This document is intended to adhere to all state and federal statutes and regulations, State Council of Higher Education for Virginia (SCHEV) guidelines, and other requirements of the Commonwealth of Virginia and the Norfolk State University Board of Visitors.

The current version, as amended, is posted on the University’s website.

Norfolk State University is committed to the policy that all persons will have equal access to its programs, facilities, and employment without regard to race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, or sexual orientation, as required by law.
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FOREWORD

Norfolk State University offers students one of the best educational values in the Commonwealth of Virginia. It provides many academic opportunities to prepare students for their future. The university has five (5) academic colleges/schools and forty-nine (49) degree programs.

Norfolk State University derives its degree-granting authority from the Commonwealth of Virginia through its Board of Visitors (BOV). The BOV confers degrees as authorized by the Code of Virginia (§ 23.1-1902(C)) and Board of Visitors Bylaws (§ 2.01). NSU’s degree-granting authority is regulated by the State Council of Higher Education for Virginia (SCHEV), which is authorized by the Code of Virginia to review and approve or not approve all new academic programs which any public institution of higher education proposes, including both undergraduate and graduate programs (Code of Virginia § 23.1-203). All NSU degree programs have been approved by SCHEV and are published on SCHEV’s degree inventory website.

HISTORY

Norfolk State University was founded in 1935 in the middle of the Great Depression. The institution provided a setting for the youth of the region to give expression to their hopes and aspirations. Five periods of development distinguish the exceptional growth of this noble institution of higher learning.

The First Period extends from 1935 to 1942. On Wednesday, September 18, 1935, the Norfolk Unit of Virginia Union University opened as a two-year junior college on the second floor of the Hunton Branch YMCA Building on Brambleton Avenue with class registration and orientation. Classes began on Monday, September 23, 1935. It was agreed that Virginia Union University at Richmond, Virginia would assume responsibility for the academic credit of the Norfolk Unit but not for its financial operation.

Nearly seven years later in March 1942, the second period began when Norfolk Polytechnic College was chartered to take over the functions and assets of the Norfolk Unit of Virginia Union University. In the spring of 1943, the institution decided to work through the Virginia governor to become a part of the state system of higher education. The State Board of Education, the governing body of Virginia State College, was directed by an Act of the General Assembly on February 29, 1944, to establish and operate in Norfolk a division of Virginia State College.

During the third period in the development of the institution, 1944 to 1969, the Norfolk Division of Virginia State College pursued an expanded mission and through an Act of the Virginia General Assembly, became a degree-granting institution, offering its first bachelor’s degree in 1956.

On February 1, 1969, upon authorization by the Governor and the General Assembly, the Norfolk Division of Virginia State College became the independent Norfolk State College, a four-year, degree-granting institution with its own Board of Visitors, its own President, and its own proud tradition of rendering quality service to its students, the community, and the Commonwealth. The fourth period of development lasted from 1969 to 1979.
Subsequent legislative acts designated the institution as a university and authorized the granting of graduate degrees. On July 1, 1979, by an act of the General Assembly, Norfolk State College became Norfolk State University, marking the fifth period of development. NSU’s five colleges and schools include business, education, liberal arts, science, engineering and technology, and social work. Degree programs are offered at the doctoral, master’s, baccalaureate, and associate levels. The faculty, staff, students, and alumni are actively engaged with surrounding communities in volunteer and civic efforts to enhance the quality of life for the citizens of the Commonwealth of Virginia.

A History of Leadership

Mr. Samuel Fischer Scott, First Director
Dr. Lyman Beecher Brooks, First President
Dr. Harrison B. Wilson, Second President
Dr. Marie V. McDemmond, Third President
Dr. Carolyn W. Meyers, Fourth President
Dr. Tony K. Atwater, Fifth President
Mr. Eddie N. Moore, Jr., Sixth President

MISSION

Norfolk State University is a public, urban, comprehensive university offering programs at the undergraduate and graduate levels. Founded in 1935, Norfolk State University espouses the tradition of service to its students, its alumni, the academy, the Commonwealth of Virginia, the nation, and the world.

To this end, Norfolk State University is committed to the following ideals:

- High-quality academic preparation of its students so that they will contribute to a global and rapidly changing society.
- Broad involvement of its faculty in teaching, research, and scholarly activities to solve human problems and create new knowledge and commerce for the common good.
- Continued cultivation of a culture focused on concern for the aesthetic, social, economic, and environmental welfare of fellow human beings.
- Sustained efforts to develop and utilize rapidly advancing technologies for the education of its students and the management of the university.
MISSION STATEMENT

Norfolk State University, a comprehensive urban public institution, is committed to transforming students’ lives through exemplary teaching, research, and service. Offering a supportive academic and culturally diverse environment for all, the university empowers its students to turn their aspirations into reality and achieve their full potential as well-rounded, resourceful citizens and leaders for the 21st century.

VISION STATEMENT

Norfolk State University will be recognized nationally as a premier public institution with outstanding signature academic programs, innovative research, and community engagement opportunities.

CORE VALUES

Norfolk State University’s strength lies in its value system. These core values embody the principles, ideals, and beliefs of our students, faculty, staff, and Board of Visitors. They form the foundation for our actions and reflect what is important to us as members of the Norfolk State University community.

1. **Excellence**: We are dedicated to fostering a culture of excellence in all facets of the university through the highest educational standards for student achievement, stellar faculty teaching, innovative research, dedicated service, and creative co-curricular activities.

2. **Student-Centered**: Students are our top priority, and we are committed to helping them become globally competitive in an enriching, stimulating, and supportive environment.

3. **Diversity & Inclusiveness**: We foster a multicultural campus respecting all people, cultures, ideas, beliefs, identities, socio economic backgrounds, and perspectives. We train our students to become leaders in an ever-changing global and multicultural society.

4. **Integrity and Civility**: We expect everyone to be accountable for his or her actions and to engage in honest, ethical behavior. We value the contributions of each person, treating all with respect and civility, and affirm our shared responsibility for institutional success.

5. **Engagement**: We continually enhance the university’s role and influence in affairs of local and global communities by promoting educational attainment, cultural enrichment, and economic development.

6. **Pride**: We display great admiration for the university and its rich history and legacy.

7. **Financial Empowerment**: We aggressively pursue expanded and more diversified revenue streams.
ACCREDITATION

Norfolk State University is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award associate, baccalaureate, masters, and doctorate degrees. Contact the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Norfolk State University. Colleges/schools and programs are accredited separately and listed in the Norfolk State University Catalog.

Administrative Structure

The administrative responsibilities and activities of the university are organized under the divisions, offices, and functional and governance structures described below.

BOARD OF VISITORS

The Board of Visitors is an executive branch supervisory board responsible for university operations including requests for appropriations as described by § 2.2-2100, Code of Virginia. As a public institution, Norfolk State University is accountable to Virginia’s taxpayers through institutional direction from its active, informed, and engaged Board.

The Board was established in April 1968 by action of the Virginia General Assembly. The thirteen members of the board are appointed by the Governor for a four-year term and may be reappointed for one additional term. The officers of the Board are elected biennially and consist of the Rector, Vice Rector, and Secretary. The faculty and student representatives to the Board of Visitors are non-voting members whose input regarding issues is considered by the Board of Visitors.

PRESIDENT

The President is directly responsible to the Board of Visitors for the administration of the institution. The President is responsible for the preservation and development of the university, and serves as the institution’s chief executive officer. The President provides vision and direction for institutional planning, manages the human and financial resources of the university, and makes recommendations to the Board of Visitors regarding the appointment, dismissal, promotion, and salary increases of faculty and non-classified personnel.

The President acts as the primary spokesperson for the University to its many constituencies. He or she facilitates communication with the governor of the Commonwealth, the Virginia General Assembly, state government offices and city officials, the Board of Visitors, alumni, students, faculty and staff, and the public at large and serves as chair of the Executive Council. Because of the breadth and depth of the mission and goals of the institution, the President facilitates the interpretation of policy and ensures overall compliance with state law, regulations, and procedures.
CHIEF OF STAFF

The Chief of Staff serves as the senior advisor to the President on university operations and strategic management processes. He or she is also responsible for the administration, supervision, and management of the Office of the President. The Chief of Staff facilitates communications with the President’s Cabinet and other senior leaders in support of presidential decision-making. In addition, the Chief of Staff oversees the university’s Human Resources Department and ensures employee welfare.

EXECUTIVE ADVISOR TO THE PRESIDENT AND BOARD OF VISITORS

The Executive Advisor to the President and Board of Visitors serves as the senior policy, compliance, and governance advisor to the university President and Board of Visitors and is responsible for oversight of the university policymaking and compliance processes, facilitating information sharing between the Administration and NSU Board of Visitors, and staffing the Board of Visitors Bylaws, Policies, and Presidential Evaluation committees. The Executive Advisor leads work related to university strategic planning and completes special projects assigned by the president and governing board.

PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

The Provost and Vice President for Academic Affairs (hereafter referred to as Provost) fosters the creation, advancement, and implementation of the academic vision for the university. As chief academic officer, the Provost is responsible for all academic departments, colleges, and programs; the Provost oversees the processes of faculty appointment, development, promotion, tenure, and grievance procedures. The Provost also supervises all academic policies, including the coordination of the academic calendar, the review of all academic units, and the implementation of strategic planning. In all his or her responsibilities, the Provost works to attract and retain a diverse faculty, staff, and student body. The Lyman Beecher Brooks Library, the colleges and schools, the Robert C. Nusbaum Honors College, the Office of Extended Learning, the Academic Council, the Graduate Council, the University Curriculum Committee, and the General Education Council report to the Provost.

The Provost, and the Vice President for Finance and Administration manage the annual university-wide budget process, working closely with the other vice presidents, deans, faculty, staff, and student leadership. As part of the president’s leadership team, the Provost participates in all major decisions affecting the campus. The Provost may appoint vice provosts and associate vice provosts to assist with duties and responsibilities as assigned. The Provost’ staff generally consists of the Vice Provost for Academic Effectiveness (who provides support in the areas related to accreditation, assessment, institutional research, testing, etc.), the Vice Provost for Academic Engagement (who provides support in the areas related to academic formation and student pathways, the Patricia Lynch Stith student success center, academic personnel hiring, student judiciary, etc.), and associate vice provosts who provide support in the areas of accreditation reaffirmation, curriculum management, etc.
VICE PRESIDENT OF UNIVERSITY ADVANCEMENT

The Vice President for University Advancement (VPUA) is responsible for planning and initiating programs intended to foster the cultivation of the university’s constituents and for carrying out activities intended to encourage voluntary support by those constituents. The VPUA is responsible for the management of all gifts and non-research grants. This office encourages and facilitates efforts to secure grants and gifts for the benefit of the university. Under the direction of the Vice President for Advancement are several broad areas of responsibility, including events planning, development, alumni relations, marketing, media relations, and annual giving.

VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

The Vice President for Finance and Administration (VPFA) is the chief fiscal officer for the university and is responsible to the President for the proper administration and coordination of all phases of business activity of the university. The university’s Vice President for Finance and Administration is responsible for establishing and maintaining current financial policies and procedures as well as capital and infrastructure improvements for all units, divisions, and departments of the university. The VPFA provides leadership and oversight for key financial and business functions serving a wide range of customers within the university. The offices of the Controller, Procurement Services, Information Technology Services, Planning and Budget, Risk Management, Auxiliary Enterprises, Bursar, Physical Plant, and University Police report to the VPFA.

VICE PRESIDENT FOR STUDENT AFFAIRS AND ENROLLMENT MANAGEMENT

The Vice President for Student Affairs and Enrollment Management (VPSAEM) is the chief student affairs officer and is responsible for the development, administration, management, and coordination of a university environment conducive to the positive educational and personal growth of students. The VPSAEM is directly responsible for admissions, career services, counseling, financial aid, housing and residence life, military services and veterans affairs, accessibility services/international student services (OASIS), Spartan health center, student activities and leadership, student advocacy and new student orientation, student center, and student support services. The VPSAEM and staff work cooperatively with students, design programs and services to meet the needs of students, and ensure that their interests and concerns are considered in the decisions that affect the quality of student life.

EXECUTIVE DIRECTOR OF PLANNING AND BUDGET

The Executive Director of Planning and Budget is the chief planning and budget officer for the university. Responsibilities include the examination and reporting of data related to students, faculty, staff, operations, personnel, facilities, equipment programs, services, and fiscal resources. The Executive Director conducts and publishes appropriate studies and analysis generated through the budget, research and evaluation process in order to assist in the development of short and long-range goals related to all facets of financial and program planning. He or she conducts timely analyses of data and report information to disseminate to internal and external constituents. These responsibilities are executed with a team of competent, motivated, and well-trained staff.
UNIVERSITY COUNSEL AND SENIOR ASSISTANT ATTORNEY GENERAL

In accordance with Section 2.1-121 of the Code of Virginia, the Attorney General’s Office of the Commonwealth of Virginia must provide all state agencies with necessary legal services. The University Counsel provides legal services in civil matters for the institution and the Board of Visitors and conducts or supervises all civil litigation in which they are interested.

The University Counsel obtains approval from the Attorney General in advance of filing any court actions on behalf of the university and provides a copy to the Education Section of the Attorney General’s office of all court complaints, petitions, or motions for judgment filed against the university.

As University Counsel, the Senior Assistant Attorney General attends meetings of the Board of Visitors and other official functions or meetings as requested by the governing board, University officials, or the Office of the Attorney General. The University Counsel is housed in the Office of the President.

ATHLETICS DIRECTOR

The intercollegiate athletics program is administered under the direction of the Athletics Director, who reports to the President of the university. The Athletics Director is responsible for providing the leadership, management, and coordination of fifteen NCAA Division I intercollegiate varsity sports. The Athletics Director provides leadership and oversight for key financial and business functions to include, personnel, budget, compliance, athletic fundraising, and facility and event management. The Athletics Director and staff work cooperatively to empower student-athletes to maximize their talents both academically and athletically in order to prepare them for life beyond athletics. The intercollegiate athletics program operates under the auspices of the National Collegiate Athletic Association (NCAA) and the Mid-Eastern Athletic Conference (MEAC).

CHIEF AUDIT EXECUTIVE

The purpose of Internal Audit is to provide independent and objective assurance, advisory and investigative services designed to add value, improve internal controls and strengthen the university’s operations. It helps the university accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. The mission of Internal Audit, as defined by the Institute of Internal Auditors, is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight into the university’s financial, operational and informational systems. The Chief Audit Executive assists executive management and the Board of Visitors by developing and directing a comprehensive internal audit program of complex academic, financial, and information technology operations and programs.

The Chief Audit Executive directs administrative functions of the Internal Audit Department, monitors all Internal Audit activities, and performs audits of compliance, financial, performance, and information systems.
The Chief Audit Executive will periodically report to senior management and the Board on the following:

- The internal audit activity’s purpose, authority, and responsibility, as well as performance relative to its plan. Reporting will also include significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by senior management, the Audit Committee, or the Board.
- The internal audit activity’s conformance to the IIA Code of Ethics and the Standards.
- Significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by senior management, the Audit Committee or the Board.
- Results of audit engagements or other activities.

FOUNDATIONS

The Norfolk State University Foundation, Inc. is a non-profit 501(c)(3) fundraising corporation established to support quality education and to generate private financial support for the academic development of the University. The Foundation also manages, invests, and administers private gifts, including endowment and real property. It is governed by a volunteer Board of Directors whose members serve as advocates for the University and its programs.

The Norfolk State University Research & Innovation Foundation is an independent 501(c)(3) affiliate of Norfolk State University in Norfolk, Virginia. Established in 2001, the Foundation was created to promote applied research and technological innovations, contributing to the Hampton Roads regional economy through fostering and promoting academic research at Norfolk State University. The Foundation also has established incorporated subsidiary organizations that develop and manage related real estate acquisition projects for NSU, the management of those real estate properties, and institutional research commercialization activities.

The NSU Athletics Foundation supports the Athletics program and enables student-athletes to achieve excellence in both academics and athletics. Additionally, the NSUAF endorses program enhancement including funding for scholarships, facility improvements, equipment, and services that promote a high-quality intercollegiate athletics program.

ACADEMIC STRUCTURE

ACADEMIC DEANS

Deans report to the Provost and are accountable to the Provost and to the faculty within the college or school they serve. Deans are responsible for the administrative and academic leadership of their respective colleges or schools and for management and oversight of the instructional programs. Specifically, they ensure that faculty exercise academic responsibility, enjoy academic freedom, engage in appropriate peer and student evaluations, and have adequate resources and professional development opportunities. Deans also review departmental recommendations for appointment, renewal, promotion, tenure, termination, and dismissal. Deans submit such recommendations to the Provost. Deans also supervise department chairs within their colleges or schools.
Deans must hold the highest rank in a discipline within their college or school and must have demonstrated outstanding accomplishments in teaching, scholarship, grantsmanship, and service, or equivalent professional accomplishments before their appointment.

Deans are administrative faculty. All deans are appointed by the Provost, following the processes as described in section 3.2.7 and section 5.1 of the Teaching Faculty Handbook. The President must concur with appointments of deans, and deans must be eligible for appointment as teaching or research faculty at the highest academic rank. Deans will be evaluated annually by the Provost. The annual evaluation of the dean will include evaluations by full-time faculty in each college/school.

ASSOCIATE/ASSISTANT DEANS

Associate/assistant deans in the academic division support the deans in all matters related to management and oversight of the instructional programs within the respective colleges/schools. Associate/assistant deans are tenured faculty within the college/school and are appointed by the dean and approved by the Provost. The qualifications and experience of the associate/assistant dean must complement those of the dean. Associate/assistant deans will be evaluated annually by the dean of the college/school. The annual evaluation of the associate/assistant deans will include evaluations by full-time faculty in each college/school.

DEPARTMENT CHAIRS

Department chairs report to deans and are accountable to faculty for the proper conduct of their departments. Chairs are responsible for the proper management and oversight of all activities related to instruction, student learning, and academic advisement within the academic department. Academic departments are administrative units established to manage the resources associated with the programs under their jurisdiction. Department chairs, notwithstanding their administrative responsibilities and duties, are considered full-time teaching faculty.

Department chairs have the opportunity for the closest professional contact with faculty. As such, they have a basic responsibility for the quality of instruction, research, professional progress of staff, curriculum development, recruitment, departmental budget preparation and management, and administrative tasks required to process data connected with instruction. Responsibilities of department chairs include assigning faculty course schedules (with faculty input), maintaining student records in the departments, supervising academic counseling of students, directing instructional and program assessment, and developing the faculty input for long-range and annual reports essential for departmental health and growth. Copies of these reports will be available for review by faculty.

Department chairs will be evaluated annually by the college/school dean based on the evaluations from full-time faculty in the department within the respective college/school.

CENTER DIRECTORS AND UNDERGRADUATE/GRADUATE PROGRAM COORDINATORS

Center directors or program coordinators have responsibility for the operational functioning and administrative oversight of their units to include, at a minimum, many management-related tasks of department chairs. The department chair and dean retain responsibility for the content of courses,
learning outcomes, academic advisement, faculty qualifications and assignment, and integrity of the curriculum for all academic courses and programs offered in conjunction with the centers.

CENTER DIRECTORS

Center directors operate under the auspices of academic colleges or schools and report to the dean of the college or school under whose supervision the unit operates. Directors not under the auspices of a college or school shall report to the Office of the Provost and Vice President for Academic Affairs.

UNDERGRADUATE PROGRAM COORDINATORS

Undergraduate program coordinators operate under the auspices of academic departments and report to the department chair. Program coordinators may be 9-month or 12-month employees and are responsible for developing and maintaining the quality of curricula. Coordinators must possess teaching and advising experience. Appointment as a coordinator is an academic assignment. Coordinators shall receive an adjusted workload of one (1) course reduction per semester. Teaching loads for coordinators of programs that do not meet SCHEV program viability and SACSCOC requirements may be adjusted.

Responsibilities of coordinators include but are not limited to the following:

- Assist in the completion of the annual assessment report.
- Assist in the maintenance of program and student records.
- Assist with inquiries and communication with prospective students.
- Assist with student petitions and appeals.
- Lead program planning and curriculum development.
- Provide initial student advising and track all students in the program.
- Serve as a liaison with potential employers.
- Serve as chair of the program undergraduate committee.
- Supervise and coordinate the undergraduate program with the department chair for all undergraduate programs.
- Support marketing and recruitment efforts for the undergraduate program.
- Write and maintain catalog copy for the undergraduate program.

GRADUATE PROGRAM COORDINATORS

Graduate program coordinators operate under the auspices of academic departments and report to the department chair. Program coordinators may be 9-month or 12-month employees.

Graduate coordinators are responsible for developing and maintaining the quality of curricula. Coordinators must possess teaching, research, and advising experience. Appointment as a coordinator is an academic assignment. Coordinators shall receive an adjusted workload of one (1) course reduction per semester. Teaching loads for coordinators of programs that do not meet SCHEV program viability and SACSCOC requirements may be adjusted.
Responsibilities of coordinators may include but are not limited to the following:

- Assist in the completion of the annual assessment report.
- Assist in the maintenance of program and student records.
- Assist with inquiries and communication with prospective students.
- Assist with student petitions and appeals.
- Coordinate procedures for admission or denial of graduate program applicants.
- Lead program planning and curriculum development.
- Provide initial student advising and track all students in the program.
- Serve as a liaison with potential employers.
- Serve as chair of the program graduate committee.
- Serve as liaison to the School of Graduate Studies and Research to remain current on policies and procedures.
- Supervise and coordinate the graduate program with the department chair for all graduate programs.
- Support marketing and recruitment efforts for the graduate program.
- Write and maintain catalog copy for the graduate program.

The above responsibilities shall serve to support graduate programs. Additional responsibility for performing other academic duties may be required or requested by the dean of the School of Graduate Studies and Research, department chair, college/school dean, or Provost.

Assignments to Graduate Coordinator shall be made in accordance with departmental and/or school procedures. All assignments must be confirmed by the department chair (for programs in departments), college/school dean, and dean of the School of Graduate Studies and Research. Graduate Coordinators/Directors are evaluated annually by department chairs or the appropriate administrator.

GOVERNANCE

The university recognizes the need for the combined participation of the administration, faculty, staff, and students in the efficient management of the internal affairs of the institution. The President’s Executive Cabinet, Expanded Cabinet, Executive Council, Faculty Senate, Graduate Council, Graduate Student Association, University-Wide Curriculum Committee, School and Departmental Committees, General Education Council, Academic Council, and Student Government Association provide essential input into internal policy-making by the university.

THE PRESIDENT’S EXECUTIVE CABINET

The President’s Executive Cabinet is comprised of administrators and professionals who directly report to the President and, in general, have line authority over operating divisions or units of the university. The President’s Executive Cabinet is an advisory body to the President. It assists in the development of policies and procedures pertaining to the administration of the university. The cabinet is chaired by the President or a designee and generally meets weekly. As members of the senior management team, University Counsel and the Chief Audit executive serve as ex-officio members of the cabinet.
THE PRESIDENT’S EXPANDED CABINET

The President’s Expanded Cabinet generally meets monthly and includes the President’s Executive Cabinet, senior administrators as designated by the President, and President of the Faculty Senate or designee. The President’s Expanded Cabinet is an advisory body to the President designed to ensure university-wide discussion of policies, procedures, and activities. It is chaired by the President or a designee and generally meets the last Wednesday of each month.

THE EXECUTIVE COUNCIL

The Executive Council recommends policy and serves as an advisory group to the President of the university. The Council provides a means of communication among the administrative offices of the university, faculty, and students by bringing together leaders of the university community to consider and review significant matters. The Executive Council is a body composed of five administrators, five faculty members, five staff members, and five students. The administrators, appointed by the President, generally include the four Vice Presidents. The President appoints five staff members based upon their expertise on the subject under consideration. The Faculty Senate elects four faculty representatives who serve for two years with overlapping terms. The President of the Faculty Senate serves as the faculty’s fifth representative. The Student Government Association selects the five student members for a one-year term, including a Graduate Student Association representative. The President of the university chairs the Executive Council.

THE FACULTY SENATE

The Faculty Senate is a part of the governing structure of the university and embodies its commitment to shared governance. The Faculty Senate provides input into the university’s internal policymaking, along with the President’s Executive Cabinet, Expanded Cabinet, Executive Council, Graduate Council, General Education Council, university-wide Curriculum Committee, Academic Deans Council, and Student Government Association.

The Faculty Senate is the representative unit of the university faculty and has as its primary responsibility the educational mission of the university, the consideration and review of matters of import to that mission, the effective advocacy of the faculty’s interests, and the deliberate expression of its positions on matters related to the university. The Senate provides input into decisions related to curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life that relate to the educational process.

As the representative group of the general faculty, the Faculty Senate’s major functions are as follows:

- Make recommendations to the administration in the area of faculty welfare, including tenure, promotions, fringe benefits, and other matters of general faculty concern.
- Review and make recommendations on all proposed changes to the *Teaching Faculty Handbook*. 

Norfolk State University Administrative and Professional Faculty Handbook 12
Review and make recommendations on all proposed policy changes that involve faculty affairs.

Review and make recommendations on all proposed policy changes which involve university matters generally, and academic matters in particular.

Serve as a channel through which faculty opinion may be identified and communicated to the administration.

Work and have policy input with the administration in the area of academic affairs, including admission standards, curriculum, and academic freedom.

Each department is granted representation based on the following guidelines as adopted by the Norfolk State University Faculty Senate on August 15, 2015:

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<th>Number of Full-Time Faculty in Department</th>
<th>Number of Representatives</th>
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<td>1 – 15</td>
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For Faculty Senate membership rules, see Faculty Senate Constitution and By-Laws.

The President of the Faculty Senate or designee is a member of the President’s Expanded Cabinet. Moreover, the Faculty Senate holds representative leadership on the Executive Council.

The Faculty Senate also is represented on the Graduate Council, the University Curriculum Committee, General Education Council, and the university-wide Grievance Committee. The Faculty Senate is also tasked with organizing faculty membership on all university-wide committees.

ACADEMIC COUNCIL

The Academic Council consists of the deans and directors of units within the Office of the Provost and Vice President for Academic Affairs. The purpose of the council is to serve as an advisory group to the Provost. The council, as a part of its responsibility, makes suggestions designed to facilitate the coordination and management of instructional programs.

THE GRADUATE COUNCIL

The Graduate Council is responsible for planning, developing, and recommending policies, regulations, and procedures for all graduate programs at the university. It also is responsible for reviewing graduate curriculum changes from colleges and schools before University Curriculum Committee review and action. Its aim is to ensure the satisfactory coordination of graduate studies and the maintenance of high quality graduate instruction. The Graduate Council establishes, with the approval of the Provost and appropriate dean, the criteria for the certification of graduate faculty. The dean of the School of Graduate Studies and Research or designee serves as chair of the Graduate Council.
In addition to the dean of the School of Graduate Studies and Research, membership on the Graduate Council consists of one representative (i.e., director or coordinator) from each graduate program offered at Norfolk State University, as well as one person from each of the following units: Faculty Senate, Office of the Provost and Vice President for Academic Affairs, Lyman Beecher Brooks Library, Graduate Student Association, and Office of Extended Learning. Provisional membership may be granted to one representative from a program seeking to offer graduate-level courses.

THE UNIVERSITY CURRICULUM COMMITTEE

The University Curriculum Committee consists of the following voting members:
- three (3) faculty representatives from each academic college,
- two (2) faculty representatives from each academic school,
- two (2) representatives from the Faculty Senate,
- seven (7) deans (two (2) from CSET and COLA colleges, four (4) from BUSN, EDUC, SWRK and GRAD schools, and one (1) from Honors College),
- one (1) chair from the General Education Council,
- one (1) designee from the Office of the Provost and Vice President for Academic Affairs (who votes as tie breaker only).

This committee also includes the following non-voting members:
- one (1) representative from the Registrar’s Office,
- one (1) representative from the Library,
- one (1) representative from the University Assessment Advisory Committee,
- one (1) vice provost (responsible for curriculum management).

This committee elects its chair. All proposals for changes to the curriculum in any department, college, or school must be reviewed and approved by this committee. Proposals at the graduate level must be reviewed by the Graduate Council before being reviewed by the University Curriculum Committee. Proposals at the general education level must be reviewed by the General Education Council before being reviewed by the University Curriculum Committee.

THE GENERAL EDUCATION COUNCIL

The General Education Council’s work is extremely important as the campus, led by the faculty, engages in processes to:
- examine the currency of the general education program;
- examine the extent to which the learning experiences are adequately preparing students to meet core competencies (state-mandated in addition to any the faculty may deem to be essential as well);
- examine the extent to which the general education curriculum provides the learning experiences for students to acquire the depth and breadth of knowledge and skills needed, and the alignment between what all graduates (educated persons) at the undergraduate level need to know and be able to do;
- make curricular recommendations as appropriate; and
• move towards preparing for the continuing SACSCOC reaffirmation process which will require documentation of the above and documentation that students know and can do what we think/say they are learning.

The General Education Council shall consist of representatives from all academic schools at Norfolk State University. These representatives shall be the respective associate/assistant dean of each college and school (Business, Education, Liberal Arts, Science, Engineering & Technology, and Social Work) in addition to other representatives such as the Dean of the Robert C. Nusbaum Honors College, the chairperson of the Quality Enhancement Plan, the Director of the Student Pathways and Academic Formation program, a representative from the Faculty Senate, a representative from the Lyman Beecher Brooks Library, and other faculty members who express an interest in participating and who are invited by the chairperson of the General Education Council for the different perspectives they bring to this body. Ex-officio members include a representative from the Office of the Provost and Vice President for Academic Affairs, and a representative from the Office of Institutional Effectiveness and Assessment.

The General Education Council chair will be elected among the council members for a term of two years. Elections will be held on the last meeting of the spring semester prior to the conclusion of the current chair’s two-year term. All eligible General Education Council members can be nominated to become chairperson of the council. (Teaching Faculty Handbook, 30.035: General Education Council By-Laws; Responsible Executive: Provost and Vice President for Academic Affairs; Responsible Office: Provost and Vice President for Academic Affairs’ Office; Related Policy: 01.001; Approved-On-Date: April 19, 2007)

UNIVERSITY-WIDE COMMITTEES

University-wide committees at Norfolk State University review and recommend policies and procedures that affect the governance and operation of the university. Committees consist of faculty, staff, students, and in some instances administrators and alumni. The composition of each committee will be consistent with the charge and purpose of the committee. Committee membership is initiated at the Faculty Senate level with final approval by the President of the university. Recommendations for faculty and student committee memberships are made by the Faculty Senate and the Student Government Association, respectively. The committees are to be formed in the fall of each year, and members may serve up to two academic years. Membership may be staggered, as appropriate. All committees are responsible to the President of the university.

University-wide committees perform vital functions at the university. The university-wide committees’ handbook provides information to the university community. It sets forth the composition and general charge of each committee, details its respective functions, and outlines procedures for conducting business. Administrators, faculty and students within the university community volunteer their time and expertise to serve Norfolk State University as committee members.
The Committee on Committees assists the Provost and President with oversight of university-wide committees. The Committee on Committees performs the following:

- Develops and updates the committee handbook, which outlines the charge of each committee, membership composition, and the responsible administrator.
- Monitors committee structure, accountability, and compliance with the university’s governance structure.
- Monitors the annual committee appointments and publication of the updated committee membership lists.
- Requests and receives assignments from Faculty Senate, SGA, and other appointing areas.
- Reviews committee structures, relevance, and annual activity reports.
- Updates committee membership lists annually for President’s approval and campus-wide distribution.

Appointments to committees should take into consideration faculty preferences. The Faculty Senate, at the beginning of the academic year, will have each faculty member complete a form indicating their three ranked. Faculty will be informed of their committee appointment(s) by October 15.

SCHOOL AND DEPARTMENTAL COMMITTEES

School-wide committees should complement university-wide committees, and, in turn, departmental committees should complement school committees.

In light of the critical role of academic units and their faculty in the implementation of administrative policies and procedures, especially policies that impact the student experience, support units, such as human resources, accounting, and others, should consult faculty as policies impacting students are developed. These procedures will help to ensure that agents will serve effectively as advocates for students and faculty.

THE GRADUATE STUDENT ASSOCIATION

The Graduate Student Association (GSA) is an organization for graduate students. The GSA promotes graduate student participation in institutional decisions that affect them by assigning students to appropriate university-wide standing committees.

THE STUDENT GOVERNMENT ASSOCIATION

The Student Government Association (SGA) is an organization for undergraduate students. The Association promotes student participation in institutional decisions that affect them by assigning students to appropriate university-wide standing committees.
POLICY ON ADVERTISING AND FILLING UNIVERSITY POSITIONS WITH INTERNAL SEARCHES

The university requires that administrative and professional faculty positions be openly advertised. All such positions will be filled through a search, and existing Equal Opportunity/Affirmative Action procedures for recruitment, interviewing and hiring will be followed.

EQUAL OPPORTUNITY/AFFIRMATIVE ACTION POLICY

It is the policy of Norfolk State University to provide equal employment and educational opportunities for all persons regardless of race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, or sexual orientation. The university is cognizant of all statutes and regulations mandating requirements of equal opportunity and affirmative action, and the university, its employees and agents adhere to practices and procedures to ensure equal opportunity for all.

SEARCH AND APPOINTMENT PROCESS

The President, the appropriate Vice President, or designee, in consultation with the department of Human Resources, shall appoint all search committees. The search committee will be responsible for the following functions:

1. Complying with all University and state policies and procedures for recruitment and selection;
2. Receiving and reviewing application materials from the appropriate office;
3. Setting the criteria for determining the finalists;
4. Interviewing; and
5. Recommending to the President or appropriate Vice President the unranked names of the finalists for the position.

APPOINTMENT, RENEWAL, NON-RENEWAL, AND TERMINATION

The following policies and procedures apply to the appointment, renewal, non-renewal, suspension and termination of those Norfolk State University employees identified either as administrative or professional faculty or as teaching faculty who hold administrative appointments. For purposes of this policy, all such individuals will be referred to collectively as “A and P Faculty.”

Many A and P Faculty are not actively participating members of the teaching faculty of the University. Some are designated as holding faculty appointments in a particular department without concurrent departmental assignments, while others may have actual teaching or research responsibilities. Some may hold tenure, which may have accrued prior to or coincident with their individual’s appointment to the administrative faculty position. Faculty status in an academic department will afford rights or privileges independent of the A and P faculty appointment.
A and P Faculty include Assistant and Associate Vice Presidents, Vice Presidents, Deans and Directors, Associate and Assistant Deans, Library Faculty, and certain others who hold positions in University Administration. This policy shall not apply to persons who hold Commonwealth of Virginia state classified positions, hourly-wage positions. Nor shall it apply to instructional/research faculty who do not hold administrative appointments.

Employment in an A and P faculty position shall continue for a specified term. This policy provides A and P faculty entitlement to notice of (1) an impending contract non-renewal, (2) the non-continuation of an administrative appointment or (3) the non-continuation of employment in an administrative capacity. However, nothing in this policy shall serve to create an expectation of continued employment or reemployment in an A and P Faculty position beyond the term of the contract under which the A and P faculty member is currently employed. Moreover, and in accordance with the notice provisions set forth herein, any contract of employment which subsequently may be issued to an A and P Faculty member beyond his/her current contract of employment may be for a shorter term and may be subject to different terms and conditions than one’s current contract of employment.

APPOINTMENT

1. All appointments to and contracts of employment for A and P Faculty positions are made by the authority of and are subject to the approval of the University’s Board of Visitors.

2. Authority to initiate A and P Faculty appointments has been delegated by the Board of Visitors to the President. The President may, in turn, delegate certain authority to initiate A and P Faculty appointments to vice presidents and others. Appointments to A and P Faculty positions shall be conducted with the advice of, and in consultation with, the affected instructional and research faculty or administrative and professional faculty, as appropriate, and as specified by policies and procedures of a given school or administrative unit, as appropriate.

3. Appointments to A and P Faculty positions shall be contingent upon the availability of appropriated funds.

FACULTY RANK AND TENURE STATUS

A and P Faculty appointments are non-tenure track positions. One may not receive, accrue or otherwise acquire tenure in the A and P Faculty position. A and P Faculty who hold tenure or tenure track positions in academic departments are entitled and subject to all rights, privileges and obligations under the Norfolk State University Promotion and Tenure Policies and Procedures with respect to one’s tenured or tenure track position only. These faculty return to their previous academic appointments. The tenure-track probationary period resumes for faculty members upon the conclusion of the A and P faculty appointment.

TERMS OF APPOINTMENT

1. Appointments to A and P faculty positions shall be for the fixed term stated in the appointment letter or contract, which is, normally, a one-year period. However, a term may extend beyond the period stated in the appointment letter or contract if approved
by the Board of Visitors. In such cases, the extended term shall be specified in the contract of employment.

2. An A and P Faculty member’s contract of employment may be renewed, non-renewed, modified, or terminated in accordance with the provisions of this policy.

ADMINISTRATIVE TITLE AND JOB RESPONSIBILITIES

Designation of appropriate administrative titles and job responsibilities for A and P Faculty shall be the responsibility of the appointing official or other appropriate administrative officials. Administrative titles and/or job responsibilities may be changed or reassigned within the period of the employment contract, commensurate with the needs of the University and/or the specific administrative unit.

RENEWAL

1. A and P Faculty contracts may be renewed upon the recommendation of the appropriate appointing official, subject to the approval of the President and the Board of Visitors.

2. Notification of renewal, together with notification of the salary for the ensuing fiscal year, normally will be transmitted to the A and P Faculty member in May of any given year, following the approval by the University’s Board of Visitors.

REASSIGNMENT

Nothing in this policy shall be construed to prohibit, at any time during the term of an existing contract or any subsequent contract of employment, the reassignment of an A and P Faculty member to other duties, another position or combination of positions for which he/she is deemed by his/her supervisors to be qualified and which is consistent with the A and P Faculty member’s training, background and experience.

RESIGNATION

Resignation of the A and P faculty member’s employment shall be accomplished by giving notice of resignation and by requesting release from the current contract of employment at least 30 calendar days in advance of the effective date of resignation. Said notification shall be directed to the A and P Faculty member’s immediate supervisor in writing with a copy to the person who signed the A and P Faculty member’s appointment letter (or that person’s successor), and shall be in writing.

NON-RENEWAL/NON-CONTINUATION

1. Non-renewal or non-continuation of an A and P Faculty member’s contract is distinguished from termination of or suspension from employment during a contract year. “Non-renewal” means that the A and P Faculty member’s appointment will end with the expiration of the term of the then-current contract of employment. “Non-continuation” means that the A and P Faculty member’s employment/appointment will
not continue beyond a specified date, which date would be subsequent to the expiration of the term of the then-current contract of employment. An A and P Faculty member whose contract is not to be renewed or continued beyond a specified date shall be notified in writing, pursuant to the provisions of this policy, that a new contract will not be forthcoming or that any subsequent contract of employment will be subject to different terms and conditions than those stated in the then-current contract of employment. The letter of notification will specify the different terms and conditions of the new contract.

2. A decision not to renew or continue the contract of a faculty member who holds an A and P appointment within the University may be undertaken only after consultation with the appropriate Vice President or Dean.

3. A and P Faculty who revert to teaching status upon the termination of an A and P Faculty appointment will be subject to the University Statement on Conversion of Tenured Administrative Faculty to Teaching/Research Faculty. The conversion salary is as specified in the initial contract of appointment. If not specified, then the adjustment process for salary conversion of administrators or 12-month faculty who return to 9-month faculty salary is as follows:

   - The 12-month salary less: (a) three months (3/12) salary and (b) the administrative supplement, if granted when the administrative faculty appointment was made, unless otherwise specified in the employee’s administrative or professional contract;
   - The faculty member retains all merit pay that he/she may have received during his/her tenure as an administrator.

If a faculty member fails to complete his/her tenure as an administrator, the 12-month salary will be reduced by the amount of three months that was added when he/she assumed the administrative responsibilities, if applicable. The faculty member will retain all merit pay increases that he/she may have received during his/her tenure as an administrator.

If there are administrators whose initial contracts did not identify the salary upon leaving the administrative position by proportion of salary or an absolute monetary amount, then the salary should be determined by the Provost and the President; the salary level will be set based upon the academic administrator’s qualifications and experience.

4. Depending upon the nature of the individual’s employment with the University, non-renewal, non-continuation or modification of an A and P Faculty appointment may result in either the cessation of the individual’s employment or the continuation of the individual’s employment in a non-administrative position.
5. To those individuals whose employment with the University will not terminate if the then-current A and P Faculty appointment is not renewed or not continued beyond a specified date, written notice shall be given by the appointing official or appropriate administrative official in accordance with the following schedule:

<table>
<thead>
<tr>
<th>Number of Years in the Current A and P Faculty Assignment</th>
<th>Minimum Notice Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 2 years</td>
<td>3 months before the effective date</td>
</tr>
<tr>
<td>More than 2 years</td>
<td>6 months before the effective date</td>
</tr>
</tbody>
</table>

6. If the non-renewal of one’s A and P Faculty appointment or the non-continuation of that appointment beyond a specified date will result in the cessation of one’s employment with the University, written notice shall be given by the appointing official or appropriate administrative official in accordance with the following schedule:

<table>
<thead>
<tr>
<th>Number of years of Continuous Full-Time Employment at NSU</th>
<th>Minimum Notice Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>3 months before the effective date</td>
</tr>
<tr>
<td>More than 1 year</td>
<td>6 months before the effective date</td>
</tr>
</tbody>
</table>

Exceptions to the notice requirements apply to the following positions:

a. Positions dependent upon grant or contract funds are limited to the term of the grant or contract;

Positions established for a project of specific duration. An individual’s employment in such positions will terminate upon the expiration of the then-current contract of employment and/or the exhaustion of the funding source, whichever may occur first, for that A and P faculty appointment. Such individuals must be advised in the initial appointment letter or contract and in any renewals thereof that employment will terminate upon the expiration of the then-current employment contract or the exhaustion of the funding source without further notice, and that continued employment would be dependent upon the issuance of a new contract of employment. Period of notice under this policy shall be computed backward from the effective date of the non-renewal or non-continuation. Shorter periods of notice may be necessitated in the event of a financial emergency.

b. The requirement of notice of non-renewal or non-continuation of employment beyond a specified date exists only to assure that an individual’s A and P Faculty appointment/employment would not terminate without an appropriate period of notice. Accordingly, and by way of example, if an A and P Faculty member is entitled, under this policy, to a period of six months’ notice of non-renewal or non-
continuation of employment/appointment, is currently employed under a contract of employment which expires on June 30 of a particular calendar year, and, on March 31 of that same year, is given notice of non-continuation of employment, that individual would be entitled, effective July 1 of that same year, to a new contract of employment of three (3) month’s duration, with his/her employment/appointment in the A and P Faculty appointment terminating on September 30 of that same year, or six months from the date of the notice of non-continuation. However, if that same individual had received notice of non-renewal by December 31 of the preceding year, his or her existing contract would terminate on June 30 of the ensuing year and the individual would not receive a new contract.

c. Within five (5) working days from date of receipt of notice of non-renewal or non-continuation, an A and P Faculty member may request, in writing, a conference with his/her immediate superior to discuss the decision. Such conference shall be held within ten (10) working days of receipt of the request.

d. A decision not to renew or not to continue the contract of an A and P Faculty member beyond a specified date shall, at the request of an A and P Faculty member, be reviewed by the appropriate vice president in consultation with the General Counsel’s Office to ensure that the decision not to renew or continue was not made for a legally impermissible reason. If the non-renewal decision is made by a vice president, the administrative faculty member may request a review by the President. There shall be no further review or appeal within the University.

SUSPENSION

Certain circumstances may warrant suspension from employment of an A and P Faculty member. As used in this policy, suspension means the temporary cessation of employment. Suspension may be with or without pay. Written notice of the suspension shall be afforded the A and P faculty member, and the notice shall include a statement of reasons for the action.

1. A and P Faculty members may be suspended following an investigation by a panel that meets in consultation with the university counsel and is composed of the appropriate vice president/cabinet level official, Human Resources Director, and his/her immediate superior. The suspension, generally, for a reason cited in Dismissal for Cause, not to exceed 60 days. The faculty member may request, in writing, a conference with his/her Vice President/Cabinet Level official to discuss the decision. There is no right of appeal.

2. A and P Faculty members may also be suspended pending court action, official University investigation, or other official investigation by federal, state or local law enforcement agencies, or the University’s Campus Police Department provided such action or official investigation involves alleged criminal violations that occur on or off the job and are plainly related to job performance or are of such a nature that to continue the employee in the assigned position could constitute negligence in regard to the University’s responsibilities to the public, students, or other University employees. If termination is imposed following a suspension or if the A and P Faculty member is reinstated from suspension with less than full back pay, the action may be appealed.
DISMISSAL FOR CAUSE

Dismissal for cause applies to the separation of an A and P faculty member prior to the end of the A and P faculty member’s contract year, or the severance of the employment of a faculty member with less than the minimum period of notification being met. Dismissal for cause notices may be issued for documented reasons such as the following:

- Dereliction of duty or failure to execute contractual obligations.
- Falsification of employment documents or other misrepresentations of credentials.
- Incompetence or the inability of the A and P faculty member to perform in the expected professional capacity.
- Moral turpitude or personal and professional conduct that destroys or impairs academic effectiveness.
- Criminal conviction.
- Non-compliance with prescribed university policies, e.g., unprofessional conduct and conduct that significantly adversely affects the functioning of the department, college/school, or university.
- Dual full-time employment at Norfolk State University and another institution or agency.
- Misuse of state property.

Having knowledge of a potential violation or infraction, the immediate supervisor communicates such up through the supervisory chain to the appropriate Vice President/Cabinet Level official. A decision is made by the Vice President/Cabinet Level official to determine if there are sufficient grounds to request a meeting with the A & P Faculty member. If so, a meeting is held within 48 business hours. After the meeting, the employee may provide a written response on the subject. The written response must be received within 48 business hours. Based on the meeting, the response, and all available evidence, the immediate supervisor of the employee and Vice President/Cabinet Level official determine if there are sufficient grounds for a panel hearing. If so, a panel comprised of the immediate supervisor, Human Resources Director, Vice President/Cabinet Level official meets in consultation with the university counsel and reviews the evidence. Subsequently, the panel makes a recommendation to find no cause, to dismiss for cause, or return the matter to the Vice President/Cabinet Level official for disciplinary action. Should the panel elect to recommend dismissal for cause, the recommendation is sent to the president who either approves or disapproves the recommendation to dismiss for cause. Alternatively, the President may also return the matter to the Vice President/Cabinet Level official with instructions for further action. The President informs the employee of the decision, in writing.

TERMINATION

Termination applies to the separation of a faculty member due to extenuating circumstances beyond the control of either the faculty member or the university. Termination proceedings may be initiated when:

- Bona fide financial difficulty has been firmly established by the Board of Visitors and proclaimed to exist;
• Bona fide financial emergency occurs in a department or college/school, or reorganization or termination of programs as defined by established university policies and procedures;
• Changes occur in the educational program, such as program or department discontinuance or other acts of retrenchment based on systematic reviews and the need for faculty.
• Mental or physical illness occurs that renders the faculty member incapable of carrying out assigned duties, even with accommodation, for an extended period of time or permanently.

APPEAL PROCEDURE

The following procedure is available to A and P Faculty members who have been dismissed for cause. The appeal procedure is not available to A and P Faculty members who have resigned, have been terminated because of a financial emergency, have been reinstated from suspension with full back pay, have been reassigned, or whose contracts have not been renewed or whose employment has not been continued beyond a specified date. If it is contended that one’s resignation was coerced or that the non-renewal of one’s contract was motivated by unlawful bias or animus based on race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, or sexual orientation, as required by law, the affected A and P Faculty member shall, nevertheless, be entitled to a full appeal on the merits of such allegations only.

Notice of Appeal

Notice of appeal must be filed within twenty (20) working days from the date the termination notice was received. The written notice (both hard copy and electronic copy) must be submitted to the Director of Human Resources. A copy of the notice of appeal must be sent to the University official who initiated the termination or suspension action, and to the Vice President in the appellant’s reporting chain.

Panel Hearing

1. The President of the University shall, on or before the beginning of each fiscal year, select up to fifteen (15) persons from the University community to serve as members of an appeal panel board. The members of the board shall serve staggered two-year terms. A list of the current appeal board members shall be maintained by the Department of Human Resources.

2. The Director of Human Resources shall be responsible for coordinating the selection and convening of a panel to hear the appeal.

3. The panel in an individual appeal shall consist of three members selected from the appeal board: one selected by the appellant, one selected by the University official who initiated the termination or suspension action, and a chairperson selected by the other two members. In the event the two selected panel members cannot agree on a third member, the Director of Human Resources will make the selection of the third member.
Members of the appellant’s department, school, administrative division, persons who report to the University official who initiated the termination or suspension action, relatives of either the appellant or the appointing officer, or any persons having direct involvement in the matters which form the substance of the appeal shall be ineligible to serve as a member of the appeal panel. The panel selection shall be completed within ten (10) working days from the receipt of the notice of appeal by the Department of Human Resources.

4. The panel hearing is intended to provide an informal and impartial review of the termination action. The hearings shall not be conducted as formal court proceedings. The panel shall consider all relevant evidence produced at the hearing.

5. Within ten (10) working days of its selection, the appeal panel will set the date (within 30 days), time and location of the hearing and the chairperson shall so notify the parties.

6. Both the appellant and the University official who initiated the action from which the appeal is taken may be accompanied at the hearing by a non-participating advisor. The advisor may be an attorney. The appellant shall have the burden of convincing the appeal panel, by clear and convincing evidence, that the termination decision or other action which forms the basis for the appeal was unwarranted or inappropriate in order to be entitled to relief. A voice recording of the proceedings will be kept and both parties may obtain an unedited copy.

7. The University’s legal counsel will be available to provide consultation to the panel.

8. At the conclusion of the appeal hearing, the panel will deliberate in closed or executive session and reach a decision. No record shall be maintained of the closed session deliberations.

9. The majority vote of the panel shall constitute the panel’s recommendation to the President. No later than five (5) working days from the conclusion of the hearing, the panel shall notify the Director of Human Resources of the panel’s recommendation. The Director of Human Resources, in turn, shall notify (within 5 working days) all parties to the appeal and the President of the University of the recommendation.

10. The President shall notify the Director of Human Resources of the decision within ten (10) working days following receipt of the panel’s recommendation. The Director of Human Resources will communicate the decision to all parties involved. If the President does not make a decision within the time provided, the panel’s recommendation shall become final.

11. The decision of the President shall be final and there may be no further appeal within the University.
PERFORMANCE EVALUATION

A and P faculty members receive performance evaluations in efforts to ensure each contributing member meets defined performance standards and objectives. All members of this classification shall receive evaluations based on two evaluation time parameters:

Initial: Upon an A and P faculty member’s employment into this field, the member shall receive an initial evaluation at the 90-day mark. This ensures the employee and supervisor are in alignment with expectations and responsibilities.

Annual: An A&P member shall be evaluated on an annual basis, with the evaluation period beginning October 1 of the current year and continuing to September 30 of the future year. An example is October 1, 2018 – September 30, 2019. Members are allowed to provide input prior to the receipt of the evaluation and are encouraged to provide feedback and input into their performance achievements. In addition, at any time during the evaluation cycle, the supervisor may meet with the employee to update the employee on achieved standards, as well as areas in need of improvement.

PROFESSIONAL GROWTH AND DEVELOPMENT

Norfolk State University encourages and expects individual administrators to take the initiative in promoting their own growth as scholars, and practitioners, especially in professional and occupational fields. Professional development, an evolutionary process, reflects one’s continued search for knowledge through professional involvement on the national, state, and local levels. Professional growth may involve published and unpublished writing, editing, further study, presentations at professional meetings, and participation in professional organizations. Other modes of professional growth may include community involvement, such as affiliation with councils, boards, committees, and commissions of community agencies and institutions.

OTHER POLICIES AND PROCEDURES

The Office of Human Resources is the source for other benefits, policies, and procedures not incorporated in this manual, but included in the Human Resources Policy Manual for all employees.

The University Policy Library is also a source for additional policies and procedures.