarded as a courtesy with no remuneration. Other than association with NSULA, affiliate faculty are not entitled to any of the rights and privileges of regular faculty.

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

IV. 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 Website.

Chapter 2: University Administration

I. 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 on the University of Louisiana System Webpage.

II. Administrative Chain of Command

Specific channels of communication and organizational structure have been established so that NSULA 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 Provost and Vice President for Academic Affairs (Provost/VPAA), who reports to the President.

III. University Administrative Positions

The following describes the highest administration positions. NSULA organizational charts are at the Office of Institutional Effectiveness and Human Resources Webpage.

Office of the President: As empowered and vested by the University of Louisiana System (ULS) Board, the President of Northwestern State University, its CEO, implements the policies of the ULS Board and, as such, is responsible for the organization and administration of the University. 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.

Provost and Vice President for Academic Affairs: The Provost and Vice President for Academic Affairs (Provost/VPAA), the ranking academic officer of the University, serves as the Chief Administrative Officer in the President's absence. The Provost/VPAA directs and administers all operations and activities of the academic colleges, departments, and academic support areas; monitors student mentoring; arranges for professional development for faculty and staff; and communicates with faculty, staff, and students. The Office of the Provost/VPAA maintains the *Faculty Handbook*. They ensure that University and state-level policies and procedures are followed. Additionally, the Provost/VPAA chairs the Curriculum Review Council. The Provost/VPAA is a tenured faculty member at the Professor rank, who teaches at least one course per year but may teach more if necessary. Finally, this person also serves as Dean of the Graduate School and chair of the Graduate Council.

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.

Vice President for the 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. The VPSE may also serve as the Dean of Students.

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 Title IX programming and discipline related to Title IX. This person supervises Student Conduct

and Accountability to include issues of academic integrity. The Dean of Students also hears student grievances and advocates for student rights.

The Vice President for Technology, Innovation, and Economic Development: The Vice President for Technology, Innovation, and Economic Development (VPTIED) is responsible for the operation of the departments of Information Technology Services, Student Technology, eNSU, Electronic and Continuing Education, Carl Perkins Programs, Dual Enrollment, the Office of Sponsored Programs, NSU@Barksdale, NSU@Marksville, NSU@DeRidder, NSU@BPCC, and the CENLA and Leesville/Ft.Polk off-campus instructional sites. The Vice President for TIED also serves as the key administrator in the development and continuance of business and industrial partnerships.

The Vice President for External Affairs: The Vice-President for External Affairs (VPEA) is responsible for directing and supervising Intercollegiate Athletics, including athletic compliance; University Advancement, including alumni relations and fund-raising programs; the Wellness, Recreation and Activities Center; Marketing and Branding; Public Information and Media Relations, including photographic services, university printing, university press, sports information, news bureau and graphic design, and the NSU Recreation Complex.

The Vice President for Inclusion and Diversity: The Vice President for Inclusion and Diversity is responsible for the executive leadership and management of Northwestern State University's diversity and inclusion matters, such as leading strategic diversity planning for the University and ensuring successful creation and implementation of policies, programs, and projects. The Vice President will work with the University President, Cabinet members, Deans, academic leaders, and other stakeholders to advance diversity, equity, and inclusion as integral components defining Northwestern State University.

Chief Financial Officer: The Chief Financial Officer is responsible for managing the business and financial services of Northwestern State University, as an enabler or supporter for other administrators and department heads, helping them determine how to accomplish their objectives and thereby providing a supportive foundation for organizational success. The CFO provides collaborative financial management leadership; ensures the short and long-term fiscal health of the university; oversees the business practices of the university; and ensures the budget is linked to and supports the strategic plan.

Director of University Affairs: The Director of University Affairs oversees capital outlay, construction, maintenance, and upkeep of all facilities and grounds, and oversees campus health, safety, and security. The Director provides direct supervision to Auxiliary Services; the Capital Outlay/Support Services Coordinator; the Physical Plant; Plant Services and Environmental Health and Safety; University Police; and Safety Policies and Compliance.

Chapter 3: Faculty Senate Constitution and By-Laws

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

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).

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 Provost/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:

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.

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.

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).

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

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.

The President of the Faculty Senate or that person's appointee shall attend scheduled meetings of the Faculty Advisory Council and the ULS Board meetings as scheduling permits.

IX. By-Laws of the Faculty Senate

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 meeting attendance is 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 by the affected department to fill the vacancy.

Chapter 4: University Committee and Council System

I. Overview

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, composed of faculty, staff, administrators, and students, who are charged with specific governance duties and the conduct of other university activities. With regard to NSULA's 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 Senate also establishes its own governance bodies, known as Faculty Senate standing committees and ad hoc committees.

II. General Operating Procedures for University Standing Committees

Faculty Representatives: Unless otherwise noted, the Faculty Senate 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 NSULA. 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 a chair from its membership 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.

III. University Standing Committees

Council of Academic Administrators

Purpose: Responsible for reviewing academic administrative policies and advising the Provost/VPAA on academic and administrative matters.
Reports to: Provost/VPAA who reports to the President.
Membership:

- Provost/VPAA (chair)
- Academic Deans
- President of the Faculty Senate
- Director of University Libraries
- Executive Director of the CENLA and Leesville campuses (Reports to the VP of TIED)
- University Registrar

Council of Academic Deans

Purpose: Meets weekly to discuss academic issues and advise the Provost/VPAA on School and Departmental academic and administrative matters.
Reports to: Provost/VPAA who reports to the President.
Membership:

- Provost/VPAA (chair)
- Dean of the College of Arts and Sciences
- Dean of the College of Business and Technology
- Dean of the Gallaspy College of Education and Human Development
- Dean of the College of Nursing and School of Allied Health
- Dean of the Graduate School

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 NSULA. 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
- Vice President for External Affairs – Ex Officio
- Athletic Director – Ex Officio
- Associate Athletic Director for Compliance – Ex Officio
- Senior Woman Administrator – Ex Officio
- Assistant Athletic Director for Student-Athlete Development

Auxiliary Services Exemptions Committee

Purpose: To review and evaluate student applications for exemption from university policies requiring the use of designated auxiliary services.
Responsibilities: To review university policies and procedures in relation to the Rules of the Board of Supervisors for State Colleges and Universities, specifically those areas related to mandated auxiliary services for students. To provide recommendations regarding the university's implementation and enforcement of the parietal rules of the Rules of the Board of Supervisors for State Colleges and Universities. To serve as the reviewing committee for applications for exemption from any auxiliary services that are mandated for enrolled students.
Membership (one-year appointments):

- Committee Coordinator (non-voting)
- One member of the Faculty, appointed by the Dean of Students
- One staff member, appointed by the Dean of Students

The Director of University Affairs (or that person’s designee) shall serve as the Committee Coordinator. The Committee Coordinator will be responsible for callingand presiding over meetings, appointing a recorder for each meeting, and ensuring that minutes are distributed to all voting and advisory members. The Committee Coordinator will assume responsibility for notifying applicants of the committee's decisions.
Advisory Members:

- One representative from Campus Living Villages
- One representative From Sodexo
- The Dean of Students

Bookstore, Food Services and Post Office Committee

Purpose: To assist the university administration in providing a campus bookstore, food services and a post office that meet the needs of the Northwestern State University community and express the institutional commitment to a high-quality student experience.

Responsibilities: To make appropriate and timely recommendations regarding the operation of the bookstore, food services practices, and the campus post office. These recommendations may include (but need not be limited to) general operations, hours of operation, products and services offered, associated services such as meal-plans, and the quality of service in each respective area.
Members (one-year appointments):

- Committee Coordinator (non-voting)
- Two residential students, appointed by the Student Government Association
- Two commuter students, appointed by the Student Government Association
- Two faculty members appointed by the Dean of Students
- Two staff members appointed by the Dean of Students

The Director of University Affairs shall serve as the Committee Coordinator. The Committee Coordinator will be responsible for calling and presiding over meetings, appointing a recorder for each meeting, and ensuring that minutes are distributed to all voting and advisory members.
Advisory Members:

- The Dean of Students
- The Director of Student Union Life
- The Director of Food Services
- The Director of the University Bookstore
- The Coordinator of Postal Services

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)
- Provost and Vice President for Academic Affairs
- Academic Deans
- 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 Enrollment Services
- Chief Information Officer
- 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

- Director of CENLA
- Director of Fort Polk

Committee on Organizations

Purpose: Responsible for serving as liaison between recognized University organizations and the University administration.
Reports to: President
Membership:

- Committee Coordinator, recommended by the Dean of Students for appointment 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 University Programming Council (a student organization)
- Three student members, appointed by Student Government Association

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 Provost/VPAA
Membership:

- Provost/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: To review appeals of disciplinary sanctions levied by the Office of Student Conduct, when requested by students.
Responsibilities: Ensure that all students who appeal their sanctions are given a fair and impartial hearing. Ensure that all students have been offered due process. Determine that sanctions levied by the Office of Student Conduct and upheld by the Dean of Students are appropriate to the violations of the Code of Student Conduct that were committed by the student.
Membership (one-year appointments by the University President):

- Committee Coordinator (non-voting)
- Four faculty/staff members, recommended by the Faculty Senate
- Two students, recommended by the Faculty Senate
- Two faculty/staff members, recommended by the Student Government Association
- Two students, recommended by the Student Government Association

- Administrative Assistant to the Dean of Students (recorder, non-voting)

The Committee Coordinator will be responsible for calling and presiding over meetings, appointing a recorder for each meeting, and ensuring that minutes are distributed to all voting and advisory members. Majority of members (including at least two students) must be present to constitute quorum and conduct business.

Faculty Recognition Council

Purpose: The Faculty Recognition Council will determine faculty awards in the areas of teaching, service and research at both the graduate and undergraduate levels; these awards include fellowships, sabbaticals, and outstanding teaching awards. Meets once per semester.
Reports to: Provost/VPAA through Faculty Senate President
Membership:

- Faculty Senate President (chair) or designee
- Five faculty members, appointed by the Committee on Committees
- Two student members (one undergraduate and one graduate)
- Two Department Heads appointed by the Vice President for Academic Affairs

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: President through the Provost/VPAA/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

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: Provost/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: Provost/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
- Three faculty members appointed by the chair
- One member who is not affiliated with the University

Library Council

Purpose: Responsible for advising the Director of Libraries and making policy recommendations regarding library operation.
Reports to: Provost/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.
Responsibilities: The Committee Coordinator must pick up appeals from the University Police and prepare them prior to the meeting. The Committee will meet on the second Monday of each month at 2 p.m. in the Student Union. The Committee Coordinator is to inform all members of upcoming meetings. All students are to be given a chance to discuss the appeal. All appeals will be read and voted on by Committee.
Reports to: Dean of Students
Membership (one-year appointments):

- Committee Coordinator (non-voting)
- One faculty member appointed by the Faculty Senate
- Four staff members appointed by the Dean of Students
- Three student members appointed by Student Government Association

The Executive Director of Student Union Life or designee will serve as Committee Coordinator. The Committee Coordinator will be responsible for calling and presiding over meetings, appointing a recorder for each meeting, and ensuring that minutes are distributed to all voting members and to the Dean of Students.

Parking and Traffic Committee

Purpose: To meet and discuss solutions to parking and traffic problems. This committee also discusses safety issues that affect students on our campus.
Responsibilities: Committee Coordinator develops an agenda of items for the committee to discuss. These items are placed on the agenda under old or new business. The committee discusses items and votes to act on issues. The minutes of the committee are compiled and sent to the Dean of Students.
Membership (one-year appointments):

- Committee Coordinator (non-voting)
- 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 Student Government Association

The Committee Coordinator shall be appointed by Dean of Students for a term of one year. The Committee Coordinator will be responsible for calling and presiding over meetings, appointing a recorder for each meeting, and ensuring that minutes are distributed to all voting and advisory members. The Committee Coordinator will assume responsibility for notifying applicants of the committee's decisions.

Research Council

Purpose: Responsible for advising the Office of Sponsored Programs (OSP) and Provost/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: Provost/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 Student Government Association

Residential Life Committee

Purpose: To assist the University administration in providing residential living for the Northwestern State University 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.

Responsibilities: To assess residence life at Northwestern State University. To make recommendations regarding changes in residence life and related fees. To assist in making long range plans for residence life at Northwestern State University. To assist in making recommendations regarding selection of possible vendors and subcontractors for residence life and related services. To assist in making recommendations regarding programming and services for residential students.

Membership (one-year appointments):

- Committee Coordinator (non-voting)
- Four residential students appointed by CLV director
- Two residential students, appointed by the Student Government Association
- Two faculty or staff members, appointed by the Dean of Students

The Director of University Affairs shall serve as Committee Coordinator. Committee Coordinator will be responsible for calling and presiding over meetings, appointing a recorder for each meeting, and ensuring that minutes are distributed to all voting and advisory members and the Dean of Students.

Advisory Members:

- The Dean of Students
- The Director of First Year Experience & Leadership Development
- The Director of the Counseling and Career Center, or designee
- The Director of Health Services, or designee
- The Chief of University Police, or designee
- A representative from Campus Living Villages USA

Strategic Planning and Budgeting Committee

Purpose: The committee is charged with recommending the allocation of new resources as well as the reallocation of existing resources by producing a 1-N list of budget requirements from the faculty and staff to the President for approval.

Reports to: President

Membership:

- College Deans
- VP Academic Affairs
- VP Business Affairs
- VP External Affairs
- VP Technology, Innovation, and Economic Development
- VP The Student Experience

- VP University Affairs
- Faculty Senate President
- Representative from Accounting and Budgeting
- Student Government President; legal subject matter expert (SME)
- Faculty and staff representatives, as appointed by the President

Student Self-Assessed Fees Oversight Committee

Purpose: To review the process of all student self-assessed fees at Northwestern State University. This committee and the SGA's Fee Review Committee working independently or jointly shall also serve as a source of advisement for the Student Government Senate. In accordance with the University of Louisiana System Policy, student self-assessed fees, other than a fee used to pay bonded debts, shall be subject to recall by a vote of the students in accordance with the institution's Student Government Constitution.

Responsibilities: To annually review financial records of each self-assessed fee budget and/or department receiving such fees. To provide the Student Government Association with a recommendation on each fee as well as any information required to make an informed decision on the status of all student assessed fees.

Membership (one-year appointments):

- Committee Coordinator (non-voting, appointed by the Dean of Students)
- Eight undergraduate student members: five appointed by Student Government Association, three appointed by President of University by recommendation of the Dean of Students.
- Seven faculty/staff members: three appointed by Student Government Association and four appointed by President of University by recommendation of the Dean of Students.

The Committee Coordinator will be responsible for calling and presiding over meetings, appointing a recorder for each meeting, and ensuring that minutes are distributed to all voting and advisory members, as well as the Dean of Students. The Committee Coordinator will assume responsibility for notifying appeals applicants of the committee's decisions. Eleven members, five of which must be students, must be present to constitute quorum and conduct business.

Advisory Members:

- Dean of Students
- Vice President of Business Affairs

University Assessment Committee

Purpose: The mission is to foster communication between all colleges, schools, departments, faculty, and staff to facilitate and assess student learning and organizational performance. The UAC works to promote an integrated culture of assessment consistent with the University mission. The committee is charged with coordinating assessment at the university level, representing all academic and co-curricular areas in articulating an integrative assessment program from the classroom through strategic decisions, and providing feedback and assistance to programs, colleges and schools to advance efforts to enhance collective support for assessment. The office of the Executive Director of Institutional Effectiveness and Human Resources has primary oversight over the committee, who reports to the Provost and/or Vice President, depending on the unit.

Membership:

- Director of Institutional Effectiveness (chair)
- 21 Committee members are nominated by their schools, colleges or divisions and appointed by their Dean or Vice President.

University Diversity Committee

Purpose: To serve 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.
Responsibilities: Periodically review and recommend changes to the University Diversity Plan. Periodically review and recommend changes to the Cultural Diversity Office. Assess admissions, recruiting, hiring, and retention policies and practices with attention to significant discrepancies between the University campuses' demographic representation. Assess and monitor the campus climate and environment as it relates to diversity and inclusion. Review issues or concerns submitted by the members of the University community concerning diversity and offer recommendations. Recommend necessary and appropriate policy changes to the administration.
Reports to: Dean of Students
Membership (one-year appointments):

- Committee Coordinator appointed by the University President (non-voting)
- One Staff member from Athletics, appointed by the Dean of Students
- Two staff members from Student Affairs, appointed by the Dean of Students
- One Staff member from EEO, appointed by the Dean of Students
- One Staff member from Admission/Enroll. 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 Off Campus Site, appointed by the Dean of Students
- Two Faculty members, appointed by the Dean of Students
- Two Student members, appointed by the Student Government Association

Advisory Members:

- Vice President of Business Affairs
- Vice President of External Affairs
- Vice President of University Affairs
- Vice President of Technology and Economic Development
- Provost/Vice President of Academic Affairs
- Director of Student Activities and Organizations

University Strategic Planning Committee

Purpose: Helps the President set priorities, focus energy and resources, strengthen

operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. This disciplined effort produces fundamental decisions and actions that shape and guide what NSULA is, who it serves, what it does, and why it does it, with a focus on the future.

Membership:

- President
- VP Academic Affairs
- VP Business Affairs
- VP External Affairs
- VP Technology, Innovation, and Economic Development
- VP The Student Experience
- VP University Affairs
- College Deans
- Executive Director of Institutional Effectiveness and Human Resources
- Director of Institutional Effectiveness (facilitator)
- Faculty Senate President
- Chief Finance Officer
- Student Government President
- Faculty and staff representatives, as appointed by the President

Wellness, Intramural and Recreational Sports Advisory Committee

Purpose: To serve in an advisory role to assure that a wellness, intramurals and recreational sports program suited to address the needs of the Northwestern State University community is maintained. The committee's purview shall include (but not be limited to) recommendations related to programming, scheduling, assessment, facility management, budgets, policies and procedures.

Responsibilities: Assess the wellness, intramurals and recreational sports programs on campus and to make recommendations regarding their improvement. Assess the WRAC facility and make recommendations for its maintenance, use, and improvement. Serve as an appeals committee to any student or WRAC member whose use privileges have been suspended or revoked due to a violation of WRAC policies and procedures. To serve as an appeals committee to have policies adjusted or fees waived or reduced for non-profit groups which provide mutual benefits or other valuable considerations to the university, or whose use of the facility is considered part of the civic, economic, cultural and educational outreach which the university provides in accordance with its stated mission in the Master Plan for Higher Education in Louisiana.

Membership (one-year appointments):

- Committee Coordinator (non-voting, appointed by the Dean of Students)
- Two Student Government Association Senators, appointed by the Student Government Association
- One student with Freshman or Sophomore classification, appointed by the Student Government Association
- One student with a Junior or Senior classification, appointed by the Student Government Association
- Two faculty/staff members, appointed by the Dean of Students

- A representative from the Division of Student Affairs, appointed by the Dean of Students
- A representative from the Athletics Division or the Department of Health and Human Performance, appointed by the Dean of Students

The Committee Coordinator will be responsible for calling and presiding over meetings, appointing a recorder for each meeting, and ensuring that minutes are distributed to all voting and advisory members, as well as the Dean of Students. The Committee Coordinator will assume responsibility for notifying appeals applicants of the committee's decisions.
Advisory Members:

- The Coordinator of Intramurals
- The Coordinator of One Card Services
- The Director of Student Activities & Organizations
- The Director of the WRAC

IV. University Ad Hoc Committees

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 also provides a forum for discussing electronic learning issues, establishing guidelines and procedures, and recommending policies regarding electronic learning.
Reports to: President through VP-TIED
Membership:

- VP-TIED (Chair)
- VP of Academic Affairs or designee
- Representation from Electronic and Continuing Education (ECE) appointed by VP-TIED
- Two faculty members from each academic college, selected by Faculty Senate

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 Provost/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.

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
- Provost/VPAA or designee
- Faculty Senate representative selected by the Senate

V. Faculty Senate Committees

Committee on Committees

Purpose: 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.
Reports to: Faculty Senate through the Faculty Senate President
Membership:

- Faculty Senate Vice President
- Not more than one faculty senator from each college, including the committee chair, 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 Provost/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.

Executive Council of the Faculty Senate

Purpose: 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:

- Faculty Senate President (Chair)
- Faculty Senate Vice President
- Faculty Senate Secretary
- Faculty Senate 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 Provost/VPAA, on behalf of the Senate, recommendations concerning University and Faculty Senate standing committees.

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)

Ad hoc Committees

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

University Retention, Tenure, and Promotion Appeals Committee

Purpose: 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 must submit to the Provost/VPAA within 15 days a short summary of the process violations. The Provost/VPAA requests a response from the department head or director, and then this material is forwarded to the committee via the Provost/VPAA'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 materials 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.

Membership:

- Seven faculty members holding the rank of professor; they are selected by the Faculty Senate (this committee shall not be derived from the University Grievance Committee)

Chapter 5: Faculty Personnel and Employment Policies

University policies, practices and procedures related to faculty can be reviewed on the Human Resources Webpage and Office of Institutional Effectiveness and Human Resources Webpage.

Employment Policies and Practices

NSULA Human Resources supports the policy of Equal Employment Opportunity and without regard to race, color, religion, sex, age, national origin or disability. The Office of Human Resource executes policy and procedures for the University as well as all State, Federal, and Civil Service rules and regulations.

A complete list of employment policies can be found on the University of Human Resources Webpage.

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.

The NSULA Notice of Non-Discrimination is located on The Office of Institutional Effectiveness and Human Resources Webpage.

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.

For more information review the University Equal Employment Opportunity/ Affirmative Action Plan.

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 Provost/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:

- Type of contract and appointment: TT, tenure track; T, tenured; NTT, non-tenure track
- Salary amount
- Professional practices expected of academic personnel
- Designation of academic rank, academic title, or special academic status and discipline
- 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 the 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).

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 that person's 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. 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: $35,000.00 / 9 x 12 = $46,668.00.

Summer School Payment: Summer school pay is approved each year by the ULS. A faculty member may earn a maximum of 4/3rds of 2/9ths of their 9-month salary during the summer session. (Overloads may be allowed at overload pay after maximum 12-hour load has been met.) The exception to this is for nursing faculty who may earn a maximum of 1/3rd of their 9-month salary for teaching clinicals during the summer session.

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. Summer faculty appointments are appointments for the purpose of teaching duties only.

Non-Teaching Summer Appointments: Any non-teaching positions for the summer must be budgeted and approved prior to the summer session in accordance with appointments procedures for the appropriate class of employment.

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 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:

- Teaching all classes in a manner that will promote academic excellence to the fullest extent.
- Supporting the President, the Provost/VPAA, and the academic dean in carrying out their responsibilities.
- 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.
- Maintaining 10 office hours on a weekly basis during the regular academic year as determined by the unit head.
- Advising and counseling students during required office hours and at other times and settings established by the department head, coordinator, director, or dean.
- Engaging in scholarly activities, including research, scholarly publications, and presentations, as appropriate to the academic discipline.
- Participating in departmental development, recruitment of students, and other professional endeavors germane to the mission of the department, University, or

community. Attending such events equates to fewer/reduced office hours.
- Maintaining a collegial relationship with peers and colleagues throughout the University.
- 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 Statues 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 Provost/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 Human Resources. More related information can be found on the Human Resources Webpage.

All newly hired non-classified faculty and staff should complete the New Hire Packet, found on the Human Resources Webpage.

Exiting employees should complete the Employee Separation Notice Form.

Additional Faculty Resources: Information on resources available to faculty can be found at the Faculty Resources Webpage.

EMPLOYMENT RECORDS

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 Provost/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 POLICIES

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. 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*.

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

Leave Policies: Information about leave may be found in the *Human Resources Personnel Actions Policy and Procedures User Guides.* These policies and procedures are governed by Louisiana Revised Statutes 17:3311 and 17:3312; Federal Regulations; University Policy and Procedures; Civil Service Rules and Regulations; and University of Louisiana System Board of Trustees Policy. The Leaves of Absence Policy can be found on the Board Bylaws & Rules Webpage.

NSULA Leave Policy and Request for Leave: Explanation of University leave policy and procedures for requesting leave can be found on the NSU Request for Leave Form.

Crisis Leave: Crisis Leave is leave hours donated by employees into a Crisis leave pool to be used by employees who are suffering from their own serious health condition or personal emergency which has caused or is likely to cause the employee to take leave without pay or to terminate employment.

Emergency Administrative Leave Policy: This policy establishes a uniform policy and procedure to be applied in emergency circumstances regarding an unclassified staff member (faculty included), as defined by LA R.S. 17:3304, and to authorize actions be taken in accordance with this policy.

Sabbatical Leave: Provision for leave with pay for the purpose of professional or cultural improvement, or for the purpose of renewal, is a well-established administrative device intended to improve the quality of higher education professional service. NSULA and the ULS System Board recognizes that such a policy is justifiable and desirable and therefore

provides for leaves of absence for full-time members of the faculty under the conditions specified below.

For the purposes of sabbatical leave, "faculty" is defined in LSA-R.S. 17:3304 as follows: “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 investigate positions of equal dignity, shall constitute the faculty of each college and university. The head of each college or university and its academic officers shall be members of the faculty.”

1. For the purpose of professional or cultural improvement, or renewal, this leave may be granted for two semesters (52 weeks for 12-month employees). It may be granted following any six or more consecutive fiscal years of active service in the institution where such individual is employed. An individual may not accumulate time in an attempt to qualify for more than one consecutive year of such leave. Leave also may be granted for one semester (26 weeks for 12-month employees) following three or more consecutive years of such service by an individual, provided that absence due to sick leave shall not be deemed to interrupt the active service provided for herein. A sabbatical leave taken during a summer session shall be considered a semester for leave purposes.
2. The compensation from the state for the period of leave approved shall be at the rate of not more than 75 percent of the salary the individual will receive during the current fiscal year for the period of time leave is applied for and granted. Employers and employees shall contribute to the retirement system on the basis of full annual salary rate. Compensation payable to persons on leave shall be paid at the times at which salaries of the other members of the teaching staff are paid and in the same manner.
3. In those cases where the faculty member or administrator receives outside compensation, such payment is to be approved in writing and in advance by the president as supportive of the purposes of the leave. If outside compensation plus paid leave would exceed the regular salary, the leave pay will be reduced so that the institution will pay no leave if the outside compensation equals or exceeds the regular pay. But nothing shall prevent the faculty from being remunerated by outside agencies at higher rates than his regular pay.
4. After each leave period is completed, evidence as determined by the institution must be submitted to the appropriate supervisor to indicate that the purpose for which the leave was granted has been achieved.
5. At no time during any semester of an academic year shall the number of persons on leave with pay (except sick leave) exceed 5 percent of the total faculty.
6. In accepting a leave of absence with pay, the faculty member shall be understood to assume a legal obligation as listed in Acts 1991, 858 (R.S.17:3328) to return to the institution for at least one year of further service. A copy of this rule shall be included in the institution faculty handbook and made known to each applicant for such leave.
7. Individuals accepting sabbatical leave with pay are cautioned about prohibitions against dual appointments or dual employment as described in LSA-R.S.42:63.
8. Sabbatical leave shall be granted only with prior Board approval.

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 NSU Staff Handbook.

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 Provost/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.

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:

- conducts operations or activities that are regulated by the University, or
- 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): Outside Employment/Procedures.

The University's policy concerning outside employment can be found in the NSU Staff Handbook.

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. The Outside Employment Certification Form can be found on the NSU Human Resources Webpage.

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.

Statement of Policy on Outside Employment

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.

1. A full-time member of the faculty or staff who is presently engaged, or who plans to engage, in such activities outside of their 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.
2. 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.
3. 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.
4. 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.
5. 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.

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 the 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. The ULS policy for Seeking and Holding Public Office can be found on the Board Bylaws & Rules Webpage.

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.

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 on the NSU Financial Aid Webpage.

Faculty/Staff exemption provides an exemption to faculty or staff members who are employed full-time at a University of Louisiana System institution or System Office and certain Community Colleges and Technical Colleges who have an agreement signed with NSULA. The Faculty/ Staff Exemption Form must be completed each semester.

Faculty/Staff Dependent exemption provides an exemption to dependents of faculty or staff members who are employed full-time at a University of Louisiana System institution or System Office. Student must be claimed by parent on tax return. The Faculty/ Staff Dependent Exemption Form must be completed each semester.

The signed NSU policy and application form are located in the Appendix.

ADDITIONAL POLICIES

Sexual Harassment and Harassment Policy

The University Sexual Misconduct/ Harassment Policy and Procedure can be found on the NSU Human Resources Webpage.

No employee or student or visitor at Northwestern State University 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. It is neither permitted nor condoned, as hostile work environments ensue when people feel unsafe.

Members of the University community - students, staff, faculty, and administrators - are entitled to 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, to avoid actions that are abusive or unprofessional. Faculty and supervisors 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 these relationships, 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.

The definition of Sexual Harassment is conduct on the basis of sex meeting one of the following conditions:

A. 1. Quid Pro Quo: An employee of the university conditioning the provision of an aid, benefit, or service of the university on an individual's participation in unwelcome sexual conduct;
B. 2. Hostile Environment: unwelcome conduct determined by a reasonable person to be so severe, pervasive, and objectively offensive that it effectively denies a person equal access to the university's education program or activity; or
C. 3. Sexual Assault: Dating Violence, Domestic Violence, Rape, or Stalking.

Specific procedures for the resolution of sexual harassment complaints are found in the University's Power Based Violence-Title IX Policy located at https://www.nsula.edu/about/title-ix-and-power-based-violence/

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 Sexual Misconduct/ Harassment Policy and Procedure, available on the NSU Human Resources Webpage.

Title IX Policy Statement

Title IX of the Education Amendments of 1972 Prohibits discrimination based on sex in educational programs and activities that receive federal financial assistance. To ensure compliance with Title IX and other federal and state civil rights laws, Northwestern State University has developed internal policies that prohibit discrimination and sexual misconduct on the basis of sex. More information about Title IX is available on the Office of NSU Title IX Webpage.

Coordinator for Faculty & Staff Complaints

The Director of Title IX Compliance and Title IX Coordinator located in #306 Friedman Student Union (318-357-5570) is the designated Coordinator of all Title IX issues at Northwestern State University.
University employees are encouraged to seek assistance from this office for any issues related to Title IX. Reports may be submitted at https://cm.maxient.com/reportingform.php?NorthwesternStateUnivLA&layout_id=1

Policy Statement Regarding Alcohol and Drugs

Our Commitment to a Drug Free Campus
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 on the University campus.

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.

Chapter 6: Faculty Freedom and Responsibilities

The University of Louisiana System has established guidelines and policies to preserve the rights, duties, and responsibilities of the academic staff. Please review the University of Louisiana System policy, Rights, Duties and Responsibilities of the Academic Staff.

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, even when it leads to findings and conclusions that differ from their own. 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 light 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 Rev Stat § 17:3304: "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, shall constitute the faculty of each college and university. The head of each college or university and its academic officers shall be members of the faculty."

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.

Intellectual Property

NSULA follows the policy of the ULS regarding intellectual property. For more information and to view the full NSULA Intellectual Property Policy, visit the Office of Sponsored Programs (OSP) Website.

The University of Louisiana System recognizes the need for and desirability of encouraging the broad utilization of the results of academic research by bringing innovative findings to practical application. The primary purpose of this Intellectual Property Policy is to provide the necessary protections and incentives to encourage both the discovery and development of new knowledge and its transfer for the public benefit; a secondary purpose is to enhance the generation of revenue for the home institutions and the creators.

Intellectual Property Policy Objectives

Consistent with the policies of the University of Louisiana System, Northwestern State University of Louisiana's Intellectual Property Policy employs the following objectives:

A. To encourage research and scholarship as creative academic endeavors while recognizing that commercially valuable intellectual properties may result from such endeavors;
B. To delineate procedures to encourage creators to report discoveries with broad commercial potential and public benefit and to assist them, while at the same time safeguarding the interests of all concerned parties;
C. To make intellectual property developed in the course of academic research available to the public under conditions that will promote its effective and timely use and development;
D. To optimize the environment and incentives for research and scholarly activity and for the creation of new knowledge;
E. To ensure that the educational mission of the University is reinforced.

Intellectual Property Policy Purpose

This policy is intended to support faculty, staff, and students in identifying and protecting intellectual property, defining the rights and responsibilities of all involved, administering intellectual property matters, and establishing support offices to provide the required assistance. It also stipulates how such income generated should be distributed to the creators or developers and to the University.

Northwestern State University of Louisiana recognizes that research and scholarship should be encouraged without regard to potential gain from licensing fees, royalties, or other such income; however, the University also recognizes that patentable inventions and discoveries may arise from faculty, staff, and student research. The policies governing the administration of such inventions should provide adequate recognition and incentive to inventors and at the same time ensure that the University will share in the rights pertaining to inventions in which it has equity.

Intellectual Property Definitions

1. Computer Software shall include one or more computer programs existing in any form or any associated operational procedures, manuals, or other documentation, whether protectable or protected by patent or copyright.
2. Creator shall be defined as an individual or group of individuals who make, conceive, reduce to practice, author, or otherwise make a substantive intellectual contribution to the creation of intellectual property. "Creator" shall include, but not be limited to, faculty, professional staff, administrative and support staff, and students. "Creator" shall also include the definition of "inventor" as used in the U.S. patent law and the definition of "author" as used in the U.S. Copyright Act.
3. Institution Resources Usually and Customarily Provided shall include such support as office space, library facilities, ordinary access to computers and networks, or salary and shall be described in this policy as either "incidental" or "significant." The phrase does not include use of students or employees as support staff to develop the work, or substantial use of specialized or unique facilities and equipment, or other special subventions provided by the institution unless approved as an exception.
4. Intellectual Property shall be defined as inventions, discoveries, knowhow, show-how, processes, unique materials, copyrightable works, original data, and other creative or artistic works that have value. Intellectual property includes that which is protectable by statute or legislation, such as patents, copyrights, trademarks, service marks, trade secrets, mask works, and plant variety protection certificates. It also includes the physical embodiments of intellectual effort, for example, models, machines, devices, designs, apparatus, instrumentation, circuits, computer programs and visualizations, biological materials, chemicals, other compositions of matter, plants, and records of research.
5. Inventor shall include anyone who creates inventions patentable.
6. Inventions Patentable shall include any new and useful process, machine, manufacture, or composition of matter, or any new and useful improvement thereof.
7. Net Income shall be defined as those funds raised from the commercialization of applicable intellectual property that remain after the University and the Creator(s) have been reimbursed for resources expended in the creation, procuring, maintaining, and marketing of the intellectual property.
8. Scholarly Works shall include all intellectual properties not covered in Technical Works that are of an artistic, scholarly, instructional, or entertainment nature.
9. System shall refer to the University of Louisiana System, unless otherwise indicated.
10. Technical Works shall include intellectual properties that are of a scientific, engineering, or technical nature such as patentable or unpatentable inventions (including biological materials), computer software.
11. Traditional Academic Copyrightable Works shall be defined as a subset of copyrightable works created independently and at the creator's initiative for traditional academic purposes. Examples include class notes (in whatever form, e.g., handouts, internet posting); books, theses and dissertations; articles; materials produced for any course regardless of media; non-fiction, fiction, and poems; musical works; dramatic works including any accompanying music; pantomimes

and choreographic works; pictorial, graphic, and sculptural works; or other works of artistic imagination that are not created as an institutional initiative. Regarding websites, the author of each web page is responsible for the content of that page and is expected to abide by System and university policies as well as local, state, and federal laws.

12. University shall refer to Northwestern State University of Louisiana, unless otherwise indicated.

Regulations Pertaining to Instruction

Inclusive Communication

The NSULA community is committed to creating and maintaining an educational environment that is welcoming, inclusive, and respectful of all members of our community, regardless of race, sex, gender identity or expression, sexual orientation, age, religion, national origin, socioeconomic status, ethnic or racial identity, exceptionalities, and any other legally protected class. Inclusive communication affirms and respects how people describe, express, and experience various components of their identity, and it is important that faculty respect the individual differences among all members of our university community. Thus, faculty should address students and others by their preferred names, terms of address, pronouns, and/or descriptors.

Statement About Civility

Northwestern State University defines diversity as including but not limited to differences in age, gender identity and expression, religion, language, sexuality, socioeconomic status, ethnicity, race, mental and physical abilities, and geographic background. In our mission to understand our differences, we also hope to realize our commonalities and recognize how all these parts of our identities shape each of our experiences of the world. We are dedicated to fostering a community based on empathy, thoughtful dialogue, personal growth, and action. Every Northwestern State University faculty member is encouraged to help create an environment that promotes learning, dignity, and mutual respect for everyone in the learning environment and on social media sites, whether on official NSU sites or in personal communication. Faculty should be aware of their association with and responsibilities to NSU while using social media. Faculty should make it clear that they are stating an opinion, and not acting in an official capacity, or representing NSU when using social media for personal communication. When that may seem unclear, it may be useful to use a disclaimer such as, “Views and opinions expressed are my own and do not reflect those of NSU.” Faculty must also keep in mind that once digital content is created, they have very little control over how that content is shared or how permanent it becomes, and so you must consider the impact of your statements on how you wish to present yourself to the world, including to potential students and colleagues. Faculty should communicate online with respect, which includes reading and responding carefully to others in order to understand their point-of-view, taking responsibility for words, keeping criticism constructive, respecting diversity, and being tolerant of differences in an environment of professional engagement.

Required Syllabus Components

Course syllabi must contain the following required components:

- Instructor's name, contact information, office location, and office hours
- Course title and number
- Course catalog description
- Term, course location, and meeting time
- Course goals related to Student Learning Objectives
- Required materials or textbooks
- Assignment descriptions and grade values
- Final grade calculation
- Instructor's attendance policy
- Instructor's late/make-up work policy
- Course schedule
- University policies:
    - Americans with Disabilities Act (ADA)
    - Definition of Student Learning Outcomes
    - Classroom Civility Statement
    - Student Academic Honesty Statement
    - Sexual Harassment and Assault
    - Title IX
    - Diversity, Equity, and Inclusion Statement
    - Social Media
    - Attendance

University policies are frequently updated and must be current in each term's syllabi. The University Curriculum Review Council provides a list of required components that must be included in all course syllabi.

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*. Grades are calculated on a 10-point scale with no + or – reported.

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 Provost/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 and report "last date of attendance" when submitting failing final grades.

Student Violations of Academic Integrity

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 the person's academic career. Violations are reported through the Academic and/or Classroom Civility Referrals portal. The Appendix includes information about that form and process.

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 and report issues of academic dishonesty to the Department Head/Director or supervisor.

Grade Appeal Procedure

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

Grade Change Procedure

Grade changes, including the removal of an Incomplete or data entry error, must be initiated by the instructor in compliance with the policy published in the *University Catalog.* Grade changes must be initiated by the instructor within 120 days of the end of the academic period in which the grade was earned. The instructor initiates a grade change by forwarding a "Change of Grade" form, through the Department Head/Director or Dean.

Chapter 7: Resources and Services

RESEARCH AWARDS

The Dr. Mildred Hart Bailey Research Award is presented annually at NSU Research Day to recognize outstanding research or distinguished artistic performance or creative work substantially completed within the past three years and is open to all full-time Northwestern faculty and adjunct faculty carrying a 12-hour equated load.

Only one submission per nominee and nominator will be considered. Research projects or performances or creative works jointly produced by two or more persons will be considered, but multiple nominees must have shared the work equally. "Research" and "performance or creative work" will be construed broadly to enable the greatest number of faculty to be considered for the award.

The criteria for evaluating the applications are:

1. Scholarly or creative significance;
2. National, regional, or local impact;
3. Originality and ingenuity of project design; and
4. Critical recognition by authorities in the field.

The Dr. Marietta Lebreton Louisiana Studies Award is presented annually at NSU Research Day to honor faculty members whose careers have been dedicated to research regarding Louisiana topics. Nominees may have conducted research in any discipline.

The criteria for evaluating the applications are:

1. Nominee must have made significant contributions to his or her field of study—examples include multiple publications, creative pieces, presentations, and sustained work on a major project relating to the history, culture, languages, science, math or other fields in Louisiana. Focus of the research must illustrate a significant connection to Louisiana.
2. Nominee may hold any academic rank.
3. Nominee must demonstrate sustained record of research on Louisiana topics.
4. Nominee may be nominated by a colleague or may self-submit.
5. CV, samples of work, letter of nomination, and other supporting material must be submitted by the nominator.
6. All campuses may participate.

The Dr. Jean D'Amato Thomas Lifetime Achievement Award is presented annually at NSU Research Day to honor senior faculty members whose careers have included a significant commitment to research and service to their discipline.

The following criteria will be used to evaluate the nominations:

1. Nominee must have made significant contributions to the field of study—examples include multiple publications, creative pieces, presentations, sustained work on a major project.
2. Nominee must have remained dedicated to a consistent research agenda spanning the entire career, including publications, presentations, research grants, or other related activities.
3. Nominee must hold the rank of Associate or Professor.
4. Nominee must demonstrate sustained record of service to the discipline.
5. Nominee must be nominated by a colleague.
6. CV, samples of work, letter of nomination, and other supporting material must be submitted by the nominator.
7. Nominee may only win this award once.
8. All campuses may participate.

Campus Services

Eugene P. Watson Memorial Library

The Eugene P. Watson Memorial Library is a three-story modular structure with a floor area of approximately 95,000 square feet. The library collection consists of books, government documents, audio-visual materials, journals, newspapers, and magazines that are available in print, electronically, and via full-text databases. The Instruction and Reference Librarian may be contacted for research consultation, assistance, and class instruction. Three group study rooms are located on the second floor with the Reference Room designated as a quiet study zone. The third floor houses the Administrative Office, Serials-Media, and the Cammie G. Henry Research Center. The Cammie G. Henry Research Center houses the Louisiana Collection, Rare Books, and the Archives. The library and its branches - the Prince Music Library on the Natchitoches campus, the Fort Polk campus library, and the Nursing Education Center in Shreveport are all part of the LOUIS (Louisiana Online University Information System) Consortium made up of all the Academic Libraries in the state. The consortium provides databases, many of which are full text. For all library services, hours, programs, and resources, please visit the Library Webpage for additional information on all four NSULA Libraries and the Cammie G. Henry Research Center (University Archives).

Office of Sponsored Programs

The mission of the Office of Sponsored Programs (OSP) is to nurture and grow the sponsored-programs enterprise at NSULA in accordance with the University's overall mission. OSP offers faculty assistance in: (a) identifying funding opportunities; (b) developing grant applications for submission to external funding agencies; (c) implementing funded projects; and (d) complying with state and national statutes, rules, and regulations that govern funded projects and programs. OSP will work with faculty to encourage the inclusion of undergraduate and graduate students in their sponsored projects and activities. Visit the Office of Sponsored Programs Webpage for information. For information about using human subjects in research and related activities, see the Human Subjects Institutional Review Board (IRB) requirements and forms.

Academic Advising Services

Located in Watson Memorial Library, Academic Advising at NSULA is regarded as an extension of the teaching function and is an important responsibility of our faculty. A professional team of advisors works closely with departmental faculty advisors and academic departments to help NSULA students achieve their academic and professional goals.

Academic Advising Services is responsible for the following advising services and programs:

- Exploratory (undecided) students
- Visiting non-degree-seeking students
- Associate of General Studies (AGS)
- Bachelor of General Studies (BGS)
- Associate of Science in Nursing (ASN) – Natchitoches campus, pre-clinical students
- Bachelor of Science in Nursing (BSN) – Natchitoches campus, pre-clinical students
- University Studies 1000 – The University Experience. This required support course is delivered to approximately 1,400 entering freshmen each academic year (traditional and online delivery).

More information is available on the NSULA Academic Advising Services Webpage.

Faculty Advisor Resource Links

Academic Advising Handbook
Academic Advising Quick Guide
Resources for Students (Academic, Non-Academic & Community)
NSU Transfer Student Guide
Louisiana Transfer Degree Guarantee
Academic Advising Worksheet

Academic Success Center

Located in Watson Library, the Academic Success Center provides peer support, learning resources, and academic guidance to all students by building one-on-one relationships between students and tutors thereby ensuring students are academically prepared to earn a college degree. The Center's environment encourages good study habits and learning across all disciplines, especially the humanities and STEM subjects. Students may schedule face-to-face or online appointments through the link on the Academic Success Center website.
Available tutoring: Click Here for a Complete Course Listing

Computer Labs

Student Technology labs follow the NSULA academic calendar. The labs do not open on any weekend that precedes or follows a scheduled student break and do not reopen until the official date and time that classes resume. Information related to open labs, department labs, off-campus 'satellite' open labs, off-campus 'satellite' teaching labs and library workstations is available on the ITS Computer Labs Webpage.

Departmental labs may have certain use restrictions. Hours of service and software applications available in these labs are subject to change. Please consult the contact person or call the corresponding department for up-to-date information and lab hours of operation. Not all departmentalized labs were purchased with Student Technology Fees. Those labs purchased with Student Technology Fees may be used for class instruction if prior approval is obtained from the corresponding department, but no students may be turned away during the scheduled class if workstations are available. A list of department labs, hours and contact personnel is located on the ITS Computer Labs Webpage.

Testing Center

Located in Watson Memorial Library, the Testing Center at Northwestern State University exists to provide a variety of testing options for students at NSULA and the surrounding communities. Testing options available through the Testing Center include: Initial Placement Tests such as the ACT and SAT; CLEP, LSAT, Praxis, and GRE.

Proctoring is available to students whose professor is not physically located on the Natchitoches Campus of NSULA. Appointments are available 7:30-4:30 Monday-Thursday and 8-12 Fridays. Faculty/Staff may use the Proctoring Lab to proctor tests.

More information is available on the NSU Testing Center Webpage.

Counseling and Career Services

Located in the Freidman Student Union Building, the University Counseling Center's professional staff provides confidential career counseling and career development services, counseling and outreach services, and part-time employment services free of charge to all NSULA undergraduate and graduate students. For more information, visit the Counseling and Career Services Webpage.

Located in the Freidman Student Union Building, the Career Center assists students and alumni plan, prepare and promote their careers by partnering with employers to bring a variety of opportunities to our students. For more information, visit the Career Center Webpage.

Emergency Mental Health Counseling Services: NSU Cares

The purpose of NSU Cares is to create a prevention-prepared campus community in which suicide completion becomes a "never event" at Northwestern State University. Aligned with the National Strategy for Suicide Prevention (2012) and based on best practice recommendations within SAMHSA's Best Practices Registry, the project focuses on creating a system and safety net for students, in addition to a culture of caring, wellness, and hope. More information is available on the NSU Cares Webpage.

24 hour service is available for students who are in crisis. Students may call the office of Counseling and Career Services or drop by during office hours 8-5 Monday-Thursday and 8-12 on Friday. To speak to a counselor after office hours and on weekends, call University Police at 357-5431 and a counselor will be contacted.

Disability Services

Located in the Freidman Student Union Building, the Office of Disability Support (ODS) is committed to making students with disabilities full participants in university programs, services, and activities through its compliance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990. The ODS coordinates services and accommodations for students with disabilities and also serves as an information center concerning disability-related issues. The ODS is committed to providing equal educational opportunities to students by minimizing the impact of functional limitations upon their academic and non-academic lives through providing reasonable accommodations to ODS registered students.

Reasonable accommodations are modifications to a course, program, service, or employment that do not fundamentally alter the course or program. Appropriate accommodations are determined through the individual intake appointment by reviewing documentation submitted by a qualified and licensed professional, discussion with the student, and evaluating the essential requirements of a course or program. After the intake appointment, a student will have approved accommodations available for use at their discretion. Visit the Office of Accessibility and Disability Support Webpage for more information.

Electronic and Continuing Education (eNSU)

The mission of the Office of Electronic and Continuing Education is to strive to be regionally responsive, nationally prominent, and internationally engaged. We are committed to creating and providing learning opportunities that respond to the constantly changing needs of corporations, organizations, and individuals. The unit's primary business is to design, develop, and deliver a variety of educational programs required to meet the learning needs of a diverse adult population. Through credit and non-credit courses, conferences, and institutes, individuals are provided the opportunity to continue their education. To meet this obligation to provide educational opportunities, it is the unit's continuing responsibility to identify and remove constraints of time and place that might burden learners and limit access. With fully accredited on-line degree programs from the associate through the specialist levels, and a full array of support services, no student in need of an education should feel place or time bound.

NSU offers a variety of electronic credit courses, from a selection of courses offered via compressed video to entire degree programs online. One goal of the Office of Electronic and Continuing Education is to provide information and services to faculty and students involved in these electronic courses. Through Electronic Learning's web portal, "eNSU," students have access to course listings, course rotations, help pages, and links to admissions, registration, fee payment, and financial aid. ECE works to provide the best possible electronic learning experience for both faculty and students.

The non-credit program offers short courses and community services for those not interested in formal degree programs. The University also awards continuing education units (CEU's) through the non-credit program. National guidelines set forth in the Commission of Colleges' document C.E.U. Guidelines Criteria are followed.

The Office of Electronic and Continuing Education works with business and industry as well to provide noncredit training geared toward professional development. In addition, credit classes can be offered on-site which may be applied toward two- or four- year programs.

For more information, call the Office of Electronic and Continuing Education at (318) 357-6355 or 800-376-2422 or visit the Office of Electronic & Continuing Education Webpage.

IncludED

IncludED is a partnership between NSU and the NSU Campus Store that allows students to rent or purchase textbooks at a reduced cost. The charge is posted directly to the student's MyNSU Tuition and Fees bill and can be paid along with University charges or by using financial aid.

For more information, visit the IncludED Textbook Program Webpage.

Interfolio

Interfolio is a web-based management tool used to collect syllabi, evaluations, other teaching information, advising data, service details, research/creative activities, and other evidence of professional activities used to produce university, departmental, and individual assessment data, including annual faculty activity reports. Future usage may include a more active role in Renewal, Retention, Tenure, and Promotion application submission processes.

Chapter 8: Annual Evaluations, Renewal, Tenure, and Promotion

The ULS Board requires that each university under ULS jurisdiction must evaluate all faculty members annually. In addition to aiding faculty members in performing their professional duties, this evaluation process forms the basis for decisions concerning merit salary increases, 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) readily available guidelines they use for review of their 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 NSULA criteria are clear: excellence in carrying out the responsibilities of the position and significant promise for continued achievement.

The responsibilities of a faculty member vary depending on their position and status (see Chapter 1 for descriptions). They include, but are not limited to, teaching and advising students, scholarly achievement, public service, and contributing to the department and NSULA as a whole.

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.

Library faculty will also demonstrate their instructional effectiveness and expertise; they are expected to be:

- fully prepared, well-organized, informative, and intellectually stimulating in teaching;
- open to trying new teaching techniques;
- demonstrative of knowledge regarding library resources, materials, services, and programs available to meet student needs;
- conscientious in covering the research topic or subject effectively;
- responsive to student questions, comments, and suggestions; and
- accessible, helpful, and responsive.

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 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.

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.

TERMINOLOGY

For the purposes of the procedures outlined in this chapter, "Department Head/Director" refers to the faculty member's immediate supervisor or budget unit head with signatory responsibility for the faculty member's continued employment or that person's designee with contractual authorization to complete the procedure.

ANNUAL EVALUATIONS

The responsibilities of a Department Head/Director include annual assessments of teaching, scholarly and professional activities, and university and public service. These annual evaluations must include:

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 online survey gives students an opportunity to anonymously express views of the course and the effectiveness of instruction.

Classroom Teaching Assessment by Supervisor

Department Head/Director makes at least one classroom or virtual/online assessment visit per year to evaluate the teaching efficacy of individual faculty and completes a class evaluation report; online and face- to-face courses are evaluated similarly. In addition, the Department Head/Director 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. Observations of faculty teaching in multiple departments should be negotiated by the Department Heads/Directors or designees so faculty are observed on a rotating schedule by each department, with evaluations shared between areas. In all cases, faculty should receive a copy of the completed class evaluation report and have the right to request another observation for any reason and/or add a response addendum to their class evaluation report.

Student Appraisals of Academic Advising

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

Faculty Activity Report

The Faculty Activity Report, submitted annually in January using Interfolio, provides a detailed accounting of teaching, scholarly and professional activities, and university and public service.

Merit Evaluations

Merit evaluations are part of the Department Head/Director's annual evaluations of individual faculty and are determined based on analysis of the previous year's professional work. While determining merit evaluation, the Department Head/Director 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. Upon completion of the faculty evaluations, the Department Head/Director recommends merit classifications (no merit, merit, high merit, or highest merit) to the College Dean 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 Provost/VPAA. The College Deans and the Provost/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 Provost/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.

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 Provost/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 NSULA officials in the execution of the business of the University. Employees have the right to inspect and duplicate their file 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.

ANNUAL EVALUATIONS BY FACULTY RANK

Adjunct and Temporary Faculty

As term-contract employees with no guarantee of future employment, adjuncts shall be evaluated by their immediate supervisor (Department Head/Director/Budget Unit Head), who reviews classroom visitations, online teaching assessments, student evaluations, and any other materials relevant to their contract assignments. Observations of adjuncts teaching in multiple departments should be negotiated by the relevant Department Heads/Directors so adjuncts are observed on a rotating schedule and the assessments shared between departments.

Adjunct faculty members shall be observed once per contract period to evaluate teaching efficacy, shall receive a completed classroom appraisal form for each observation, and have the right to request another class observation and/or add a response addendum to their classroom evaluation report, whichever they prefer. They have the right to copies of their complete record of all classroom visitations and online teaching assessments, student evaluations, subsequent reports by their supervisors, and any addendums. Adjunct faculty are not assessed for merit evaluation.

Instructors

As employees with annual renewable contracts, Instructors shall be evaluated by the Department Head/Director in the categories of Teaching, Service, and Scholarly Activities as described above. Merit evaluations are part of the Department Head/Director's annual evaluations of individual Instructors and are determined based on analysis of the previous year's professional work. Merit classifications are No Merit, Merit, High Merit, or Highest Merit. While determining merit evaluation, the Department Head/Director 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. Annual evaluations of Instructors teaching in multiple departments ("dual appointments") should be coordinated by the relevant Department Heads/Directors in conference, agreeing to a cowritten evaluation signed by both supervisors each year so such Instructors are assessed based on a full depiction of their work in the categories of teaching, research, and service across disciplinary boundaries.

Schedule for the renewal process for Instructors:

For Instructors in the first year of employment:

- **October/November**: Department Head/Director makes one classroom or virtual/online assessment visit to evaluate the teaching efficacy of individual Instructors using the class evaluation report. Observations of Instructors teaching in multiple departments should be negotiated by the relevant Department Heads/Directors so Instructors are observed on a rotating schedule and the assessments shared between departments. The Instructor shall receive a completed

classroom appraisal form for any observation and has the right to request another class observation and/or add a response addendum to their classroom evaluation report, whichever they prefer. A signed copy is placed in the Instructor's file in the department and provided to the Instructor.

- **January 15 or the Friday of On-call week, whichever is later**: Instructors submit their Faculty Activity Report to their Department Head/Director, detailing their professional activities during the previous calendar year, and submit their performance Goals and Objectives for the coming calendar year.
- **By February 20**: The Department Head/Director reviews the Faculty Activity Report, student evaluations, classroom and online teaching evaluations, and performance objectives developed over the previous calendar year, and provides a written evaluation report to the Instructor and the College Dean that includes a merit evaluation rating. A signed copy is placed in the faculty member's file in the department.
- **By February 28**: College Dean submits evaluation recommendations to Provost/VPAA.
- **By March 15**: Instructors meet with their Department Head/Director to discuss their evaluations and finalize their Goals and Objectives. A signed copy of each document is placed in the Instructor's file in the department and provided to the Instructor.
- **March/April/May**: Department Head/Director makes one classroom or virtual/online assessment visit to evaluate the teaching efficacy of individual Instructors using the class evaluation report. The Instructor shall receive a completed classroom appraisal form for each observation and has the right to request another class observation and/or add a response addendum to their classroom evaluation report, whichever they prefer. A signed copy is placed in the Instructor's file in the department and provided to the Instructor.
- **April 15:** Upon completion of the faculty evaluations, the Department Head/Director recommends merit classifications (no merit, merit, high merit, or highest merit) to the College Dean 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 Provost/VPAA. The College Deans and the Provost/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 Provost/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.
- **By May 1:** The Provost/VPAA presents recommendations to the President of the University.

For Instructors in the second year of employment:

- **November 10:** Instructors submit their Faculty Activity Report to their Department Head/Director, detailing their professional activities during the previous calendar year, and submit their performance Goals and Objectives for the coming calendar

year.

- **By December 1:** The Department Head/Director reviews the faculty activity report, classroom and online teaching evaluations, and performance objectives developed over the previous calendar year, and provides a written evaluation report to the Instructor and the College Dean that includes a merit evaluation rating. Should the decision be discontinuation of employment, the Department Head/Director immediately notifies the Dean.
- **December 1:** Department Head/Director and College Dean make their recommendation to the Provost/VPAA.
- **December 15:** Second year Instructors receive notice of their renewal decision. A signed copy is placed in the Instructor's file in the department and provided to the Instructor.
- **By March 15**: Instructors meet with their Department Head/Director to discuss their evaluations and finalize their Goals and Objectives. A signed copy of each document is placed in the Instructor's file in the department and provided to the Instructor.
- **April 15:** Upon completion of the faculty evaluations, the Department Head/Director recommends merit classifications (no merit, merit, high merit, or highest merit) to the College Dean 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 Provost/VPAA. The College Deans and the Provost/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 Provost/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.
- **By May 1:** The Provost/VPAA presents recommendations to the President of the University.

For Instructors in the third and subsequent years of employment:

- **Fall or Spring term**: Department Head/Director makes one classroom or virtual/online assessment visit to evaluate the teaching efficacy of individual Instructors using the class evaluation report. Observations of Instructors teaching in multiple departments should be negotiated by the relevant Department Heads/Directors so Instructors are observed on a rotating schedule and the assessments shared between departments. The Instructor shall receive a completed classroom appraisal form for any observation and has the right to request another class observation and/or add a response addendum to their classroom evaluation report, whichever they prefer. A signed copy is placed in the Instructor's file in the department and provided to the Instructor.
- **January 15 or the Friday of On-call week, whichever is later**: Instructors submit their Faculty Activity Report to their Department Head/Director, detailing their professional activities during the previous calendar year, and submit their performance Goals and Objectives for the coming calendar year.

- **By February 20**: The Department Head/Director reviews the faculty activity report, student evaluations, classroom and online teaching evaluations, and performance objectives developed over the previous calendar year, and provides a written evaluation report to the Instructor that includes a merit evaluation rating. A signed copy is placed in the Instructor's file in the department and provided to the Instructor.
- **By February 28**: College Dean submits merit recommendations to Provost/VPAA.
- **By March 15**: Instructors meet with their Department Head/Director to discuss their evaluations and finalize their Goals and Objectives. A signed copy of each document is placed in the Instructor's file in the department and provided to the Instructor.
- **April 15:** Upon completion of the faculty evaluations, the Department Head/Director recommends merit classifications (no merit, merit, high merit, or highest merit) to the College Dean 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 Provost/VPAA. The College Deans and the Provost/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 Provost/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.
- **By May 1:** The Provost/VPAA presents recommendations to the President of the University.

Instructors 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, faculty shall receive notice that a probationary appointment is not to be renewed 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.

Right to Appeal Process Violations

An Instructor has the right to appeal adverse decisions involving the processes related to merit evaluation, renewal, promotion, and termination. The appeal must be submitted in writing and within 15 days of notification of the adverse decision to the Provost/VPAA.

The Provost/VPAA will convene the 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/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 materials 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.

The Committee will review the appeal and make a recommendation to the Provost/VPAA. The Provost/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 Provost/VPAA to the President of the University.

For merit appeals, a merit committee consisting of seven tenured faculty members will be convened by the Provost/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.

Assistant Professors

Those at the rank of Assistant Professor 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.

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. The subsequent procedure would then follow the promotion cycle as expressed below for Assistant to Associate Professor. For those teaching in multiple departments ("dual appointments"), an ad-hoc Promotion Committee composed of faculty from both departments will be convened to consider that person's application.

Promotion Raise: Faculty promoted from Instructor to Assistant Professor receive a raise in annual salary of $1000.

Annual Evaluations for Assistant Professors in their first 6 years: Retention

The Departmental Retention, Tenure, and Promotion Committee evaluates retention applications in each Department. Five tenured faculty members from a department will constitute the department's committee to evaluate applications for retention, tenure, and promotion. Each member must hold a rank equivalent to or higher than any promotion rank sought by the applicant. Whenever possible, the same committee should be used for all three functions. Subsequent signatories in the retention, tenure, and promotion recommendation process—the applicant's immediate supervisor, department head, director, or Dean—are categorically forbidden from serving on the retention, tenure, and promotion committee.

For those teaching in multiple departments ("dual appointments"), an ad-hoc committee composed of faculty from both departments will be convened to consider that person's application.

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 Department Head/Director of which two members are selected; the Department Head/Director submits a list of possible members to the faculty member and Dean. The Dean, Department Head/Director, 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/Director 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.

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/Director 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 their application.

The recommendation of the Retention Committee and that of the Department Head/Director are forwarded to the College Dean. The College Dean's recommendation, together with those of the departmental retention committee and the Department Head/Director, is then forwarded to the Provost/VPAA. At all levels of the evaluation process, applicants shall be kept apprised in writing of decisions.

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.

Annual applications for retention should contain the following, in the order given:

Official notice and receipt of a complete application:

- A completed Application Checklist signed by the applicant and Department Head/Director attesting to the completeness of the application.
- A completed Retention, Tenure, and Promotion Application form that clearly indicates that the application is for tenure [and, if applicable, Promotion to Associate Professor], signed by the applicant and the Department Head/Director, attesting to the completeness of the application.

Evidence in support of the application:

- A concise narrative by the applicant that summarizes accomplishments, if required by unit published guidelines.
- A complete and current copy of the applicant's curriculum vitae.
- Copies of the following documents, which chronicle the applicant's employment at NSULA or since the last evaluation:
    - All annual faculty activity reports;
    - All student evaluations for every course taught;
    - Annual evaluations by department head, coordinator, or Dean.
- Course syllabi.
- Any other materials that give clear evidence of the quality and efficacy of the applicant's teaching.
- Copies of books, articles, reports, and reviews; 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 NSULA committee work, sponsorship of student organizations, and other materials documenting the applicant's professional service activities.
- Any other material directly relevant to the application.
- Any other materials as required by the unit's published guidelines.

Schedule for the Retention process for Assistant Professors:

For Assistant Professors in the first year of employment:

- **October/November**: Department Head/Director or designee makes one classroom or virtual/online assessment visit to evaluate the teaching efficacy of the Assistant Professor using the class evaluation report. Observations of Assistant Professors teaching in multiple departments should be negotiated by the relevant Department Heads/Directors so Assistant Professors are observed on a rotating schedule and the assessments shared between departments. The Assistant Professor shall receive a completed classroom appraisal form for any observation and has the right to request another class observation and/or add a response addendum to their classroom evaluation report, whichever they prefer. A signed copy is placed in the Assistant Professor's file in the department and provided to the Assistant Professor.
- **January 15 or the Friday of On-call week, whichever is later**: Assistant Professors submit their Retention Application to their Department Head/Director, detailing their professional activities during the previous calendar year, and submit their performance Goals and Objectives for the coming calendar year. The Department Head/Director communicates the availability of the Retention Application to the Retention, Tenure, and Promotion Committee.
- **By February 10**: The Retention, Tenure, and Promotion Committee reviews the Retention Application and provides a written evaluation report to the Assistant Professor and the Department Head/Director on departmental letterhead. A signed copy is placed in the Assistant Professor's file in the department and provided to the Assistant Professor.
- **By February 20**: The Department Head/Director provides a written report to the Assistant Professor and the College Dean that includes the Department Head/Director's annual evaluation and merit evaluation. A signed copy is placed in the Assistant Professor's file in the department and provided to the Assistant Professor.
- **By February 28**: The College Dean submits evaluation recommendations to the Provost/VPAA and notifies the Department Head/Director and the Assistant Professor.
- **By March 1:** Assistant Professors who will not be retained are notified of their status.
- **By March 15**: Assistant Professors meet with their Department Head/Director to discuss their evaluations and finalize their performance Goals and Objectives. A signed copy of each document is placed in the faculty member's file in the department and provided to the faculty member.
- **March/April/May**: Department Head/Director makes one classroom or

virtual/online assessment visit to evaluate the teaching efficacy of the Assistant Professor using the class evaluation report. The Assistant Professor shall receive a completed classroom appraisal form for each observation and has the right to request another class observation and/or add a response addendum to their classroom evaluation report, whichever they prefer. A signed copy is placed in the Assistant Professor's file in the department and provided to the Assistant Professor.

- **April 15:** Upon completion of the faculty evaluations, the Department Head/Director recommends 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 Provost/VPAA. The College Deans and the Provost/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 Provost/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.
- **By May 1:** The Provost/VPAA presents recommendations to the President of the University.

For Assistant Professors in the <u>second year</u> of employment:

- **November 1:** Assistant Professors submit their Retention Application to their Department Head/Director, detailing their professional activities during the previous calendar year. The Department Head/Director communicates the availability of the Retention Application to the Retention, Tenure, and Promotion Committee.
- **By December 1:** The Retention, Tenure, and Promotion Committee reviews the Retention Application and provides a written evaluation report to the Assistant Professor and the Department Head/Director. Should the committee decision be discontinuation of employment, the committee chair notifies the Department Head/Director immediately, and the Department Head/Director notifies the Dean. The Dean notifies the Provost/VPAA in a timely fashion because notice of discontinuation must be made in writing to the Assistant Professor by December 15 for faculty in their second year of employment. The Department Head/Director reviews the Retention Application and completes annual evaluation and merit consideration, if applicable.
- **December 1:** Department Head/Director and College Dean make their recommendation to the Provost/VPAA.
- **December 15:** Second year Assistant Professors receive notice of their renewal decision. A signed copy is placed in the Assistant Professor's file in the departmentand provided to the Assistant Professor.
- **January 15 or the Friday of On-call week, whichever is later**: Assistant Professors submit their performance Goals and Objectives for the coming calendar year.
- **By March 15**: Assistant Professors meet with their Department Head/Director to

discuss their evaluations and finalize their Goals and Objectives. A signed copy of each document is placed in the faculty member's file in the department and provided to the faculty member.

- **April 15:** Upon completion of the faculty evaluations, the Department Head/Director recommends merit classifications (no merit, merit, high merit, or highest merit) to the College Dean 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 Provost/VPAA. The College Deans and the Provost/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 Provost/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.
- **By May 1:** The Provost/VPAA presents recommendations to the President of the University.

For Assistant Professors in the <u>third and subsequent years</u> of employment:

- **Fall or Spring term**: Department Head/Director makes one classroom or virtual/online assessment visit to evaluate the teaching efficacy of individual Assistant Professors using the class evaluation report. Observations of Assistant Professors teaching in multiple departments should be negotiated by the relevant Department Heads/Directors so Assistant Professors are observed on a rotating schedule and the assessments shared between departments. Instructors shall receive a completed classroom appraisal form for any observation and have the right to request another class observation and/or add a response addendum to their classroom evaluation report, whichever they prefer. A signed copy is placed in the Assistant Professor's file in the department and provided to the Assistant Professor.
- **January 15 or the Friday of On-call week, whichever is later**: Assistant Professors submit their Retention Application to their Department Head/Director, detailing their professional activities during the previous calendar year, and submit their performance Goals and Objectives for the coming calendar year. The Department Head/Director communicates the availability of the Retention Application to the Retention, Tenure, and Promotion Committee.
- **By February 10**: The Retention, Tenure, and Promotion Committee reviews the Retention Application and provides a written evaluation report to the Assistant Professor and the Department Head/Director on departmental letterhead. A signed copy is placed in the Assistant Professor's file in the department and provided to the Assistant Professor.
- **By February 20**: The Department Head/Director provides a written report to the Assistant Professor and the College Dean. A signed copy is placed in the Assistant Professor's file in the department and provided to the Assistant Professor.
- **By February 28**: The College Dean submits merit and retention evaluation recommendations to the Provost/VPAA.
- **By March 15**: Assistant Professors meet with their Department Head/Director to

discuss their evaluations and finalize their Goals and Objectives. A signed copy of each document is placed in the faculty member's file in the department and provided to the faculty member.

- **April 15:** Upon completion of the faculty evaluations, the Department Head/Director recommends 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 Provost/VPAA. The College Deans and the Provost/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 Provost/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.
- **By May 1:** The Provost/VPAA presents recommendations to the President of the University.

Assistant Professors: Application for Tenure [and, if applicable, Promotion to Associate Professor]

Non-tenured Assistant Professors begin the tenure application process at the end of the probationary period, which is generally six academic years at rank. Faculty members may apply for tenure in January of their sixth spring semester.

The Departmental Retention, 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 a written account of the compelling reasons to justify an early recommendation for tenure.

For those teaching in multiple departments ("dual appointments"), an ad-hoc Tenure Committee composed of faculty from both departments will be convened to consider that person's application.

Tenure applications must contain detailed documentation supporting the fulfillment of all applicable evaluation criteria for the previous 6 years and any relevant professional employment in previous years applicable to the tenure assessment. The Committee must have 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/Director. A recommendation against awarding tenure at the end of the probationary period is equivalent to recommending termination of the faculty member. No reason is to be given for a negative vote for tenure. The Department Head/Director reviews the committee's reports and makes recommendations to the College Dean. The College Dean reviews the recommendations and makes recommendation to the Provost/VPAA. The President makes the final decision for the University, and that person's recommendation is

submitted to the ULS Board President. 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. Regardless of decision, applicants will be notified at all stages of review of progress of application.

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 Provost/VPAA and the President.

Applications for promotion to associate professor are often made concurrently with an application for tenure, and the process is the same except that the applicant selects both "tenure" and "promotion" checkboxes on the Retention, Tenure, and Promotion Application form.

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 in January of their sixth spring semester or thereafter at the faculty member's discretion.

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 guidelines on assignments of rank within each institution are as recommended by the ULS Board: Academic Rank of Associate Professor**:** typical range 25-35%, maximum 35%; Academic Rank of Professor: typical range 20-30%, maximum 35%.

Applications for Tenure [and, if applicable, Promotion to Associate Professor] should contain the following, in the order given:

Official notice and receipt of a complete application:

- A completed Application Checklist signed by the applicant and Department Head/Director attesting to the completeness of the application.
- A completed Retention, Tenure, and Promotion Application form that clearly indicates that the application is for tenure [and, if applicable, Promotion to Associate Professor], signed by the applicant and the Department Head/Director, attesting to the completeness of the application.

Evidence in support of the application:

- 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 chronicle the applicant's entire employment at NSULA:
    - All annual activity reports;

    - All student evaluations for every course taught;
    - Annual evaluations by the Department Head/Director.
- Course syllabi.
- 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.
- Any other materials as required by the unit's published guidelines.

Schedule for Assistant Professors Seeking Tenure [and/or Promotion, as applicable]

- **Fall or Spring term**: Department Head/Director makes one classroom or virtual/online assessment visit to evaluate the teaching efficacy of individual Assistant Professors using the class evaluation report. Observations of Assistant Professors teaching in multiple departments should be negotiated by the relevant Department Heads/Directors so Assistant Professors are observed on a rotating schedule and the assessments shared between departments. The instructor shall receive a completed classroom appraisal form for any observation and has the right to request another class observation and/or add a response addendum to their classroom evaluation report, whichever they prefer. A signed copy is placed in the Assistant Professor's file in the department and provided to the Assistant Professor.
- **January 15 or the Friday of On-call week, whichever is later**: Assistant Professors submit their Tenure and/or Promotion Application materials to their Department Head/Director, detailing their professional activities during the previous six years, and submit their performance Goals and Objectives for the coming year. The Department Head/Director communicates the availability of the Tenure and/or Promotion Application to the Retention, Tenure, and Promotion Committee.
- **By February 10**: The Retention, Tenure, and Promotion Committee reviews the Tenure [and, if applicable, Promotion] Application and provides a written report to the Assistant Professor and the Department Head/Director indicating their recommendation for or against tenure and/or promotion. A recommendation against awarding tenure at the end of the probationary period is equivalent to recommending termination of the faculty member. No reason is to be given for a negative vote for tenure. A signed copy is placed in the Assistant Professor's file in the department and provided to the Assistant Professor.

- **By February 20**: The Department Head/Director reviews the Committee's written recommendation and provides a written recommendation to the Assistant Professor and the College Dean as part of the Department Head/Director's annual evaluation and merit evaluation. A signed copy is placed in the Assistant Professor's file in the department and provided to the Assistant Professor.
- **By February 28**: The College Dean reviews all recommendations and submits recommendations to the Provost/VPAA.
- **By March 15**: Assistant Professors meet with their Department Head/Director to discuss their evaluations and finalize their performance Goals and Objectives. A signed copy of each document is placed in the faculty member's file in the department and provided to the faculty member.
- **April 15:** Upon completion of the faculty evaluations, the Department Head/Director recommends 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 Provost/VPAA. The College Deans and the Provost/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 Provost/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.
- **By May 1:** The Provost/VPAA presents recommendations to the President of the University. The President makes the final decision for the University, and that recommendation is submitted to the ULS Board President.
- **By August**: Tenure [and, if applicable, Promotion] applicants receive notification of the ULS Board decision. 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. Regardless of decision, applicants will be notified at all stages of review of progress of application.

Promotion Raise: Faculty promoted from Assistant to Associate Professor receive a raise in annual salary of $2500.

Adverse Decisions: Right to Appeal Process Violations

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 Provost/VPAA and the President.

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

The Provost/VPAA will convene the 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.

The Committee will review the appeal and make a recommendation to the Provost/VPAA. The Provost/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 Provost/VPAA to the President of the University.

For merit appeals, a merit committee consisting of seven tenured faculty members will be convened by the Provost/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.

Post-Tenure Annual Review

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.

Tenured faculty OF ANY RANK are evaluated annually as follows:

- **Fall or Spring term**: Department Head/Director makes one classroom or virtual/online assessment visit to evaluate the teaching efficacy of individual tenured faculty using the class evaluation report. Observations of tenured faculty teaching in multiple departments should be negotiated by the relevant Department Heads/Directors so tenured faculty are observed on a rotating schedule and the assessments shared between departments. Faculty shall receive a completed classroom appraisal form for any observation and have the right to request another class observation and/or add a response addendum to their classroom evaluation report, whichever they prefer. A signed copy is placed in the tenured faculty member's file in the department and provided to the tenured faculty member.
- **January 15 or the Friday of On-call week, whichever is later**: Tenured faculty submit their Faculty Activity Report to their Department Head/Director, detailing their professional activities during the previous calendar year, and submit their performance Goals and Objectives for the coming calendar year.
- **By February 20**: The Department Head/Director provides a written report to the tenured faculty member and the College Dean. A signed copy is placed in the tenured faculty's file in the department and provided to the tenured faculty.
- **By February 28**: The College Dean submits merit recommendations to the Provost/VPAA.
- **By March 15**: Tenured faculty meet with their Department Head/Director to discuss their evaluations and finalize their performance Goals and Objectives. A signed copy of each document is placed in the faculty member's file in the department and provided to the faculty member.
- **April 15:** Upon completion of the faculty evaluations, the Department Head/Director recommends 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 Provost/VPAA. The College Deans and the Provost/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 Provost/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.
- **By May 1:** The Provost/VPAA presents merit recommendations to the President of the University.

Adverse Decisions: Right to Appeal Process Violations

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

The Provost/VPAA will convene the 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 materials 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.

The Committee will review the appeal and make a recommendation to the Provost/VPAA. The Provost/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 Provost/VPAA to the President of the University.

For merit appeals, a merit committee consisting of seven tenured faculty members will be convened by the Provost/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.

Remediation Plan

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.

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 Provost/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 Provost/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 Provost/VPAA must afford the faculty member the right to challenge a nominee for cause, the final decision resting with the Provost/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 Provost/VPAA.
5. If the determination is made that performance during the remediation period remains unsatisfactory, a termination letter will be issued by the Provost/VPAA after consulting with the University President. This letter grants employment for the next academic year, with termination at the end of that year.

Timeline for Post-Tenure Review and Remediation

1. Faculty evaluation is conducted annually during the spring semester, as required according to the timeline for post-tenure annual review.
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 Provost/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.

Applications for Promotion to the Rank of Professor

To be eligible for promotion to the rank of Professor, a person must hold an earned terminal degree in the appropriate academic subject area 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, generally in the sixth spring semester at rank.

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 guidelines on assignments of rank within each institution are as recommended by the ULS Board: Academic Rank of Associate Professor**:** typical range 25-35%, maximum 35%; Academic Rank of Professor: typical range 20-30%, maximum 35%.

The **Departmental Retention, Tenure, and Promotion Committee** evaluates promotion applications in each Department. Five tenured faculty members from a department will constitute the department's committee to evaluate applications for retention, tenure, and promotion. Each member must hold a rank equivalent to or higher than any promotion rank sought by the applicant. Whenever possible, the same committee should be used for all three functions. Subsequent signatories in the retention, tenure, and promotion recommendation process—the applicant's immediate supervisor, department head, director, or Dean—are categorically forbidden from serving on the retention, tenure, and promotion committee.

For those teaching in multiple departments ("dual appointments"), an ad-hoc Promotion Committee composed of faculty from both departments will be convened to consider that person's application.

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 Department Head/Director of which two members are selected; the Department Head/Director submits a list of possible members to the faculty member and Dean. The Dean, Department Head/Director, 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/Director 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.

Applications for Promotion to Professor should contain the following, in the order given:

Official notice and receipt of a complete application:

- A completed Application Checklist signed by the applicant and Department Head/Director attesting to the completeness of the application.
- A completed Retention, Tenure, and Promotion Application form that clearly indicates that the application is for tenure [and, if applicable, Promotion to Associate Professor], signed by the applicant and the Department Head/Director, attesting to the completeness of the application.

Evidence in support of the application:

- 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 chronicle the applicant's entire employment at NSULA:
    - All annual activity reports;
    - All student evaluations for every course taught;
    - Annual evaluations by department head, coordinator, or Dean.
- Course syllabi.
- Any other materials that give clear evidence of the quality and efficacy of the applicant's teaching.
- Copies of books, articles, reports, and reviews; 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 NSULA committee work, sponsorship of student organizations, and other materials documenting the applicant's professional service activities.
- Any other material directly relevant to the application.
- Any other materials as required by the unit's published guidelines.

Schedule for Associate Professors Seeking Promotion:

- **Fall or Spring term**: Department Head/Director makes one classroom or

virtual/online assessment visit to evaluate the teaching efficacy of individual faculty professors using the class evaluation report. Observations of faculty teaching in multiple departments should be negotiated by the relevant Department Heads/Directors so faculty are observed on a rotating schedule and the assessments shared between departments. The instructor shall receive a completed classroom appraisal form for any observation and has the right to request another class observation and/or add a response addendum to their classroom evaluation report, whichever they prefer. A signed copy is placed in the Associate Professor's file in the department and provided to the Associate Professor.

- **January 15 or the Friday of On-call week, whichever is later**: Associate Professors submit their Promotion Application to their Department Head/Director, detailing their entire lifetime of professional activities while emphasizing those accomplished during the years since last promotion, and submit their performance Goals and Objectives for the coming calendar year. The Department Head/Director communicates the availability of the Application to the Retention, Tenure, and Promotion Committee.
- **By February 10**: The Retention, Tenure, and Promotion Committee reviews the Promotion Application and provides a written report to the Associate Professor and the Department Head/Director indicating their recommendation for or against promotion. A signed copy is placed in the Associate Professor's file in the department and provided to the Associate Professor.
- **By February 20**: The Department Head/Director reviews the Committee's written recommendation and provides a written recommendation to the College Dean as part of the Department Head/Director's annual evaluation and merit evaluation. A signed copy is placed in the Associate Professor's file in the department and is provided to the Associate Professor.
- **By February 28**: The College Dean reviews all recommendations and submits recommendations to the Provost/VPAA.
- **By March 15**: Associate Professors meet with their Department Head/Director to discuss their evaluations and finalize their performance Goals and Objectives. A signed copy of each document is placed in the faculty member's file in the department and provided to the faculty member.
- **April 15:** Upon completion of the faculty evaluations, the Department Head/Director recommends 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 Provost/VPAA. The College Deans and the Provost/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 Provost/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.
- **By May 1:** The Provost/VPAA presents recommendations to the President of the University. The President makes the final decision for the University, and that

recommendation is submitted to the ULS Board President.

- **By August**: Promotion applicants receive notification of the ULS Board decision. Final authority for granting or denying promotion shall rest with the ULS Board. Under no circumstances shall promotion status be achieved without specific action of the ULS Board. Regardless of decision, applicants will be notified at all stages of review of progress of application.

Promotion Raise: Faculty promoted from Associate Professor to Professor receive a raise in annual salary of $4000.

Adverse Decisions: Right to Appeal Process Violations

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

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

The Provost/VPAA will convene the 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.

The Committee will review the appeal and make a recommendation to the Provost/VPAA. The Provost/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 Provost/VPAA to the President of the University.

For merit appeals, a merit committee consisting of seven tenured faculty members will be convened by the Provost/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.

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 Provost/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.

Annual Evaluation Schedule for Department Head/Director/Unit Administrator
The ULS Board requires that each university under ULS jurisdiction **must evaluate all faculty members annually**. In addition to aiding faculty members in performing their professional duties, this evaluation process forms the basis for decisions concerning merit salary increases, retention, tenure, and promotion.

- **Fall and Spring term**: Department Head/Director/designee makes one classroom or virtual/online assessment visit to evaluate the teaching efficacy of individual faculty using the class evaluation report to meet the requirement for contract or annual evaluations of instruction. Observations of faculty teaching in multiple departments should be negotiated by the relevant Department Heads/Directors so faculty are observed on a rotating schedule and the assessments shared between departments. In all cases, the faculty member shall receive a completed classroom appraisal form for any observation and has the right to request another class observation and/or add a response addendum to their classroom evaluation report, whichever they prefer. A signed copy is placed in the faculty member's file in the department and provided to the faculty member.
- **November 10:** Faculty Activity Reports and Goals and Objectives received from second year Instructors. Retention Applications are received from Assistant Professors. Notification is made to the Retention, Tenure, and Promotion Committee of availability of Assistant Professors' application files.
- **By December 1:** The Department Head/Director reviews the faculty activity report, classroom and online teaching evaluations, and performance objectives developed over the previous calendar year for second year Instructors and provides a written evaluation report to the Instructor and the College Dean that includes a merit evaluation rating. Should the decision be discontinuation of employment, the Department Head/Director immediately notifies the Dean. The Retention, Tenure, and Promotion Committee reviews the Retention Application for second year Assistant Professors and provides a written evaluation report to the Assistant Professor and the Department Head/Director. Should the committee decision be discontinuation of employment, the Department Head/Director immediately notifies the Dean.
- **December 1:** Department Head/Director and College Dean make their recommendation to the Provost/VPAA regarding second year Instructors and

Assistant Professors.

- **December 15:** Second year Instructors and Assistant Professors receive notice of their renewal decision. A signed copy is placed in the file in the department and provided to the faculty member. Notice of discontinuation must be made in writing by December 15 for faculty in their second year of employment.
- **January 15 or the Friday of On-call week, whichever is later**: Department Head/Directors receive Faculty Activity Reports for all but second year Instructors and Assistant Professors; Goals and Objectives from all; Renewal, Retention, Tenure, and/or Promotion Applications as applicable, and communicates the availability of relevant applications to the Retention, Tenure, and Promotion Committee.
- **By February 10**: The Department Head/Director receives notification regarding Retention, Tenure, and Promotion decisions by the Retention, Tenure, and Promotion committee. A signed copy of the written narrative, on letterhead, is placed in the faculty member's file in the department and provided to the faculty member.
- **By February 20**: The Department Head/Director reviews the Committee's written recommendation and provides a written recommendation to the College Dean as part of the Department Head/Director's annual evaluation and merit evaluation. A signed copy is placed in each faculty member's file in the department and is provided to the faculty member.
- **By February 28**: The College Dean reviews all recommendations and submits recommendations to the Provost/VPAA.
- **By March 15**: Department Head/Director meet with their faculty to discuss their evaluations and finalize their performance Goals and Objectives. A signed copy of each document is placed in each faculty member's file in the department and provided to the faculty member.
- **April 15:** Department Head/Director recommends 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 Provost/VPAA. The College Deans and the Provost/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 Provost/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.
- **By May 1:** The Provost/VPAA presents recommendations to the President of the University. The President makes the final decision for the University, and that recommendation is submitted to the ULS Board President.
- **By August**: Tenure and/or promotion applicants receive notification of the ULS Board decision. Final authority for granting or denying promotion shall rest with the ULS Board. Under no circumstances shall promotion status be achieved without specific action of the ULS Board. Regardless of decision, applicants will be notified

at all stages of review of progress of application.

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.

Chapter 9: 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 a 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 10: Exigency and Academic Program Discontinuance

Financial Exigency

ULS Board Bylaws and Rules Part 2, Ch. 3, Sect. 16 [12/04/09]

A. Definitions

1. Teaching discipline: This reference shall be identified by the major divisions of the Taxonomy of Academic Disciplines or its successor published by the National Center for Educational Statistics U. S. Department of Education. These divisions are identified by Higher Education General information survey (HEGIS) classifications.
2. Specialty within a teaching discipline: This reference shall be identified by one of the listed subdivisions in the HEGIS Taxonomy cited above or its successor or by a course or courses listed in the most recent University catalog.

B. 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.

C. ULS Board Policy on Financial Exigency

Anything in the RULES of the ULS Board of Supervisors for the University of Louisiana System 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.

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.

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.

D. Published Policy

The institution shall make provisions to publish a reference to and summary of this Rule in their faculty handbook.

E. Emergency Procedure

The System President may allow the institution to implement emergency procedures to be reviewed at the next full ULS Board meeting.

F. 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)

G. Appeal

Affected persons may petition the Board within 30 days for a review after all due process has been exhausted at the institutional level.

H. Financial Exigency Procedural Policy

In an effort to conduct its affairs in a manner that is fundamentally fair, Northwestern State

University has adopted the following policies. In the case of adverse financial circumstances, the various segments of the University should share, if feasible, in the necessary reductions to accommodate this type of adversity. The University shall give the highest priority to preserving its essential academic mission. In the case of decline of enrollment and discontinuance or combining of programs, good management practice would dictate reduction irrespective of the financial condition of the University. The following general principles should be applied in dealing with any case of faculty reduction:

a. The reasons for reduction should be clearly discernible and well documented in order to avoid charges of arbitrariness or capriciousness;
b. Unless a financial exigency has been declared and approved by the Board, notification of termination or non-renewal will adhere to dates and times as specified in the Board of Supervisors for the University of Louisiana System Rules;
c. All reductions will be made through natural attrition first, insofar as possible;
d. An effort to achieve academic and support staff reduction through early retirement will be made as a second step;
e. As a third step, non-tenured faculty employed in the specific teaching disciplines identified for reduction will be given notification of termination except as noted below.
f. If additional reduction is indicated in a specific teaching discipline, tenured faculty will be identified for transfer, termination, or layoff.
g. The University shall make reasonable efforts to transfer an employee by attempting to locate appropriate alternative employment:
    i. First, by attempting to transfer the faculty member to another teaching field, administrative, or staff position within the University with no loss of tenure;
    ii. Second, by exploring possibilities of non-faculty employment at the University or a faculty position at another institution under the Board of Supervisors for the University of Louisiana System without benefit of tenure; and
    iii. Third, by assisting in the search for other employment.

The University shall adhere to the following minimal procedures for the reduction of tenured faculty, based on recommendations of an ad hoc committee on financial exigency and retrenchment. In establishing a case for termination, the University shall:

a. First, provide the affected faculty member with a written statement of the basis for the initial decision to lay off or terminate;
b. Second, provide an adequate description of the manner in which the decision was reached; and
c. Third, provide a reasonably adequate disclosure of the information and data the decision makers relied upon.

The hierarchy for determination of the order of reductions within a teaching discipline shall

be as follows:

a. First consideration. The need of the college or university for a specialty among the faculty within the identified discipline with the specialty being retained or a decision reached to delete it completely.
b. Second consideration. The tenure status of the faculty member in the academic discipline, with non-tenured faculty being considered first.
c. Third consideration. The need of the university to meet equal opportunity guidelines or other employment goals and timetables.
d. Fourth consideration. The academic rank of the faculty members in the identified discipline, with the lowest rank being chosen first.
e. Fifth consideration. The earned academic degrees of the faculty members in the identified discipline, in accord with requirements of appropriate accrediting agencies (e.g., standards for professional competency in the Arts)
f. Sixth consideration. The length of service within the University of the faculty members in the identified discipline, with the one having the fewest number of years of service chosen first.

Because of the difficulties that may be encountered in the retrenchment arena and because of the importance of the faculty having a voice in decisions affecting the faculty, the President shall convene and consult a committee composed of faculty and staff members prior to the termination of tenured faculty as a result of financial exigency. The committee may also include one or more administrators.

Persons affected by these actions have rights to grievance procedures as provided in this handbook and in Board of Supervisors' policy. Affected persons petitioning the Board for a review must do so within 30 days after grievance procedures have been exhausted at the University.

Given the constraints imposed by civil service regulations in terminating classified employees, the University reserves the right to terminate unclassified employees, including faculty, prior to implementing a reduction in force of the classified employees. It is the intention of the University to protect all tenure rights and to release tenured faculty only for cause or in cases of financial exigency.

Academic Program Discontinuance

ULS Policy # FS-III.XV.B-1a [06/25/2015]

Title: ACADEMIC PROGRAM DISCONTINUANCE

Chapter: Faculty and Staff

Policy and Procedures Memorandum

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 regular, periodic review of all academic programs.

Occasionally, for educational and/or budgetary reasons, it may be in the 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 Board of Regents or the UL System Board of Supervisors to discontinue an academic program.
C. Internally-Initiated Directive: A proposal to discontinue an academic program which originates from the institution president.
D. Program Discontinuance: The formal termination of an academic program by the Board of Regents or the UL System Board of Supervisors.

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 financialconsiderations.
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, 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 tothe UL System President no later than 60 days from the institutional president's final recommendation.
7. Approval by the UL System Board of Supervisors and the Board of Regents 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 Board of Supervisors and/or the Board of Regents 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 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, termination order shall 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 Board of Supervisors 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/three full quarters' notice prior to termination. Notice shall be provided no later than the first scheduled day of classes of the semester/quarter of such notice.
6. However, in the event that any of the following budgetary conditions occur:
    a. Natural disaster(s) that result in the closure of the institution and/or the inability to carry on daily operations;
    b. Diminishing financial position that endangers the ongoing ability of the institution to carry out its mission as signaled by risks associated with some or all of the following factors:
        i. Debt rating downgrades, or high risk of downgrades
        ii. Accreditation risks due to financial instability
        iii. Low Composite Financial Index scores
        iv. Instability related to operation revenues needed to meet payroll obligations
        v. Declines in enrollment that threaten bond repayment obligation or ongoing revenue obligations
        vi. Declining reserves that threaten financial stability
    c. State funding reductions of a magnitude that require a rapid restructuring that cannot be achieved without reducing personnel expenses of all or most employees, including tenured faculty;
    d. Institution being on "fiscal watch" for multiple years as defined by the University of Louisiana System; and/or
    e. Severe uncertainty related to funding sources (state and tuition/enrollment) that require rapid decision process outside of the required process with ordinary program discontinuance.

    the following abbreviated or shortened notification periods will apply:
    a. For actions that are to be effective the spring semester/quarter, or winter quarter, notice shall be provided no later than August 15;
    b. For actions that are to be effective the fall semester/quarter, notice shall be provided no later than January 15.
7. In all cases, the notification letter may be sent before actual Board of Supervisors' approval is granted. However, the termination from employment may not occur until the Board of Supervisors has approved in its minutes, such termination of programs, as well as the termination of the specific employee(s).

IV. 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, where a position is available.

B. Assistance will also be provided by the System 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.

V. 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.

VI. 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 Board of Supervisors.

VII. 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.

Right to Appeal / 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 Provost/VPAA; and the Program Review Committee chair, a non-voting member. The committee will then make recommendations to the President.

Appendices

Retention, Tenure, and Promotion Checklist

Retention, Tenure, and Promotion Recommendation Form

Course and Instructor Evaluation Form

Crisis Leave Donation Form

Crisis Leave Request Form

Sabbatical Agreement Form

Sabbatical Request Form

Fee Exemption Policy and Application

Reporting of Violations of Academic Integrity

Northwestern State University

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

Northwestern State University

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 _____ Date _____

Signature of Department Head or Director _____ Date _____

Signature of Dean _____ Date _____

Signature of VPAA _____ Date _____

Northwestern State University

COURSE/INSTRUCTOR EVALUATION REPORT

Teacher _____ **Course** _____

Term and year _____ **Course Type:** _____**Classroom** _____**Online**

Evaluator _____ **Title of evaluator**_____

Assessment date _____ **Length of visit** _____

This form is used to assess teaching effectiveness in both traditional and online courses. Because the University requires the use of the online course management system for posting course documents and student grades, in all cases the evaluator's assessment must include an online visit to evaluate the instructor's course syllabus, assignments, and feedback/engagement with students prior to classroom visitations for traditional campus classes. Evaluators must indicate in their concluding narrative the specific details they used to determine ratings for each component. Failure to include an explanatory narrative invalidates a numerical rating.

Using the following scale:

Not present	Weak	Below average	Average	Excellent	Outstanding/ Unusually effective
0	1	2	3	4	5

Rate the following course and teaching components:

_____ Course syllabus, including all required syllabus components.

_____ Course schedule, including a listing of specific activities, assignments, and due dates.

_____ Assessment and evaluation policies (clearly defined assignments, grading rubrics, etc).

_____ Evidence of timely assessment (graded assignments are posted and/or feedback is evident).

_____ Correlation between course and student learning objectives in class activities and/or assignments.

_____ Class presentation, as planned and organized (Moodle or in-class session).

_____ Current pedagogical practices, appropriate to the subject, are effectually conveyed to demonstrate the instructor's ability to teach the subject area effectively.

_____ Instructor's encouragement of student critical thinking and analysis.

_____ Instructor's frequency of engagement: encouragement of student participation, with each other and with the instructor.

_____ Overall effectiveness of the class and instructor.

Narrative description of evaluator's assessment (required):

Signature _____ Date _____

Northwestern State University

CRISIS LEAVE PROGRAM
DONATION FORM

I authorize Northwestern State University to deduct _____ hours* of accrued ___annual or ___sick leave **(please check one)** and place in the Crisis Leave Program pool. This donation is irrevocable and will not be refunded to me. I understand I only can donate a maximum of 16 hours of accrued leave every fiscal year, unless I voluntarily make a one-time donation of up to a maximum of 40 hours of leave at the inception of the program. **Both of these** donations are subject to the 120-hour minimum balance rule. An employee also may make a voluntary one-time donation of 40 hours at separation **NOT** subject to the 120-hour minimum balance rule.

**Minimum donation is one (1) day or 8 hours. Currently: 12-month employees may donate annual and/or sick leave; 9-month faculty may donate only sick leave (unless you have accrued annual leave); classified staff may only donate annual leave (may be subject to change after Civil Service review).*

_____

Print Name

_____ _____

Signature Date

_____

CWID

Complete the section above and route through your supervisor/budget unit head to the Payroll Department.

Northwestern State University

CRISIS LEAVE PROGRAM
USE REQUEST FORM

I am requesting _____ hours from the Crisis Leave Program pool. I certify I meet the eligibility of the Northwestern State University Crisis Leave Program. In accordance with the Crisis Leave Program Policy, attached is documentation from my licensed health care provider outlining the need for my request. Additionally, my personal statement is included. I understand, if approved, the maximum number of leave days/hours I can use from the Program is limited to 30 days or 240 hours/fiscal year and limited to 100 days or 800 hours total participation in the Program. I understand this request shall not create a legal entitlement.

_____
Print Name

_____ _____
Signature Date

_____
CWID

Complete the form and include all requested documentation. Forward your completed application to the Northwestern's Office of the President. The Leave Review Committee will evaluate all requests and make a recommendation to the President or his/her designee.

_____ Request Approved

_____ Request Disapproved

_____ _____
Signature of President or Designee Date

ULS-LOA
(11/96)

UNIVERSITY OF LOUISIANA SYSTEM
REQUEST FOR LEAVE OF ABSENCE
AND SABBATICAL AGREEMENT

INSTITUTION: Northwestern State University

NAME OF EMPLOYEE: _____ SOCIAL SECURITY NO._____

TITLE: _____ DEPARTMENT: _____

HIGHEST DEGREE: _____ BIRTHDAY: Month _____ Day _____ Year _____ Age:_____

NUMBER OF CONSECUTIVE FISCAL YEARS ACTIVE SERVICE IN LOUISIANA:_____

NUMBER OF SEMESTERS OF ACTIVE SERVICE AT THIS INSTITUTION:_____

PURPOSE OF LEAVE REQUESTED (Check one):

a. Professional or Cultural Improvement_____ _____
b. Rest & Recuperation _____ (Statements from two physicians must be attached)
c. Military_____ _____
d. Other (Specify)_____

TYPE OF LEAVE REQUESTED (Check One):

a. With Pay___ ___ Amount $_____ b. Without Pay____ _____

LENGTH OF LEAVE REQUESTED (Number of weeks):_____

EFFECTIVE DATES OF LEAVE: Beginning _____ Ending_____

MANNER IN WHICH THIS LEAVE, IF GRANTED, WILL BE SPENT:

_____

I have reviewed the RULES [Bylaws, and Policies and Procedures] of the UNIVERSITY OF LOUISIANA BOARD OF TRUSTEES, at Chapter III, Section V, pertaining to Leaves of Absence and hereby agree to comply with the provisions enumerated therein.

_____ _____
Date of Application Signature of Applicant

PRIOR LEAVE RECORD FROM THIS INSTITUTION (To be certified by the institution):

Date of Last Leave: _____ Length of Last Leave:_____

Type of Last Leave: With Pay_____ _____ Amount $_____Without Pay_____ _____

APPROVAL BY HEAD OF DEPARTMENT:

Date Approved_____ Signature_____ Department_____

Department Head must include a letter of recommendation with this application when it is forwarded to the appropriate Dean and Vice President.

APPROVAL BY DEAN AND VICE PRESIDENT:

Signature: _____ Signature:_____

Dean of _____ Vice President for _____

Date: _____ Date:_____

APPROVAL BY THE HEAD OF THIS INSTITUTION:

_____ _____
Date Approved Signature

APPROVAL BY THE UNIVERSITY OF LOUISIANA SYSTEM:

_____ _____
Date Approved Signature of the President

UNIVERSITY OF LOUISIANA SYSTEM
REQUEST FOR LEAVE OF ABSENCE
AND SABBATICAL AGREEMENT

(Instructions: Please indicate with a check mark the pay status of your leave, answer any questions pertaining to your status, and sign your name along with the date.)

I. OFFICIAL SABBATICAL LEAVE WITH FRACTIONAL PAY (75% of present salary)_____

During a period of official leave with fractional pay, a higher percentage of retirement withholding will be assessed against your fractional pay (i.e., you will be assessed as if you were earning 100 percent of your present salary) to allow for full retirement credit during the official leave period. The institution will pay full employer's share (University of Louisiana System Board of Trustee Policies and Procedures Manual at Chapter III, Section V).

The leave pay shall be distributed over the entire period of that leave.

In accepting this leave of absence with pay, I understand that I assume a legal obligation, as listed in Acts 1991, 858 (R.S. 17:3328) to return to this institution for at least one year of further service. Failure to return the semester immediately following the sabbatical will result in repayment of all sabbatical leave pay received, unless otherwise determined by the Board.

II. OFFICIAL LEAVE WITHOUT PAY_____

During a period of official leave without pay, under the present law, you cannot make contributions of your share and/or the employer's share of the salary you would have been paid by the institution during that period of leave.

In order to purchase this time, you must consult with your respective Retirement System.

OTHER PROVISIONS

I am aware of the prohibition against dual appointments or dual employment as described in LSA-R.S. 42:63. This statute provides that 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.

I fully understand the above statements.

_____ _____

Date Signature, Applicant for Leave

APPROVED: _____ _____ Northwestern State University

Date President Institution

Northwestern State University

Request for Leave of Absence and Sabbatical Agreement

<u>Instructions</u>: Applicants should complete the UL System form (as appropriate). Applicants should then proceed to the NSULA form. Please note that NSULA requests a work proposal, a current C.V., and administrative recommendations to be completed by Department Heads/Directors and Deans.

INSTITUTION: **Northwestern State University**

NAME OF EMPLOYEE: _____UNIVERSITY I.D. NO. _____

TITLE: _____ DEPARTMENT:_____

HIGHEST DEGREE: _____ BIRTHDAY: Month_____ Day_____ Year_____ Age:_____

NUMBER OF CONSECUTIVE FISCAL YEARS ACTIVE SERVICE IN LOUISIANA: _____

NUMBER OF SEMESTERS OF ACTIVE SERVICE AT THIS INSTITUTION: _____

PURPOSE OF LEAVE REQUESTED (Check one):

_____ a. Professional or Cultural Improvement:

_____ b. Rest & Recuperation: (Statements from two physicians must be attached)

_____ c. Military:

_____ d. Other (Specify): _____

TYPE OF LEAVE REQUESTED (Check One):

_____ a. With Pay: Amount $_____

_____ b. Without Pay:

LENGTH OF LEAVE REQUESTED (Number of weeks): _____

EFFECTIVE DATES OF LEAVE: Beginning: _____ Ending:_____

MANNER IN WHICH THIS LEAVE, IF GRANTED, WILL BE SPENT: **Please see attached proposal.**

I have reviewed the RULES [Bylaws, and Policies and Procedures] of the UNIVERSITY OF LOUISIANA BOARD OF SUPERVISORS, at Chapter III, Section V, pertaining to Leaves of Absence and hereby agree to comply with the provisions enumerated therein.

_____ _____

Date of Application Signature of Applicant

X-17 Request for Reduced Tuition
Northwestern State University
Request for Reduced Tuition

I. Purpose and Scope: This Policy and Procedure defines Northwestern State University's faculty and staff eligibility for reduced tuition and outlines the process followed in processing "Request for Reduced Tuition" forms for employee and/or employee dependents.

II. University of Louisiana System (ULS) Board of Supervisors Employee tuition and Fee Policy, Policy Number: FB.IV.V.O-la

III. Responsible Area: Financial Aid

IV. Policy

Note: a faculty or staff member who is currently employed on a Full-Time basis and their spouses and dependent children may enroll at the University and at any institution within the University of Louisiana System at a reduced tuition, plus applicable fees. Enrollment at an institution other than Northwestern State University requires joint approval of the President of Northwestern State University and the intuition the employee wishes to attend (host institution).

Full-time employees may register for up to six (6) hours (undergraduate/graduate) per semester for a reduced charge per credit hour to be determined by Northwestern State University.
Dependents of an employee (spouse and/or children) may enroll for undergraduate or graduate credit and a reduced fee if the employee is currently employed. Children who are eligible MUST be the employees dependent for tax purposes in the given taxable year in which the tuition reduction and fee waiver is sought under this policy. "Dependent Child" is defined for purposes of this policy as meeting the requirements of the Working Families Tax Relief Act of 2004. For purposes of this policy a dependent child of divorced parents is treated as the dependent of both parents. The employee's attestation that the dependent meets the requirement of the Act is sufficient to provide the necessary proof of relationship. A tax return to verify the dependent was claimed may be requested.

Spouse and dependents may also attend any System Institution. Enrollment at another System Institution requires the joint approval of the Northwestern State University President and the President of the institution the spouse or dependent wishes to attend. Other System Institutions are encouraged, but not required, to extend reciprocity in a manner consistent with that provided to its own employees and their spouses and dependents children.

Waivers to allow exception to this policy can be granted upon request by the University. Any exceptions to the provisions of this policy shall be submitted, with a full justification, to the System President who shall determine if such an exception will be made.
Currently, the Reduced Tuition Policy applies to:

1. Current Northwestern State University Faculty and Staff who meet the above criteria,
2. Faculty, staff and dependents at NSU Elementary Lab School and Middle Lab School who meet the above criteria,
3. Faculty, staff and dependents of the Louisiana School for Math, Science and the Arts who meet the above criteria,
4. Faculty, staff and dependents of the National Center for Preservation Technology and Training who meet the above criteria,
5. ROTC employee and dependents who meet the above criteria,

6. Retired faculty and staff and their spouses and children, including those qualifying for disability retirement under the Louisiana State Employee Retirement System or Teachers Retirement System of Louisiana, who have served not less than 25 years in the System,
7. Spouse and dependent children of deceased faculty and staff provided the faculty or staff employee was in servicer to or retired from the System with not less than 25 years in the System and eligible for the reduction when death occurred.

Beginning with the Summer Session 2015, employees may take a maximum of 3 credit hours of instruction during normal work hours for each semester and summer session. Exceptions to three (3) hour credit limit may be granted by the appropriate Vice President on a case by case basis. Employees who take a class under these conditions must schedule all work responsibilities as to complete them on a weekly basis. The Supervisor, Budget Unit/Division Head, Dean and Vice President must approve and certify that the time taken to attend classes is covered by the employee through an adjusted work schedule.

Employees may not merely have an approved change in work schedules. Classified and unclassified employees must take appropriate leave for each hour of class and work commensurate compensatory time to complete a full work week. Faculty taking classes during normal hours may have their assignments adjusted to accommodate class time: however, their loads may not be reduced for them to take classes without a corresponding reduction in pay or use of sick leave as approved by the President.

V. Procedure

1. Print "Request for Reduced Tuition" form (Attachment 1).

   Note: A separate "Request for Reduced Tuition" form must be filed for each semesters/summer session. The forms should be submitted no earlier than during pre-registration and no later than the Priority deadline each semester/session. Request received after priority deadline will only be approved on a case by case basis based on written justification as to why the form was submitted after the priority deadline. Employee, spouse and/or dependent will not be approved for Reduced Tuition for any classes they withdrawn from.

2. Completes "Request for Reduced tuition" in its entirety and forward to appropriate Supervisor and Vice President for Approval. If disapproved by Supervisor and/or Vice President the request will be returned to employee with written justification. All approved "Request for Reduced Tuition" will be forwarded to the Scholarship Office for processing.

   Note: Supervisor and Vice President Approval is not needed for Dependents.
3. Scholarship Office will verify employment status and eligibility at the time the request is processed. If an employee does not qualify per policy requirements a letter of denial will be sent to employee.

Note: Exemptions

Fee exemptions for faculty/staff and or dependents not eligible according to Board Policy, may be approved on an individual basis by the System President. Employees requesting an exception must submit a written request/justification along with "Request for Reduced Tuition" form to the University President to be forwarded to the System President.

Dr. Jim Henderson
Northwestern State University

8/14/15
Date

NORTHWESTERN STATE UNIVERSITY
REQUEST FOR REDUCED TUITION

Fall Priority Deadline
November 1

Spring Priority Deadline
April 1

Summer Priority Deadline
July 15

CHECK ONE: Faculty _____ Faculty Child _____ Faculty Spouse _____
Staff _____ Staff Child _____ Staff Spouse _____

Reduction is being requested for: Fall ____ Spring ____ Summer ____
Exemption will not be processed for classes that the student has previously withdrawn from.

Employee Information:

Name: _____ NSU Student ID #: _____

Campus/Department: _____

University: _____

Child/Spouse Information: Undergraduate course work only

Name: _____ Relationship: _____

NSU Student ID #: _____

Address: _____

Age: _____ Date of Birth: _____

Are you claiming the above listed child or spouse for tax purposes during the calendar year in which the exemption is requested? A copy of your tax return may be requested. Should you fail to claim the above student as an eligible dependent for tax purposes, you may be required to reimburse the university.
Yes _____ No _____

_____ _____
Employee Signature Date

_____ _____
Supervisor Signature Date

_____ _____
Vice President Signature Date

Approval of University Presidents needed for employees of other Universities or System Office only

_____ _____
University President Signature Date

_____ _____
NSU President Signature Date

Office use only
Employment Verification: Full time employee start date: _____ Job code: _____
Verified by: _____

Northwestern State University does not discriminate on the basis of race, color, gender, religion, sexual orientation, national origin, disability, genetic information, age, pregnancy or parenting status, and veteran or retirement status in its programs and activities and provides equal access to the Boy Scouts and other designated youth groups. The following individuals have been designated to handle inquiries regarding non-discrimination policies (i.e., Title IX): Employees/Potential Employees – Veronica M. Biscoe, EEO Officer (318-357-6359) and Students – Frances Conine, Dean of Students (318-357-5285). For Americans with Disabilities Act (ADA) concerns, contact the Disability Support Director, Randi Washington, at 318-357-5460. Additionally, Northwestern complies with the Jeanne Clery Disclosure of Campus Security Policy & Campus Crime Statistics Act. Information about NSU's campus security and crime statistics can be found at https://www.nsula.edu/universityaffairs/police/. Full disclosure statement: http://universityplanning.nsula.edu/notice-of-non-discrimination.
**Inquiries regarding employment application status should be made to the individual receiving the application packet.*

Northwestern State University

STUDENT CONDUCT REPORTING FORMS

https://www.nsula.edu/studentexperience/studentconduct/

NSU utilizes Maxient software to manage various aspects of students' records. Through Maxient, the Office of Accountability & Student Conduct is able to utilize its centralized reporting and recordkeeping features to assist our community in linking vital information. This feature is designed to prevent students from falling through the cracks stemming from issues involving academic or classroom civility, hazing, student conduct, threat assessment, Title IX issues, and general concerns. Maxient is critical to all things relating to a student's conduct, safety, and well-being.

Please be aware that these forms are not to be used during an emergency. If this is an emergency, please call 318.357.5431 or 911 from a landline.

Additionally, the filing of a report does not constitute filing an official police report. To file an official police report, contact the Northwestern State University Police Department at 318.357.5431 or in person, at 315 Caspari Street (The NSU Infirmary Building). For incidents occurring off-campus, in the City of Natchitoches, call 318.357.8101, Natchitoches Police Department.

Online referrals may be made through the following links:

- Academic and/or Classroom Civility Referrals
- Confidential Advisor Report Form for Title IX Related Issues
- Hazing Report Form
- Incident Reporting Form
- Threat Assessment Reporting Form
- Title IX Reporting Form