



# Administrative & Professional Faculty Handbook

ACHIEVING WITH EXCELLENCE • NORFOLK STATE UNIVERSITY • ACHIEVING WITH EXCELLENCE • NORFOLK STATE UNIVERSITY • ACHIEVING WITH EXCELLENCE





This Administrative and Professional Faculty Handbook  
was approved by the Board of Visitors  
on December 14, 2001.

This handbook covers all  
NSU employees hired as  
administrative and professional faculty.

Effective January 1, 2002

<b>TABLE OF CONTENTS</b>
--------------------------

- BACKGROUND .....1**
- History..... 1
- Accreditation..... 2
- University Mission..... 2
- ADMINISTRATIVE STRUCTURE.....3**
- Board of Visitors..... 3
- President..... 3
- Executive Assistant to the President and Agency Legislative Liaison..... 3
- Vice President for Academic Affairs..... 4
- Vice President for Advancement..... 4
- Vice President for Finance and Business..... 4
- Vice President for Research and Technology..... 5
- Vice President for Student Affairs..... 5
- Executive Director of Planning and Budget..... 5
- General Counsel and Special Assistant Attorney General..... 6
- Athletic Director..... 6
- Compliance Officer/Ombudsperson..... 6
- Internal Audit Director..... 7
- Foundations..... 7
- ACADEMIC STRUCTURE .....7**
- Academic Deans..... 7
- Associate/Assistant Deans..... 7
- Department Chairs..... 8
- Center Directors..... 8
- GOVERNANCE.....8**
- Executive Council..... 8
- President’s Cabinet..... 9
- President’s Expanded Cabinet..... 9
- Faculty Senate..... 9
- Graduate Council..... 9
- Academic Deans Council..... 10
- Student Government Association..... 10
- Curriculum Committee..... 10
- Faculty Athletics Committee..... 10
- University-wide Committees..... 10
- EMPLOYMENT .....11**
- Policy - Advertising and Filling Positions University Positions with Internal Searches... 11
- Equal Opportunity/Affirmative Action Policy..... 11
- Search and Appointment Process..... 11
- Appointment, Renewal, Non-Renewal and Termination..... 12
- Appointment..... 12
- Faculty Rank and Tenure Status..... 13
- Terms of Appointment..... 13
- Administrative Title and Job Responsibilities..... 13

<b>TABLE OF CONTENTS</b>
--------------------------

Renewal.....	13
Reassignment .....	14
Resignation .....	14
Non-Renewal/Non-Continuation .....	14
Termination.....	16
Suspension .....	18
Appeal Procedure.....	18
Immigration Reform and Control Act.....	20
Child Support Withholding Disclosure.....	21
Outside Employment .....	21
Professional Growth and Development .....	21
<b>EMPLOYEE TUITION WAIVER POLICY.....</b>	<b>22</b>
Employee Policy .....	22
<b>DEPENDENT TUITION WAIVER POLICY .....</b>	<b>22</b>
Dependent Policy .....	22
<b>PERSONNEL POLICY.....</b>	<b>23</b>
Personnel Records.....	23
<b>OTHER POLICIES AND PROCEDURES.....</b>	<b>24</b>
Administrative & Professional Faculty Orientation .....	25
Change of Address .....	25
Deductions .....	25
Disability Policy.....	25
Exit Interview.....	25
Flexible Reimbursement Accounts .....	26
Health Care Benefits .....	26
HIV Infection and Aids.....	26
Life Insurance .....	26
Parking .....	27
Personal Use and the Loan of University Property.....	27
Personnel Payment of Garnishments .....	27
Policy on Alcohol and Other Drugs.....	27
Premium Conversion .....	27
Retirement Benefits .....	28
Safety .....	28
Sexual Harassment.....	28
Smoking .....	29
Tax Shelter Annuities .....	29
Worker’s Compensation .....	29
<b>LEAVE AND BENEFITS POLICIES .....</b>	<b>29</b>
Leave of Absence Without Compensation .....	29
Leave Reporting.....	29
Sick Leave.....	30
Virginia Sickness and Disability Program.....	30
Family and Medical Leave.....	31

## TABLE OF CONTENTS

Annual, Military and Civil Leave Policy .....	31
<b>PERFORMANCE .....</b>	<b>33</b>
Merit Pay.....	33
<b>NEWS AND MEDIA RELATIONS POLICY .....</b>	<b>34</b>
<b>CRISIS COMMUNICATION PLAN AND PROCEDURES .....</b>	<b>34</b>
Purpose.....	34
Crisis Communication Plan Objectives .....	34
Crisis Communication Team .....	35
Procedures and Responsibilities .....	35
General Actions for Specific Crisis Event.....	38
Natural or Man-Made Disasters.....	38
Violent Crime Committed on Campus .....	39
Student/Faculty Unrest Incident .....	40
Financial Mismanagement/Misuse of Public Funds .....	40
Legislative Action Affecting NSU Operations .....	40
Ongoing Procedures During Crisis .....	41
Crisis Aftermath.....	41
Crisis Management Drills .....	41
Evaluation .....	42
<b>INCLEMENT WEATHER.....</b>	<b>42</b>
Objective .....	42
Closing Decisions .....	42
All Day Closing(s) .....	42
Essential Personnel .....	43
Partial Shift Closing(s).....	44
Closings on Employee Rest Day(s) .....	45
Transportation Difficulties.....	45
Decision on Implementation of Policy .....	45
Communication Difficulty .....	46
Responsibilities of Supervisors of Personnel.....	46
Coverage of Personnel .....	46
Announcement of Closing(s) .....	46
Transportation to Work.....	46
<b>POLITICAL ACTIVITIES.....</b>	<b>46</b>
On-Campus .....	47
Off-Campus.....	47
<b>PURCHASING AND PROCUREMENT .....</b>	<b>47</b>
Departmental Funds Not On Deposit with the University.....	47
Reporting the Loss and/or Theft of University Property .....	48
Licensure Requirement for Computer Software .....	48
Fraud Reporting Policy .....	48
<b>UNIVERSITY RELATED TRAVEL .....</b>	<b>48</b>
Travel Policy .....	48
Travel Regulations .....	49

<b>TABLE OF CONTENTS</b>
--------------------------

Motor Vehicle Requests.....50  
Breakdowns.....50  
Accidents.....50  
State Employee Safety Belt Policy .....50  
**AMERICAN EXPRESS CORPORATE TRAVEL CHARGE CARDS .....50**  
**UNIVERSITY SEAL, LOGO AND MASCOT .....51**

## **BACKGROUND**

### **HISTORY**

Norfolk State University was founded in 1935 in Norfolk, Virginia as a junior college division of Virginia Union University. At the time, the institution offered two-year academic programs in the liberal arts. The first classes met in the YMCA Building located on Brambleton Avenue. After three years at the Brambleton site, the College moved into three buildings on Bank Street. From 1938 to 1940, curricular offerings were expanded to include two-year programs in business, home economics, and pre-nursing. In 1942, the institution was chartered as the Norfolk Polytechnic College and operated under its new name from 1942 to 1944, when an act of the General Assembly of Virginia made it the Norfolk Division of Virginia State College.

As the Norfolk Division of Virginia State College, the institution increased its student enrollment and expanded its course of study, adding among others, an ROTC unit in 1948 and a vocational trade department in 1949. The City of Norfolk provided the College with 50 acres of land on the Memorial Park Golf Course as a permanent campus site in 1952. Instruction commenced on the new campus in 1955 with the completion of Tidewater Hall, renamed G.W.C. Brown Hall in 1975.

In 1956 the College became a four-year, degree-granting institution authorized by the State Board of Education to offer junior and senior college curricula leading to the baccalaureate degree. The first baccalaureate degrees were awarded in 1958. By the early 1960's, the College had surpassed its parent institution, Virginia State College, in student enrollment and faculty. In February of 1969, the General Assembly of Virginia authorized separation of the institution from Virginia State College. Thus, the Norfolk Division of Virginia State College became Norfolk State College, an independent four-year institution with its own Board of Visitors and President.

As an independent public higher education institution, Norfolk State College experienced phenomenal growth in student enrollment, faculty, and academic programs. The College received authority from the General Assembly of Virginia to award graduate degrees in 1972. In 1979 an act of the General Assembly of Virginia changed the name of the College to Norfolk State University.

Norfolk State University is the newest of Virginia's five Historically Black Colleges and Universities (HBCU). In just 65 years, Norfolk State has outgrown its sister institutions and is now the largest historically Black University in the Commonwealth.

The University consists of five schools: Business, Liberal Arts, Education, Science and Technology, and Social Work. These schools administer thirty-seven (37) undergraduate, fourteen (14) master's and two (2) doctoral programs.

The University maintains several Centers of Excellence that operate as semi-autonomous entities within specific schools and are encouraged to collaborate with other units of the University, as well as with the wider community to achieve their respective goals. These centers include the Center for Service and Literacy, the Center for Entrepreneurship, the BEST Laboratory (Bringing Education and Science Together) and the Center for Materials Research.

## **ACCREDITATION**

The Southern Association of Colleges and Schools (SACS) accredits Norfolk State University to award associate, baccalaureate, masters and doctoral degrees. Other schools and programs are separately accredited and listed in the Norfolk State University catalog. (SACS, 1866 Southern Lane, Decatur, Georgia 30033-4097; telephone number [404] 679-4501.)

## **UNIVERSITY MISSION**

Founded in 1935, Norfolk State University is a public, urban, comprehensive university that adheres to the traditional purpose of historically black colleges and universities (HBCU). The following represented Norfolk State University's leadership vision:



## **ADMINISTRATIVE STRUCTURE**

### **BOARD OF VISITORS**

The Board of Visitors of Norfolk State University was established (1968) by an action of the Virginia General Assembly and operates in accordance with the provisions of Sections 23-174.1 through 23-174.7 of the Code of Virginia. The external governance of Norfolk State University is vested in a 13-member Board appointed upon the recommendation of the Governor and confirmed by the Virginia General Assembly. Appointment is normally for a period of four years, with a limitation of two successive terms. The officers of the Board are elected biennially and consist of the Rector, Vice Rector, and Secretary. By-Laws are on file and available in the Office of the President.

### **PRESIDENT**

The President, as chief executive officer, 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 State, government 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 regulations and procedures.

### **EXECUTIVE ASSISTANT TO THE PRESIDENT AND AGENCY LEGISLATIVE LIAISON**

The Executive Assistant to the President serves as chief of staff to the President of the University and as the primary agency legislative liaison to state and local agencies and public, government, and elected officials. The Executive Assistant is responsible for the administration, supervision and management of all operations for the Office of the President. The Executive Assistant provides substantive and analytic support in relation to the work of the Board of Visitors and serves as liaison to the full Board and to the Executive Committee.

## **VICE PRESIDENT FOR ACADEMIC AFFAIRS**

The Vice President for Academic Affairs is the chief academic officer of the University and is responsible to the President for the coordination of all phases of the instructional programs of the University. The chief academic officer supervises the preparation of position specifications for instructional staff and administrative personnel connected with instructional activities.

The Vice President for Academic Affairs makes recommendations to the President concerning staff needs and appointments, promotions, and dismissals for all instructional faculty and administrative personnel related to instruction. The Vice President is responsible for the coordination and supervision of academic budget requests, for the implementation of the academic budget as approved, for the preparation of the academic calendar, and for class and examination schedules.

## **VICE PRESIDENT OF UNIVERSITY ADVANCEMENT**

The Vice President for University Advancement is the chief public relations officer for the university and is responsible for planning and initiating programs intended to foster the cultivation of the University's many "publics" and carrying out activities intended to encourage voluntary support by those publics. The Vice President of University Advancement serves as the Executive Director of the Norfolk State University Foundation, Inc. and has overall management responsibility for external affairs and for all gifts and non-research grants, as well as encourages, coordinates, and facilitates efforts in securing grants and gifts for scholarships and the university's foundation. The Division of University Advancement includes alumni relations; advancement research; development activities in corporate and foundation relations, sustained giving (annual and planned) and endowment relations; marketing services, news and media relations, and university event planning.

## **VICE PRESIDENT FOR FINANCE AND BUSINESS**

The Vice President for Finance and Business is the chief fiscal officer for the University and is responsible to the President for the proper administration and coordination of all phases of financial and business activity for the University. The Vice President is directly responsible for accounting and budgetary control, operation and maintenance of the physical plant and grounds, food services, purchasing, student financial services, personnel, communications, duplicating services, and the operation of auxiliary enterprises. Functions of the University's programs that have a business or financial nature are organized under, and executed by, the Office of Finance and Business. Responsibilities are executed through staff members and directors charged with planning, organizing, directing, and controlling the operations of finance and business.

## **VICE PRESIDENT FOR RESEARCH AND TECHNOLOGY**

The Vice President for Research and Technology serves as the Chief Information Officer for the University and oversees the offices of Sponsored Programs and Information Technology. The Vice President develops the institutions entire information technology organization from strategic planning to budget allocation and leads the university's overall information technology and sponsored programs strategies to achieve the university's mission.

As Vice President and Chief Information Officer, he/she develops and/or implements information technology strategic and operational plans and policies in conjunction with advisory groups and provides leadership and solution-focused direction in assessment of emerging technologies and the current status of the use of technology in higher education. The Vice President for Research and Technology is responsible for providing training for all information technology users to ensure an efficient and productive campus community.

## **VICE PRESIDENT FOR STUDENT AFFAIRS**

The Vice President for Student Affairs 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 Vice President is directly responsible for admissions, campus police, counseling, new student orientation, parking, placement and career services, ACCESS, student support services, students/residential life, student activities, upward bound and veterans affairs. The Vice President and staff work cooperatively with students, design programs and services to meet the needs of students and ensure that student interests and concerns are addressed in decisions that might 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/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.

## **GENERAL COUNSEL AND SPECIAL 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 General Counsel to the University provides legal services in civil matters for the institution and the Board of Visitors and conducts all civil litigation in which they are interested.

The General Counsel obtains approval from the Attorney General in advance of filing any court actions on behalf of the University (excluding collection litigation such as loan defaults, parking fines, library fines, etc.) 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 Special Assistant to the 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 Attorney General's office. The University Council is housed in the Office of the President.

## **ATHLETIC DIRECTOR**

The intercollegiate athletic program is administered under the direction of the athletic director, who reports to the President of the University. The administrative staff is comprised of three associate athletic directors: the Associate Athletic Director/Senior Women's Administrator who oversees all compliance and eligibility issues; the Associate Athletic Director for Internal Affairs who is responsible for the business affairs and some operations of the program; and the Associate Director for External Affairs/Executive Director of the NSU Athletic Foundation and responsible for fund-raising, marketing and promotional activities. Head coaches of the fifteen sports provide the direction and leadership for their assistant coaches and the student athletes. The intercollegiate athletics program operates under the auspices of the National Collegiate Athletic Association (NCAA) and the Mid-Eastern Athletic Conference (MEAC).

## **COMPLIANCE OFFICER/OMBUDSPERSON**

The Compliance Officer/Ombudsperson reports to the President. He/She is the neutral or impartial dispute resolution practitioner and is responsible for providing protection against abuse, bias, and other improper treatment or unfairness. He/She provides confidential and informal assistance to all constituents of the University (students, faculty, and staff).

The Compliance Officer/Ombudsperson investigates complaints, assists the Office of Human Resources in processing job announcements for vacant administrative positions, and serves as the ex-officio member of search committees.

## **INTERNAL AUDIT DIRECTOR**

The Internal Audit Director 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 Internal Audit Director directs administrative functions of the Internal Audit Department, monitors all Internal Audit activities, and performs audits of compliance, financial, performance and information systems.

## **FOUNDATIONS**

The Education Foundation is a 501C(3) corporation that receives, administers, invests and distributes funds of all kinds for the benefit of the university's educational activities and objectives. A Board of Trustee assists in the fund-raising activities of the University's Advancement Office and manages the Foundation. In addition to the prudent investment of funds, the Foundation advises the university regarding the value and distribution of gifts and contributions.

The Athletic Foundation is comprised of the same attributes as the Education Foundation; however the Athletic Foundation also develops fund-raising strategies and events for athletics and scholarships.

<h2><b>ACADEMIC STRUCTURE</b></h2>
------------------------------------

### **ACADEMIC DEANS**

The deans of the University's five schools report to the Vice President for Academic Affairs for the administrative and academic leadership of their respective divisions. 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 to excel in their areas of expertise. Deans also review departmental recommendations for appointment, renewal, promotion, tenure, termination and dismissal, and submit recommendations to the Vice President for Academic Affairs. The Deans supervise department chairs for academic areas within their respective schools. The five schools include business, education, liberal arts, science and technology and social work.

### **ASSOCIATE/ASSISTANT DEANS**

Designated schools with diverse responsibilities and concentrations may appoint associate/assistant deans, pending availability of resources. Associate/assistant deans are appointed by the dean and approved by the Vice President for Academic Affairs.

## **DEPARTMENT CHAIRS**

Department chairs are responsible to the dean for the proper conduct of their departments. They provide the opportunity for close professional contact between faculty and the administration for their respective schools. As such, they have a basic responsibility for the quality of instruction, research, professional development, curriculum development, recruitment, departmental budget preparation and control, and administrative machinery necessary to process data connected with instruction. Department chairs are responsible for assigning faculty course schedules, maintaining student records in the departments, supervising academic counseling of students, directing instructional and program assessment, and providing long-range planning and annual reports for departmental efficiency and growth.

## **CENTER DIRECTORS**

Center Directors report to the Vice President for Academic Affairs and to the deans of the school under whose supervision the Center operates. A Center Director, for administrative purposes, falls in the same category as a 12-month Department Chair.

## **GOVERNANCE**

The University has traditionally recognized the need for the combined participation of the administration, faculty, students, alumni, and staff in the efficient management of the internal affairs of the institution. The Executive Council, President's Cabinet, Faculty Senate, Graduate Council, University-wide Curriculum Committee, Academic Deans Council, and Student Government Association constitute the major internal policy-making bodies of the University. In varying degrees, the University-wide committees also contribute to the effective governance of the institution.

## **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 between the administrative offices of the University, and the University's faculty, staff and students, by bringing together leaders of the campus community to consider and review matters of importance to the institution. The Executive Council is a tripartite body composed of six administrators, six faculty members, and six students. The administrators, appointed by the President, generally include the five Vice Presidents and one administrator at-large. The Faculty Senate elects six faculty representatives who serve for two years with overlapping terms. The Student Government Association elects six student members for a one-year term. The President of the University chairs the Executive Council and votes only in case of a tie.

## **THE PRESIDENT'S CABINET**

The President's Cabinet is composed of five Vice Presidents, the Budget Director, the University Counsel and the President's Executive Assistant. The Cabinet provides support for the President in developing procedures and strategies for the implementation of policies established by the Board of Visitors and campus governance bodies. It meets weekly.

## **THE PRESIDENT'S EXPANDED CABINET**

The President's Expanded Cabinet meets monthly and includes the President's Cabinet, the University Deans and designated Directors. The Expanded Cabinet meetings provide a forum for the discussion of issues and activities that are relevant to the campus community and its many constituencies.

## **THE FACULTY SENATE**

The Faculty Senate is the representative body of the University faculty and is charged, as its primary responsibilities, with the mobilization of faculty talents to accomplish the educational mission of the University, the effective advocacy of the faculty's interests, and the deliberate expression of the faculty's positions on matters related to the University. The Senate provides input in decisions relating to such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life relating to the educational process.

Each department provides representation based on the following guidelines, as adopted by the Norfolk State University Faculty Senate on February 27, 1997:

Number of faculty in department	Number of representatives
1-15	1
16-35	2
36-59	3
60 – Above	4

## **THE GRADUATE COUNCIL**

The Graduate Council is responsible for planning, developing, and recommending policies, regulations, and procedures for all graduate programs at the University. Its aim is to assure the satisfactory coordination of graduate studies and the maintenance of high quality graduate instruction.

Membership on the Graduate Council is restricted to two representatives from each school approved for graduate programs by the State Council of Higher Education for Virginia and one representative from each of the following areas: Academic Affairs, Library, the Graduate Student Council, the Faculty Senate, and the Office of Continuing Education. The Vice President for Academic Affairs, who serves as an ex-officio member of the Council, approves nominees for the Graduate Council.

## **THE ACADEMIC DEANS COUNCIL**

The Academic Deans Council is comprised of the five University school deans. The purpose of the Council is to serve as an advisory group to the Vice President for Academic Affairs. The Council, as a part of its responsibility, makes suggestions designed to facilitate the coordination and management of instructional programs. The President serves as an ex-officio member of the Council.

## **THE STUDENT GOVERNMENT ASSOCIATION**

The Student Government Association is a governing organization for the student body. The Association promotes student participation in institutional decisions of interest to them by assigning students to appropriate University-wide standing committees.

The Student Government Association is comprised of a Student Senate and a Student Assembly. The membership of the Senate consists of a President and appropriate officers, and not fewer than 28 additional students (seven elected from each of the four classes). The entire student body elects senate officers, and all students enrolled at the University are members of the Student Assembly. The Secretary and Assistant Secretary of the Senate serve as secretaries of the Assembly.

## **THE CURRICULUM COMMITTEE**

The Curriculum Committee is composed of faculty representatives from each of the academic schools and from the Office of Graduate Studies. All proposals for changes to the curriculum, in any department or school, must be reviewed and approved by this committee. The Vice President for Academic Affairs serves as chair.

## **THE FACULTY ATHLETICS COMMITTEE**

The Faculty Athletics Committee provides guidance to the Athletic Director on operational issues that may impact the academic mission of the University (i.e. scheduling, travel, etc.).

## **UNIVERSITY-WIDE COMMITTEES**

University-wide committees review and recommend policies and procedures affecting the governance of the University. Representing faculty, staff, students, alumni, and administrators, the committee members are appointed by the President or the Vice President for Academic Affairs. The Faculty Senate and the Student Government Association make recommendations for faculty and student committee memberships, respectively. The National Alumni Association and the Office of Alumni Relations make recommendations for alumni representation. The committees are formed in the spring of each year.



## **EMPLOYMENT**

### **POLICY ON ADVERTISING AND FILLING UNIVERSITY POSITIONS WITH INTERNAL SEARCHES**

As part of its commitment to affirmative action, the university will require that all full-time faculty and faculty administrator positions be openly advertised within the university and that under-represented majority and minority candidates and women be actively recruited for these positions. When it is deemed by the Vice President or President that the pool is not sufficient, then an external search will be conducted. All such positions will be filled through use of 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, religion, national origin, age, veteran status, gender, disability, political affiliation 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 insure equal opportunity for all.

Norfolk State University's Ombuds Office, through careful monitoring of employment practices, as well as through educational programming and assisting with the resolution of EO-related complaints, assists the university in its commitment to eliminate discrimination and establish equal opportunity for all of its constituencies.

### **SEARCH AND APPOINTMENT PROCESS**

The President or the appropriate Vice President, in consultation with the University Counsel and the Compliance Officer/Ombudsperson of the University, shall appoint all search committees. The search committee will be responsible for the following functions:

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

The Compliance/Ombudsperson will serve as an ex-officio member of the search committee and shall be notified of all committee meetings.

## **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 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, although others may have actual teaching or research responsibilities. Some may hold tenure which may have accrued prior to or coincident with that individual's appointment to the administrative faculty position. Unless one holds tenure in an academic department, faculty status in an academic department will not afford rights or privileges independent of one's A and P Faculty appointment.

By way of illustration, A and P Faculty include Assistant and Associate Vice Presidents, Vice Presidents, Deans and Directors, Associate and Assistant Deans, Department Heads, Academic Department Chairpersons, Library Faculty, and certain others who hold positions in University Administration, the Athletic Department, the Counseling Centers, the Student Affairs Division, and other administrative units of the University. This policy shall have no application to persons who hold State classified positions, hourly-wage positions, or to instructional/research faculty who do not hold administrative appointments.

Employment in an A and P Faculty position shall be for a specified term. This policy provides entitlement to certain notice of the impending non-renewal of one's contract of employment, or the non-continuation of one's administrative appointment or 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 individual currently is 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 one's 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 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, and administrative and

professional faculty, as appropriate, and as specified by policies and procedures of the particular school or administrative unit, as appropriate.

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

### **FACULTY RANK AND TENURE STATUS**

A and P Faculty positions 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 tenured 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. Faculty, such as Department Chairpersons, who are tenured or are in tenure track positions and concurrently hold administrative appointments, may acquire or hold tenure in the tenure track position.

### **TERMS OF APPOINTMENT**

1. Appointments to A and P Faculty positions shall be for the fixed term stated in the appointment letter or contract and normally shall be for a period not to exceed one year, but may be for a period of more than one year by specific authority of the Board of Visitors, in which case the extended term shall be specified in the contract of employment.
2. The initial term of appointment of academic department chairpersons, at the discretion of the dean of the school and in consultation with the Vice President for Academic Affairs, may be as long as three years.
3. 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. In the case of department chairs, appropriate faculty shall be consulted prior to renewal as shall be specified by school or college policies.

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 prior to the commencement of the new contract year.
3. Since most A and P Faculty hold appointments on a twelve-month basis, from July 1, through June 30, notification of renewal usually will be transmitted in May or June of any given year, following the approval by the University's Board of Visitors of recommended salaries for continuing A and P Faculty.

## **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 one'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 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 are 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 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, appropriate Dean if any, and Department Head.

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 Reversion of Tenured Administrative Faculty to Teaching/Research Faculty whenever such policy is approved.
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 one's employment or the continuation of one's employment in a non-administrative position.
5. With respect 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:

<u>Number of years in the Current A and P Faculty Assignment</u>	<u>Minimum Notice Requirement</u>
Less than 2 years	3 months before the effective date
More than 2 years	6 months before the effective date

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:

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

Exceptions to the notice requirements apply to the following positions:

1. Positions dependent upon grant or contract funds and limited to the term of the grant or contract.
2. 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 for the particular A and P Faculty appointment, whichever may occur first. Such individuals must be advised in the initial appointment letter or contract and 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.

3. Periods 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 consistent with the terms of the Financial Emergency Policy.
4. The requirement of notice of non-renewal or non-continuation of employment beyond a specified date exists only to assure that one'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. Similarly, an A and P Faculty member employed on a twelve-month contract commencing on July 1 of a given year, who is entitled, under this policy to a period of twelve month's notice of non-renewal/non-continuance, and who receives notice of non-continuation on November 7 of that same year, would be entitled to complete the remaining eight months under the then-current contract of employment and, effective July 1 of the succeeding year, would be issued a new contract of employment of four months duration, which would terminate on November 6 of that year.
5. Within five (5) working days from date of receipt of notice of non-renewal or non-continuance, 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 a reasonable time of receipt of the request.
6. 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.

## **TERMINATION**

Distinguished from the non-renewal of a contract, or non-continuation of employment beyond a specified date which is governed by Section II.D., supra,

termination means the dismissal of any A and P Faculty member during the term of such individual's then-current contract of employment.

1. A and P Faculty may be terminated (dismissed) for any of the following reasons:
  - a. Inability, unwillingness or failure to perform assigned duties and professional responsibilities at a satisfactory level.
  - b. Significant violation(s) of University policies and/or procedures.
  - c. Violation(s) of applicable administrative or professional ethics or responsibilities.
  - d. Criminal convictions for acts or conduct occurring on or off the job which are related to job performance or are of such a nature that to continue the A and P Faculty member in the assigned position could constitute negligence in regard to the University's responsibilities to the public or to its students or other employees.
  - e. Any reason stated in section VIII, 8.1.4 of the Faculty Manual 2000, to the extent that it is applicable and not inconsistent with this policy.
2. Termination of existing contracts of employment may also be required in the event of a financial or other emergency situation as determined by the Board of Visitors.
3. Termination of an A and P Faculty member's employment for cause does not require the advance notice required in the event of the non-renewal of a contract of employment or non-continuation of employment beyond a specified date.
4. In the event the appointing official or other appropriate supervisory administrative officer determines that termination of an A and P Faculty member's contract is warranted, the A and P Faculty member shall be advised, in writing, of the intended action and the reason(s) therefore, and shall be afforded the opportunity to respond, in writing and in person, to the intended action and the reasons upon which the intended action is based.
5. Termination by reason of inability, unwillingness or failure to perform one's duties and professional responsibilities at an acceptable level, may not be undertaken until the A and P Faculty member has been advised, in writing, of the deficiencies in his/her performance and afforded a reasonable opportunity (at least 30 days) to correct such identified deficiencies.
6. If the A and P Faculty member elects to respond to the notice of intended termination, and the response is deemed unsatisfactory, the appointing official or appropriate administrative officer should proceed to implement the termination action by notifying the A and P Faculty member, in writing, of the termination action and the effective date thereof. The written notification shall state specifically the reasons for

the termination and shall inform the individual of the right to appeal the termination decision.

## **SUSPENSION**

Certain circumstances may warrant suspension from employment of an A and P Faculty member prior to or in lieu of termination. As used in this policy, suspension means the temporary cessation of employment. Suspension may be partial or total, short-term or long-term, and may be with or without pay.

1. A and P Faculty members may 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.
2. Written notice of the suspension shall be afforded the A and P Faculty member, which notice shall include a statement of reasons for the action.
3. Upon completion of any University investigation, court action, or other official investigation, the A and P Faculty member either may be terminated or reinstated with or without full or partial back pay.
4. 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.

## **APPEAL PROCEDURE**

The following procedure is available to A and P Faculty members who have been terminated for cause or who have been reinstated from suspension with less than full back pay and who wish to appeal the decision. The appeal procedure is not available to A and P Faculty members who have resigned, have been terminated because of a financial emergency (in which case the University Financial Emergency Policy shall apply), 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, gender, age, religion, national origin or handicapped status bias or animus, 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 or notice of reinstatement from suspension with less than full back pay was received. The written notice 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 fifteen (15) persons from the University community to serve as members of an appeal panel board. The members of the board shall serve 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 tape 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, or the decision of the panel in the event the President fails to act, shall be final and there may be no further appeal within the University.

## **IMMIGRATION REFORM AND CONTROL ACT**

The Immigration Reform and Control Act of 1986 makes it the responsibility of Norfolk State University to verify the identity and employment eligibility of all new employees. In order to comply with the provisions of the Immigration Reform and Control Act, all new employees must complete the I-9 Form, which verifies identity and employment eligibility.

Documents, which establish identity and employment eligibility, must be presented as stated in the Handbook for Employers, M-274.

Administrators must complete the I-9 Form at the Office of Human Resources.

Please contact the Office of Human Resources for any questions concerning the Immigration Reform and Control Act.

Procedures. The Office of Human Resources will notify new administrative and professional faculty of the verification requirements and procedures of the Act at the time initial employment is offered.

New administrative and professional faculty will present in person to the Office of Human Resources, not later than the third calendar day following the first actual day of work, documents demonstrating the individual's identity and authorization to work in the United States.

The required I-9 Form will be completed by the employee, certified by the Office of Human Resources, and retained in the Office of Human Resources. All requirements must be met prior to releasing the individual's initial paycheck.

### **CHILD SUPPORT WITHHOLDING DISCLOSURE**

All new employees are required by Virginia law to disclose whether they are subject to an income withholding order for child support. If an employee is subject to an income withholding order, the University is required to withhold wages according to the terms of the order. All new employees must complete the Child Support Disclosure Form.

### **OUTSIDE EMPLOYMENT**

Dual employment is permitted, provided it does not conflict or interfere with the administrative and professional faculty member's assigned responsibilities, University resources and facilities are not used, and state conflict of interest laws and applicable University policies are not violated. Under no circumstances, however, may an employee hold paid employment with another state agency or other university/educational institution (other than as part-time adjunct teaching faculty) while working full-time at Norfolk State University.

To preserve the integrity of this policy, administrative and professional faculty members engaged in dual employment are required to inform, in writing, the President or relevant Vice President, if such employment is problematic for any of the above. This policy appertains to full-time and part-time employees.

### **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 by way of affiliation with councils, boards, committees, and commissions of community agencies and institutions.

## **EMPLOYEE TUITION WAIVER POLICY**

### **EMPLOYEE POLICY**

The University will provide to all eligible employees tuition waiver benefits up to 6 credit hours per semester of registered NSU instruction. The waiver applies to regular full-time salaried faculty, faculty administrators and classified staff. The waiver is to be computed at NSU in-state tuition rate and is for tuition only. The employee is responsible for all mandatory and non-mandatory fees. The tuition waiver is non-refundable, thus is applied to employee's accounts after all non-loan financial aid. This benefit is offered within the University's authority to make available opportunities where appropriate for continued development of faculty, faculty administrators and classified staff. Classified staff must complete 12 months probation in order to be eligible.

## **DEPENDENT TUITION WAIVER POLICY**

### **DEPENDENT POLICY**

The University will provide all eligible employee dependents tuition waiver benefits up to 12 credit hours per semester of registered NSU instruction. The waiver applies to dependents of regular full-time salaried faculty, faculty administrators and classified staff. The waiver is to be computed at the NSU in-state tuition rate and is for tuition only. The student is responsible for all mandatory and non-mandatory fees. The tuition waiver is non-refundable, thus is applied to the student's accounts after all non-loan financial aid. Classified staff must complete 12 months probation in order for their dependents to be eligible.

### **RULES**

1. The department tuition waiver is available to employee dependent's that are between the age of 16 and 25.
2. The dependent tuition waiver will be honored for up to 12 credit hours per semester when a grade of C or better is received. Therefore, the waiver will not be honored for courses dropped during the semester or grades of less than a C for the course (s).
3. The dependent tuition waiver benefit applies to undergraduate courses within a degree-seeking program only.
4. The dependent tuition waiver applies to NSU undergraduate courses offered at all NSU course locations.
5. The dependent tuition waiver benefit will be canceled upon termination of employment at NSU. If employee ceases employment during the semester, the tuition for that semester must be paid in full.

## **PERSONNEL POLICY**

Personnel files are located in the Human Resources Office. It is the Commonwealth's objective to ensure compliance with the Privacy Protection and the Freedom of Information Acts. This policy establishes guidelines for access to and release of personal information on employees, which is maintained by state agencies. This policy applies to positions covered under the Virginia Personnel Act to include full-time and part-time classified, restricted, and "776" employees. This policy also applies to positions expressly excluded from coverage of the Virginia Personnel Act.

### **PERSONNEL RECORDS**

#### **Privacy Protection Act of 1976**

§ 2.1-378. Findings; principles of information practice.

- A. The General Assembly finds:
1. That an individual's privacy is directly affected by the extensive collection, maintenance, use and dissemination of personal information;
  2. That the increasing use of computers and sophisticated information technology has greatly magnified the harm that can occur from these practices;
  3. That an individual's opportunities to secure employment, insurance, credit and his right to due process, and other legal protections are endangered by the misuse of certain of these personal information systems; and
  4. That in order to preserve the rights guaranteed a citizen in a free society, legislation is necessary to establish procedures to govern information systems containing records on individuals.
- B. Record-keeping agencies of the Commonwealth and political subdivisions shall adhere to the following principles of information practice to ensure safeguards for personal privacy:
1. There shall be no personal information system whose existence is secret.
  2. Information shall not be collected unless the need for it has been clearly established in advance.
  3. Information shall be appropriate and relevant to the purpose for which it has been collected.
  4. Information shall not be obtained by fraudulent or unfair means.
  5. Information shall not be used unless it is accurate and current.

6. There shall be a prescribed procedure for an individual to learn the purpose for which information has been recorded and particulars about its use and dissemination.
7. There shall be a clearly prescribed and uncomplicated procedure for an individual to correct, erase or amend inaccurate, obsolete or irrelevant information.
8. Any agency holding personal information shall assure its reliability and take precautions to prevent its misuse.
9. There shall be a clearly prescribed procedure to prevent personal information collected for one purpose from being used for another purpose.
10. The Commonwealth or any agency or political subdivision thereof shall not collect personal information except as explicitly or implicitly authorized by law.

Certain personal information must be disclosed to third parties upon request and may be disclosed without the knowledge and consent of the subject employee. This information includes:

1. employee position title
2. employee job classification title
3. dates of employment
4. annual salary, official or rate of pay, if such pay exceeds \$10,000 per year

Other personal information may not be disclosed to third parties without the written consent of the subject employee. A full list of this kind of information can be found in the Human Resources Office, and generally includes performance evaluations, mental or medical records, payroll deduction or credit information, scholastic records and other personal information.

All requests for information about employees by third parties should be directed to the agency's human resource officer. It is not necessary for these requests to be in writing unless the information falls under the Virginia Freedom of Information Act.

## **OTHER POLICIES AND PROCEDURES**

The Office of Human Resources is the source for other benefits and policies and procedures not incorporated in this manual. The following enumeration is designed to be informative rather than exhaustive:

## **ADMINISTRATIVE AND PROFESSIONAL FACULTY ORIENTATION**

In accordance to the Orientation Schedule from the Human Resources Office, all new hires attend an orientation session. Various benefits and policies are covered during this Orientation.

### **CHANGE OF ADDRESS**

A Change of Address form is located in the Office of Human Resources. The information is updated in the Personnel Management Information System (PMIS) and Datatel. The Payroll Office is notified of the change in order to retain current addresses for paychecks.

### **DEDUCTIONS**

The amount of money that an employee receives in his or her paycheck is different because of various deductions. Some of these deductions are required by law, while others are made at the employee's request. Deductions can include health insurance premiums not paid by the state, flexible benefit deductions, Optional Life Insurance and other insurance programs, deferred compensation, U.S. Savings Bond allotments, direct deposits to banking establishments, Virginia Credit Union deposits and loan repayments, parking fees, and charitable contributions through the Combined Virginia Campaign.

### **DISABILITY POLICY**

Employees are eligible to be considered for non-work related and work-related disability from the first day of employment. It is the responsibility of the benefits administrator to counsel the member, prepare an estimate and supply a set of application forms and publications. It is the member's responsibility to provide the Virginia Retirement System (VRS) with all information requested. An Optional Retirement Program (ORP) for faculty personnel and faculty administrators is available.

### **EXIT INTERVIEW**

An exit interview is conducted when an employee separates from the University through resignation, retirement, layoff or termination. The purpose of the exit interview is to help to determine the causes of turnover and to evaluate what action can be taken to reduce the turnover rate. The interview process gives the employee an opportunity to discuss problems that have been encountered in the workplace and presents the Human Resources Office with suggestions for improving employee relations by resolving those problems and other issues and complaints. In addition, the University will consider instituting measures discussed during the interview to further increase efficiency and productivity. The information provided during the exit interview will be kept confidential.

## **FLEXIBLE REIMBURSEMENT ACCOUNTS**

There are two types of reimbursement accounts: medical and dependent care. A medical reimbursement account allows you to set aside pretax dollars to pay for medical, dental, vision-care, or other eligible expenses that are not covered by your health benefits plan.

A dependent care reimbursement account allows you to set aside pretax dollars to pay for eligible dependent care expenses. By placing pretax dollars into a reimbursement account, you will lower your taxable income, which means you will pay fewer taxes. Paying less money in taxes increases your spendable income.

## **HEALTH CARE BENEFITS**

The state's health insurance program includes hospitalization, medical, dental, surgical, prescription drug, and other coverage. Employees may choose single membership, membership for him or her and one dependent, or a family membership if there are two or more dependents. The state contributes a monthly amount for employees' health insurance depending on the type of membership. The employee share of the cost for health coverage is deducted from his or her paychecks.

Employees may select from several plans including Health Maintenance Organizations (HMO's). The state may modify the coverage offered from time to time, and options may vary depending on where employees live. Employees may make changes to their coverage annually, or at other times if there is a change in family status, such as marriage or divorce, death of spouse or dependent, birth or adoption of a child, or change in spouse's employment.

## **HIV INFECTION AND AIDS**

The University does not condone any mistreatment of or discrimination against individuals in the workplace who have or are suspected of having been exposed to or of having contracted the HIV infection. Its primary goal with reference to Acquired Immune Deficiency Syndrome (AIDS) disease is to educate and promote behavior that minimizes the risk of acquiring the HIV infection.

In determining appropriate measures for protecting the University community from this health risk, the University utilizes the expertise of appropriate health-care professionals. All actions taken are on a case-by-case basis. HIV-infected persons are considered disabled under the American Disabilities Act of 1990.

## **LIFE INSURANCE**

**Group Life Insurance** - The State provides group term life insurance coverage at no cost to the employee. The amount of coverage is equal to your annual salary rounded to the next highest thousand, and doubled for natural death or four times the rounded annual salary for accidental death. Dismemberment payments for accidental loss of one or more limbs or eyesight are also included in the coverage. This insurance is provided without a medical examination.



This group life coverage ceases upon termination of employment. The group policy may be converted to an individual policy within 31 days of termination.

**Optional Life Insurance** - Active employees eligible for group life insurance may also participate in the Optional Life and Accidental Death and Dismemberment Plan. Insurance may be purchased for the employee, spouse, and children. Premiums are based on low group rates and are paid through payroll deduction. Enrollment forms completed within 31 days of hire date assure the participant will receive a minimum level of coverage without evidence of good health.

## **PARKING**

Staff may purchase parking permits of various types (General or Reserved) for on-campus parking. Please consult the Motor Vehicle Traffic And Parking Regulations publication, which may be obtained from the Department of Parking and Transportation in the Bowser Building.

## **PERSONAL USE AND THE LOAN OF UNIVERSITY PROPERTY**

University property may not be borrowed for solely personal use. Property loan agreement forms must be properly executed prior to the removal of property from its assigned location. University property can only be utilized for legitimate University business and initiatives.

## **PERSONNEL PAYMENT OF GARNISHMENTS**

Tax liens and garnishments must be honored in accordance with the state garnishment law and the federal Wage Garnishment Act. A garnishment or lien results from a legal procedure that requires part of a salary to be withheld for the payment of a debt.

## **POLICY ON ALCOHOL AND OTHER DRUGS**

The Commonwealth of Virginia's Policy on Alcohol and Other Drugs prohibits the unlawful or unauthorized manufacture, distribution, dispensation, possession, or use of alcohol or other drugs in the workplace. The drug-free policy also prohibits an employee being impaired in the workplace due to the use of alcohol and other drugs. In addition, the policy entitles the Commonwealth to discipline any employee who has been convicted of violating any criminal drug law, and certain alcoholic beverage control laws governing driving while intoxicated.

When an individual becomes a state employee, he or she receives a summary of the Commonwealth's Policy on Alcohol and Other Drugs.

## **PREMIUM CONVERSION**

The premium conversion program allows employees to pay their health insurance premiums before their taxes are calculated. The result is more spendable income for employees because they pay less tax. Employees may enroll in the Commonwealth's premium conversion program by completing a form and submitting it to their agency benefits administrators.

## **RETIREMENT BENEFITS**

**Virginia Retirement System (VRS)** - The Virginia Retirement System (VRS) is a defined benefit plan. Retirement benefits are determined by years of service and the average of the highest 36 consecutive months of salary. At retirement, several annuity options are available. Five years of service is required to be vested. Full contribution is paid for the employee by the state.

The earliest an employee can retire is age 50 with at least 10 years of service credit. Full annuity benefits are available upon attaining 30 years of service and age 55, or upon attaining age 65 with at least five years of service.

**Optional Retirement Plan Options (ORP)** - Optional retirement plans are defined contribution plans. Full contributions are made for the employee by the University at a fixed rate of 10.4%. Individuals participating in an ORP are immediately vested. Employees may change from one ORP company to another once a year during an open enrollment period.

## **SAFETY**

The administration strives to provide a safe and secure environment for university life for faculty, staff and students. Each person is expected to conduct their activities on campus and at off-campus sponsored activities of the University in a safe manner. The possession, sale or use of firearms and controlled substances are prohibited on campus or at University sponsored activities. The university community is urged to be safety and security conscious. This includes the prompt reporting of unsafe conditions accidents, and suspicious individuals or conditions. Please make such reports to the Campus Police Office at (757) 823-8102. It is also expected that members of the University community will cooperate and participate in any safety or security-related investigations authorized by NSU or the appropriate authorities.

## **SEXUAL HARASSMENT**

Norfolk State University is committed to maintaining a learning and working environment free from sexual harassment. The University prohibits the practice of sexual harassment and requires that its employees and students refrain from conduct that gives rise to allegations of sexual harassment. The use of a position to intimidate an employee or student or otherwise subject the employee or student to unwelcome sexual advances is considered sexual harassment and will not be tolerated. Sexual harassment and any other form of harassment are unacceptable behaviors and will not be condoned at Norfolk State University.

Violations of the policy prohibiting sexual harassment may lead to disciplinary actions, including reprimands, suspension, or termination of employment and loss of academic status. (A copy of the policy may be obtained in the Compliance/Ombuds Office or the Office of Human Resources.)

## **SMOKING**

Norfolk State University allows smoking only in designated areas to ensure compliance with the Virginia Indoor Clear Air Act as amended. Smoking in state buildings is prohibited in the Code of Virginia. Specifics are available in the Physical Plant Department.

## **TAX SHELTERED ANNUITIES**

Tax-deferred annuities are offered by a number of companies participating in the voluntary payroll deduction program administered by the Commonwealth's third party administrator. An administrative fee is paid by each participating company or by the employee. A list of approved companies is available from the Human Resources Office.

The amount contributed to any of these plans is not taxed currently for state and federal income tax purposes. Tax liability is deferred until funds are withdrawn after retirement or age 59 ½.

## **WORKERS' COMPENSATION**

All employees incapacitated by injury or illness as defined by the Workers' Compensation Act are entitled to the benefits provided by that act. Employees are covered under the act for payment of medical bills and compensation for loss of pay incurred as a result of injuries received on the job or on official University business.

Employees must report any accident to their supervisor immediately. A First Report of Accident, a Supervisor's Incident Report for Workers' Compensation, and a Panel Physician Selection form (all available in the Human Resources Office) must be completed and forwarded to the Human Resources Office within 24 hours after the accident occurs or is reported.

## **LEAVE AND BENEFITS POLICIES**

### **LEAVE OF ABSENCE WITHOUT COMPENSATION**

The President must approve any leave of absence without compensation for all administrative and professional faculty.

### **LEAVE REPORTING**

It is the responsibility of the supervisor to maintain a time and attendance record on each employee. A copy of these records should be maintained in the department as well as in the Human Resources office. Administrative and professional faculty are required to submit a Leave Reporting Form for paid leave utilized in excess of four consecutive hours. A Leave Reporting Form must be submitted for all paid leave utilized by administrative and professional faculty. The month, year, department and type of leave must be identified on the form.

## **SICK LEAVE**

The University provides sick leave to administrative and professional faculty totaling 160 hours each calendar year. The hours of sick leave are generally used for sick and medical absences that do not qualify for short-term sick and disability leave benefits. Sick leave is not accrued and no portion of the balance is carried over from year to year.

The University provides short-term sick and disability leave benefits via two programs, dependent upon an administrative or professional faculty member's retirement plan. Administrative and professional faculty, who participate in the Optional Retirement Plan, are provided short-term sick and disability leave benefits administered by an insurer selected by the University, established April 2000. The University pays the employee's premium for short-term sick and disability leave benefits.

Administrative and professional faculty members, who participate in the Virginia Retirement System Program (VRS), are provided short-term sick and disability leave benefits as administered by the Virginia Sickness and Disabilities Program (VSDP), established July 1999.

Optional Retirement Plan (ORP) participants are encouraged to carry a disability insurance policy that begins coverage after six months, when short-term sick and disability leave is exhausted, and the employee resumes a "leave without pay" status or is removed from the payroll. Such a policy is offered through the University's Human Resources Office. If a leave of absence without pay is granted after sick and disability leave is exhausted, the position may be filled with a temporary appointment for the period of the leave.

Virginia Retirement System (VRS) participants are provided long-term disability coverage as an additional benefit within this retirement program.

Details of each program can be obtained in the Human Resources Office.

## **VIRGINIA SICKNESS AND DISABILITY PROGRAM (VSDP)**

This program applies to full-time faculty and administrators who elected the Virginia Retirement System and enrolled in the Virginia Sickness and Disability (VSDP). The VSDP provides short-term and long-term disability coverage when an administrative and professional faculty member incurs an extended illness or injury. The use of leave under the VSDP must be reported on a pay-period basis on the Faculty Sick Leave Reporting Form by the administrative and professional faculty member and submitted to the department for reporting to the Department of Human Resources.

Detailed information concerning the VSDP is provided in the Virginia Sickness and Disability Program Handbook, which is distributed by the Department of Human Resources to each participant in the program. Please contact the benefits manager for additional information.

## **FAMILY AND MEDICAL LEAVE**

The Office of Human Resources maintains sick leave records on all personnel under the program/plans as outlined: Commonwealth of Virginia Department of Personnel and training Sick Leave Plan for Classified, 12-month faculty and administrators; Virginia Sickness and Disability Program (VSDP) for all Virginia Retirement System (VRS) employees; and the Optional Retirement and Short-term Disability Sick Leave Plan (ORP/STD) for administrators enrolled in one of the Optional Retirement Plans. Twelve-month Administrators must be enrolled in one of these plans.

The Family and Medical Leave Act (FMLA) of 1993 requires the university to give eligible faculty and administrators with faculty rank 12 weeks of unpaid, job-protected leave during any 12 month period for:

1. the birth, adoption or foster care of a child
2. the serious health condition of the employee; or
3. the serious health condition of an immediate family member.

Administrative and professional staff, who take leave under the FMLA, have a guaranteed right to return to their same jobs or a job with equivalent status and pay. Health benefits must continue during the leave at the same level and conditions as if the employee had continued to work.

Thirty days (30) notice must be given to the supervisor of the need to take FMLA leave when it is foreseeable for the birth or placement of a child for adoption or foster care, or for planned medical treatment. When it is possible under the circumstances to provide advance notice, the employee must notify the supervisor as early as is feasible.

A request for leave due to a serious health condition must be supported by certification from the health care provider. The certification should include the date on which the health condition began and its probable duration. The certification for a family member should include a statement from the health care provider that the administrator is needed to care for the family member.

The supervisor, in conjunction with the employee, will be responsible for developing a work-management plan for hiring replacements or assigning work to other when an administrator takes leave under this provision.

## **ANNUAL, MILITARY, AND CIVIL LEAVE POLICY**

Beginning January 1, 2002, administrative and professional faculty and faculty on twelve-month contracts earn two (2) days annual leave per month, twenty-four (24) working days per year. This annual leave is in addition to the eleven (11) holidays observed by the state. Administrative and professional faculty employed on less than a twelve-month basis receive all state holidays scheduled during their employment period and annual leave at the rate of two days per month.

Annual leave days are to be accrued monthly on the first of the month. Leave may be taken at any time subsequent to being earned but should be planned with regard to workload and office schedules. The leave dates must be approved in advance by the supervisor. Annual leave will not be accrued during any month in which the administrative or professional faculty member is on a leave without pay status.

A vice president may authorize annual leave advances, i.e. granting of leave prior to it being earned, when unusual circumstances dictate. Covered personnel should submit a written request to the vice president, which explains the reasons for the request. Should an administrative or professional faculty member resign prior to working the entire period during which the leave would have been earned, a payroll deduction will be initiated to recover the salary amount of the leave advance.

Workload and office schedules should be arranged so as to allow each member full benefit of his/her annual leave. It is not in the best interest of either the university or the individual member for the employee to work a full year and not use earned annual leave. However, to allow for special university requirements or workload situations where it has not been possible for the employee to take the full 24 days earned in a one year period, a maximum of twenty (20) days may be carried forward from one fiscal year to the next. Annual leave balances may exceed twenty (20) days during the fiscal year as a result of monthly accruals; however, by fiscal year end, only 20 days may be carried forward into the next fiscal leave earning period.

Those whose initial appointment or contract period begins in the middle of a month will accrue annual leave for the month during which he/she is hired.

Unless approved by the president, employees who terminate for any reason are expected to utilize all accumulated annual leave prior to their date of termination.

In general, those who terminate employment or an administrative assignment will not be compensated for any accrued, but unused, annual leave days that remain when they terminate that employment or assignment. However, in exceptional cases, where the presence of a key employee is required by the university until he/she actually terminates employment, the president may approve a lump sum payout equal to the value of the salary of accrued, but unused, annual leave days. The maximum number of accumulated leave days that may be so compensated is 20 days.

Administrative and professional faculty and faculty on twelve-month appointments who are members of any reserve component of the armed forces of the United States, such as National Guard, Naval Reserve, Air Force Reserve and Army Reserve, will receive full pay for any federally funded military training duty for up to a maximum of fifteen (15) work days per contract period. Other voluntary, military-related training such as the Virginia State Defense Force and the National Defense Executive Reserve are also included in this policy. Annual leave need not be used for military reserve or voluntary, military-related training except in circumstances where more than fifteen (15) training days per appointment or contract period are needed.

Faculty members covered by this policy will be granted unconditional military leave without pay for the duty indicated in their military orders that is not covered by military leave with pay, normally for up to four years. Details on the status of benefits coverage during active military duty and reinstatement are available through the university's Department of Human Resources.

Full pay will be allowed for those serving on a jury or attending court as a witness under a formal subpoena. In these instances, accrued annual leave need not be used. Any other instances requiring court appearances outside the nature of university employment will require the use of annual leave.

## **PERFORMANCE**

### **MERIT PAY**

The guiding principle is that merit pay should reward and encourage outstanding and professional achievement and productivity. The merit-pay process represents a multi-faceted approach in evaluating individual professional accomplishments for the purposes of awarding salary increment and preserving the quality of educational services at Norfolk State University. Merit pay is awarded when funds are available.

#### **Assignment of Evaluation Weights**

The assignment of evaluation weights for the Administrative and Professional Faculty Evaluation Instruments will be conducted as follows: weights for administrative and professional faculty will be prescribed by the appropriate division Vice President, unit head, and the reviewee's immediate supervisor.

#### **Administrators' Salary Conversion to Teaching Faculty Policy**

This policy is to convert a salary for an administrative and professional faculty member on a 12-month basis to a 9-month teaching basis. Following is the adjustment process for administrators' returning to teaching faculty status:

1. The 12-month salary will be less: (a) three months (3/12) salary and (b) the administrative supplement of up to 35 percent;
2. The new 9-month salary should not exceed by more than 10 percent the average salary of the faculty within rank within the department to which the academic administrator is assigned;
3. A justification for the proposed salary, including the academic administrator's experience, qualifications, service to the University and any other relevant factors e.g., should be given;

4. The effective date of the faculty appointment and a brief description of the duties of the new appointment e.g., should be given; and
5. If the adjusted 9-month salary of the academic administrator is greater than 10 percent of the average salary in the rank in the department, the University President will seek the Board's approval. (Approved by the NSU Board of Visitors, January 5, 1998, Amended September 1998.) All other administrative and professional faculty do not have academic rank nor tenure.

## **NEWS AND MEDIA RELATIONS POLICY**

The Office of News and Media Relations is the chief liaison office for all media contacts. It is the responsibility of the Office of News and Media Relations to work with those most directly involved with news, helping to coordinate the release of news items, to respond to inquiries from the news media, and to offer counsel to administrators and faculty regarding their interaction with media representatives.

While the Office of News and Media Relations distributes news releases and responds to the majority of news media queries, other employees of Norfolk State University sometimes receive press questions or inquiries directly. Administrators should feel free to respond to issues relative to their individual area(s) of expertise and responsibility; however, administrative policy matters are to be referred to the Office of News and Media Relations since they are derived from administrative decisions. In these instances, the President or a designee will respond to the media.

## **CRISIS COMMUNICATION PLAN AND PROCEDURES**

### **PURPOSE**

A crisis communication plan outlines procedures for the coordination of communications within the University and between the University, media and the public in the event of an emergency situation or controversial issue. Emergencies may include severe weather, fires, major crimes, hazardous waste accident, computer network sabotage, contagious disease outbreak, etc. Controversial issues may include student demonstrations, police investigations, fiscal mismanagement, sexual harassment, human resource management issues, etc. A crisis could also result from issues left unresolved that become serious enough to be judged as a crisis.

### **CRISIS COMMUNICATION PLAN OBJECTIVES**

To assess the crisis and determine if a communications response is necessary.

To identify and assemble a Crisis Communication Team that will make recommendations on appropriate responses.

To implement immediate action to:

- Identify all publics that should be notified about the situation



- Release accurate and complete information to internal and external publics as soon as it becomes available
- Counteract the effects of rumor and inaccurate information
- Restore order and/or confidence
- Provide a centralized source of information for the University's internal and external publics

## **CRISIS COMMUNICATION TEAM**

Following is a list of University administrators appropriate to serve on a crisis communication team:

President or designee  
 Chief of University Police  
 Vice President for Academic Affairs  
 Vice President for Finance and Business  
 Vice President of Student Affairs  
 Associate Vice President of Advancement Services  
 Director of News & Media Relations

These positions will encompass the core crisis communications team – and will be activated during any crisis by the President or designee. This core group will be flexible, adding personnel as needed to respond to a variety of crisis situations.

## **PROCEDURES AND RESPONSIBILITIES**

**Situation Assessment** – After an initial assessment or report of a situation that has the potential to become a crisis, the core Crisis Communications Team will be assembled to:

Assess the nature and scope of the situation. As a part of the assessment process, the following actions should be implemented:

1. ***Designate a spokesperson.*** In most instances, the director of news and media relations will serve as the university spokesperson during a crisis situation. Typically, spokespersons should be the university official with the most direct information about a particular event (for example: the chief of University Police in the event of a campus crime). Instructions will be given to University officials on handling media calls during the crisis.

In the case of a significant crisis, the President or high-ranking University official must take the lead in conveying the administration's response to the crisis, demonstrating that the University has control of the situation, calming public concern and setting an example for the entire campus. Officials also need to demonstrate sympathy to victims and their families involved in the crisis.

2. **Identify our vulnerable areas.** The core Crisis Communication Team should discuss and bring to the forefront where we have made mistakes internally. This group will also be responsible for formulating responses to questions about any mistakes, i.e., sexual harassment complaint, unaccounted public funds, careless smoking in a dormitory, etc.
3. **Establish a media monitoring mechanism.** In the case of a major crisis, the media could be on the crisis scene before the Crisis Communication Team can convene. If this is the case, we will need to recruit volunteers or students (possibly from the mass communications area) to monitor local radio and television stations (as a part of a class assignment) to see and hear what is being reported about the crisis event.
4. **Establish ongoing dialogue with associated agencies.** A significant crisis event will warrant the involvement of various agencies not necessarily affiliated with the University community. Such agencies as the City of Norfolk Police Department, Virginia State Police, Virginia Power or the State Department of Emergency Services will formulate their own messages regarding an incident. Ongoing dialogue with these agencies will keep University officials informed about what these groups are saying about the crisis event.
5. **Draft a fact sheet.** The fact sheet should contain a summary of the situation including all details to be released to the media. This information should be approved by the President's office and/or the appropriate University office or department, as well as the Director of News and Media Relations.
6. **Determine key publics that will need notification of the situation.** Notify key internal and external publics. It is critical to keep University administration, faculty, staff, students, parents, and the public informed of details and actions taken by the University during an emergency situation. Effective communications will calm fears, quell rumors, maintain morale and ensure continued orderly operations of the University.

Key publics include:

- Board of Visitors – Reached by telephone or fax
- NSU faculty, staff & administrators – Reached via mass media, WNSB Radio, telephone or fax
- General public – Reached by mass media
- Media – Reached by telephone, fax or email
- Parents of students – Reached through “parents” information hotline telephone number
- Students – Reached by mass media, WNSB, student information hotline
- Law enforcement agencies – Contacted directly by University police, security agency
- Alumni – Contacted by mass media, information hotlines
- NSU Foundation – Contacted by telephone or fax
- Accreditation organizations – Contacted by telephone or fax
- Government agencies, i.e., City of Norfolk officials, State of Virginia officials, etc. - Contacted directly by University officials via phone or fax

7. ***Alert the media.*** Determine whether a news conference, news release, or prepared position statement is an appropriate means of conveying information to faculty, staff, students, news media and the public.

The Director of News and Media Relations will work with the President's Office, Vice President's Office (directly involved with the situation) and other assigned University officials on the logistics for conducting a news conference. Logistics that need to be considered include: when a news conference will be held, where, who will be involved, how the media will be contacted, who will supervise the news conference, who will speak to media, etc.)

8. ***Establish a crisis communications command center.*** Determine whether the situation merits establishing a command center and or media briefing center. Setting up a crisis communications center protects the public safety and the safety of University officials and the media.
9. ***Keep the media updated.*** From the crisis communications command center or a remote location, let the media outlets know when they will be updated on the crisis situation. If we will hold briefings every four hours or hourly, this information should be communicated to all media representatives.
10. ***Arrange for photographs to be taken.*** Determine whether videographers or photographers need to be assigned to document the crisis scene. This could be helpful in responding to media inquiries, preparation for possible litigation as well as documenting events. Determine if it is appropriate to allow location shooting by television and newspaper photographers. Decide who will accompany media to the event location.
11. ***Radio responses.*** Discuss the need for producing taped radio response and determine who will be available for radio sound bytes.
12. ***Identify alternate spokespersons.*** Identify other individuals who may serve as spokespersons or who will be made available to the media.
13. ***Internal communications.*** Determine a strategy for communicating with staff, students, faculty, etc. if the crisis affects these audiences. Work with Human Resources and Student Services to get our messages out to these targeted audiences.
14. ***Alternative communications.*** Discuss alternative or additional means of conveying information including letters to parents of students or other targeted publics, letters to newspaper editors or consultation with editorial boards.
15. ***University switchboards.*** All University switchboard operations should be notified regarding key facts about the crisis (fact sheet) and a list of contacts for referrals.

16. ***Rumor control hotline.*** Discuss the creation of a rumor control hotline or a dedicated call-in line for media use. This phone line could also be used for taped telephone updates.
17. ***WNSB 91.1 FM.*** Discuss the use of WNSB as a tool for dissemination crisis information.

## **GENERAL ACTIONS FOR A SPECIFIC CRISIS EVENT**

This crisis communication plan and its concepts can be utilized not only in emergency situations, but can also serve as a guide for handling large-scale events such as a U.S. Presidential, Vice Presidential or gubernatorial visit. The action plan contained herein could be used in almost any event requiring widespread mobilization of University resources.

In an organization that is as large, multi-faceted and as diverse as Norfolk State University, it is impossible to predict with any degree of certainty each type of crisis that could occur in the University organization. The following are most likely crisis-causing situations:

- Natural or man-made disaster
- Violent crime committed on campus
- Student or faculty demonstration/unrest
- Legislation action that seriously challenges the future of the University
- Financial mismanagement/embezzlement/misuse of public funds
- Academic issues (grade disputes & negotiations)

The following scenarios do not constitute every conceivable crisis situation; however, the outline that follows will provide a framework for adequate response to crises of similar characteristics.

## **NATURAL OR MAN-MADE DISASTERS**

Refer to the University's Inclement Weather Policy for details on handling weather-related emergencies. Once the decision has been made to close the University or delay opening facilities, etc., the Office of News and Media Relations is designated to communicate the decision to local and regional mass media. The University's Inclement Weather Policy outlines duties and responsibilities for all other functions during this type of emergency.

In the event of large-scale disasters such as fires, explosions, military training or laboratory accidents, etc., where casualties could occur, communications will occur in priority order outlined in this policy.

### **1. Communications Priority**

The first priority in the event of an accident or other disaster must be the health and safety of students, faculty and staff. Every effort must be made to notify all internal publics.

Where serious injury or loss of life has occurred, the University must use every resource to assist the victims and their families. Our communications priority is to ensure victims' families are informed about the accident before names of victims are released to the media.

As soon as possible after verification of official casualty notification, appropriate University officials should contact victims' families to express sympathy. Officials should not speculate on the cause of the accident, benefits or other matters of concern to the family. The University official should offer concern for the individual or family and whatever assistance is available.

## **2. Communicating with the Media**

As soon as possible after the accident or disaster occurs, the Crisis Communication Team should be assembled to prepare a statement of all known details. An initial statement may be nothing more than a confirmation that an accident has occurred. Follow-up statements can be released as additional information becomes available.

Basic information the news media will want includes:

What happened?

Who was involved?

How many deaths/injuries occurred?

How did it happen?

When did it occur?

What is Norfolk State University doing about the incident?

What is the extent of the property damage?

What is your next step?

Once the initial news story has passed, the Office of News and Media Relations will pursue follow up stories, coordinating interviews with University officials, etc., which will provide excellent opportunities for the University organization to present itself as a caring and responsible organization.

*Note: The process outlined above would be used as a model for all crisis events.*

## **VIOLENT CRIME COMMITTED ON CAMPUS**

The possibility of these types of events is quite significant considering the size, diversity and setting of the University. Even with strict guidelines, precautions, and measures for students, faculty, staff and the public using the University facilities, violence episodes could still occur.

In the event of campus and/or workplace violence, the University Police and security would have primary responsibility for incident response in coordination with the City of Norfolk Police.

## **STUDENT/FACULTY UNREST INCIDENT**

In an organization where different cultures are present, where diverse ideas can be expressed freely and where there are numerous opportunities for the interaction of students, faculty and staff in customer- client oriented relationships, the possibility exists for student and/or faculty unrest. Organized protests and demonstrations can bring media attention to the University and place the organization in the spotlight.

In the event of a faculty and/or student demonstration or protest event, the University Police and security would have primary responsibility for incident response in coordination with the City of Norfolk Police.

## **FINANCIAL MISMANAGEMENT/MISUSE OF PUBLIC FUNDS**

Norfolk State University is a state-assisted institution of higher education. In that the University utilizes public tax dollars it must follow state guidelines for the purchasing of equipment, goods, and services. The University must also follow specified guidelines for raising money. The violation or abuse of state procurement laws or the mishandling of funds by University officials could cause embarrassment, damage to the University's reputation and unsolicited media attention for the University.

In the event of financial mismanagement or the misuse of public funds, the Vice President for Finance and Business and all business areas under this division shall have the responsibility of notifying the President's office, the Vice President, dean or director of the division affected, the Associate Vice President for Advancement Services and the Office of News and Media Relations.

## **LEGISLATIVE ACTION AFFECTING NSU OPERATIONS**

As a state-assisted university, Norfolk State University and other institutions of higher learning across the nation, rely on state legislatures for a majority of its funding and for establishing rules and regulations. State legislators also appoint the University's governing body and the University President and other officials. State legislators may at anytime review the cost of higher education at public institutions, the salaries of faculty, staff and administrators, operating procedures, curriculum, student enrollment, and any other of the University operations that fall under the Commonwealth of Virginia's domain. Further legislative action should always be anticipated.

In the event of state legislative actions that could have an adverse affect on University operations, it will be the responsibility of the University's legislative liaison to assemble the Crisis Communication Team. The legislative liaison will have the most current information and will be able to advise the Crisis Communication Team on possible strategies to communicate specific messages to state legislators.

## **ONGOING PROCEDURES DURING A CRISIS**

The Office of News and Media Relations will heighten the priority to monitor electronic news media and clip newspaper articles relating to the crisis. Copies of these news reports and clippings should be delivered to the President's office and other appropriate divisions on a daily basis during and after the situation.

The Office of News and Media Relations will also set up information files on the crisis situation that will be housed in the News and Media Relations office. All materials relating to the crisis including news clippings, position statements, news releases, letters, memos and other documents should be filed in chronological order and housed in the Office of News and Media Relations.

## **CRISIS AFTERMATH**

Following any type of crisis, appropriate measures should be taken to ensure that members of the University community and other target groups receive needed information and support to assist in bringing closure to the crisis and relief from any effects of the situation. Every crisis situation gives the appropriate University staff the opportunity to review the crisis communication plan and to identify steps to improve communications during a crisis event.

As soon as possible after the crisis, the Crisis Communication Team will assemble for a crisis debriefing session. In this session team members will discuss what worked and what did not work and what was done right or what was done wrong. An open and honest discussion of this type will help in improving the crisis communication plan.

If possible, the University should stage a public forum coordinated by the Office of News and Media Relations to communicate details of the crisis event to all interested persons within the University and the community. The public forum should be held no more than three days after the close of the crisis. The President, Crisis Management Team, and specific departments should attend this public meeting and be prepared to answer questions and share information.

University officials should always and foremost demonstrate concern for the needs of faculty, staff and students who may have been personally involved with the crisis situation. Appropriate officials should assess the need for crisis counseling for victims and be prepared to make the necessary referrals to assist those affected. Student Affairs and Human Resources (Employee Assistance Programs) should provide follow-up crisis counseling and other appropriate services.

## **CRISIS MANAGEMENT DRILLS**

In order to prepare University officials and primary responders for various types of crises, the University organization will participate in yearly crisis exercises or drills. The Crisis Communication Team and all other appropriate schools, divisions, departments and other agencies will participate in a mock crisis event. The Office of News and Media Relations will have the lead responsibility for conducting crisis exercises. On occasion, the Office of News and

Media Relations may seek an independent public relations firm to conduct the exercises so that the University organization can receive an objective communications audit and crisis response report. These exercises will assist in preparing key responders, and assist in the development of more effective communication strategies that will aid in updating the University's crisis communication plan.

## **EVALUATION**

The Office of News and Media Relations and the core Crisis Communication Team will have the responsibility of evaluating the effectiveness of the crisis communication plan on a yearly basis. Detailed notes and information, news articles, position statements, news releases, etc. on each emergency will be available in the Office of News and Media Relations for review. The annual review of these materials will assist in updating and reworking the crisis communication plan to better suit the needs of a dynamic organization. Further evaluation will need to be done by a freelance or independent public relations firm to assist in maintaining an up-to-date and viable crisis communication plan. Annual review reports and audits will be included into the plan based on consensus by the core Crisis Communication Team.

## **INCLEMENT WEATHER**

This Inclement Weather Policy for Norfolk State University became effective, November 3, 1980. During inclement weather, all applicable rules and regulations contained in this brochure are to be enforced.

This policy was developed by the Norfolk State University Personnel Office and approved by the President, Vice President for Finance and Business and the Department of Personnel and Training.

## **OBJECTIVE**

To provide continuity for employee absences which result from the closing of the University due to inclement weather conditions, and provide a means of maintaining those essential duties that must be performed.

## **CLOSING DECISIONS**

Decisions to close the University due to inclement weather will be made by the Vice President for Finance and Business in consultation with the President and other Vice Presidents.

## **ALL DAY CLOSINGS**

Employees absent due to an authorized closing for an entire shift will be paid for such absence. To qualify for such payment, employees must work the scheduled work day before the closing(s) and the scheduled work day after such closing(s) or work either of such days and be on approved leave with or without pay for the other such work day.



Employees absent the day before or the day after a closing may apply accumulated leave as appropriate to the day of closing(s) if eligible for such leave.

Essential personnel are required to report to work during inclement weather closing(s). Essential personnel who work on days of authorized closing(s) will be credited with compensatory/overtime leave for the hours worked during such closing(s).

Essential hourly/wage personnel who are required to work will be compensated with straight time/overtime payment.

## **ESSENTIAL PERSONNEL**

Essential personnel are those persons listed in the job classes and departments below:

### **Physical Plant**

1. Director, Physical Plant
2. Buildings and Grounds Superintendent B
3. Business Manager C
4. HVAC Installation and Repair Senior Technician
5. HVAC Installation and Repair Technician
6. Landscape Supervisor
7. Carpenter Supervisor
8. Carpenter Senior
9. Carpenter
10. Highway Equipment Repair Technician Sr.
11. Highway Equipment Repair Technician
12. Mason Plasterer
13. Painter Foreman
14. Painter Leadman
15. Painter
16. Plumber/Steamfitter Supervisor
17. Plumber/Steamfitter Lead Worker
18. Plumber/Steamfitter
19. Trades/Utilities Senior Worker
20. Trades/Utilities Worker
21. Electrician Supervisor
22. Electrician
23. Storekeeper Senior

### **Housekeeping Services**

1. Housekeeping Manager
2. Housekeeping Supervisor Senior
3. Housekeeping Worker Senior
4. Housekeeping Lead Worker
5. Housekeeping Worker

**Maintenance of Grounds**

1. Grounds Lead Worker
2. Grounds Worker Senior
3. Grounds Worker

**Housing**

1. Director, Housing
2. Institutional Housing Manager A
3. Residence Hall Coordinator
4. Office Services Assistant (as required)
5. Office Services Aide

**Human Resources**

1. Human Resource Director
2. Human Resource Manager Sr.
3. Personnel Practices Supervisor (as required)
4. Personnel Assistant (as required)
5. Employment Manager (as required)

**Payroll**

1. Accounting Manager A (as required)
2. Accountant (as required)

**WNSB Radio Station**

1. Radio Production Specialist

**Godwin Center**

1. Godwin Center Director
2. Recreation Supervisor B

**University Police (Per Regular Shift)**

1. Police Chief
2. Police Lieutenants
3. Police Sergeants
4. Police Investigator
5. Police Officers
6. Security Officers

**Telecommunications**

1. Program Support Technician/Switchboard Operator

**PARTIAL SHIFT CLOSING(S)**

When inclement weather conditions result in authorized changes in the work schedule, such as late openings or early closings, employees will be paid for such authorized absences

(salaried employees only). To qualify for such payments employees must work all or part of the work schedule not affected by the authorized change.

Essential personnel required to work during the period of partial closing will be credited with compensatory/overtime leave for hours worked during such periods.

Other personnel required to work additional hours during the period of partial closing(s) will be compensated as provided in III B and III C.

### **CLOSINGS ON EMPLOYEES' REST DAY(S)**

Employees whose rest day (scheduled day off) falls on a day when the University is closed will not be credited with compensatory leave.

### **TRANSPORTATION DIFFICULTIES**

When inclement weather conditions create transportation difficulties that result in late arrival of employees to work, such lost time need not be applied to leave balances nor should the employees otherwise experience loss of pay, if in the judgment of the Vice President for Finance and Business such lost time was justifiable in view of weather conditions.

### **DECISION ON IMPLEMENTATION OF POLICY**

A decision to close the University will be made by the President or Vice President for Finance and Business in consultation with the other Vice Presidents. This decision will be communicated by the Director of News and Media Relations, who will contact the following news media:

#### **Television**

WTKR CH. 3	WTVZ CH. 33
WAVY CH. 10	WGNT CH.27
WVEC CH. 13	WCTY CH. 48 (Norfolk)
WVBT-TV 43	
WHRO-TV 15	
LCN-TV 5	

#### **Radio Stations**

WNSB FM 91.1	WCMS FM 1050
WLTJ FM 95.7	WHRO FM 90.3
WTAR AM 850	WHRV FM 89.5
Metro Networks	WPCE AM 1400
WOWI FM 103	WNIS AM 790
WGH FM 97.3	WWDE FM 101.3
WSVY 92.1	WVKL FM 95.7
WNOR FM 98.7	
WWSO FM 92.9	
WJCD FM 105.3	
Z-104 FM 104.5	

## **Newspapers**

The Virginian-Pilot  
The Newport News Daily Press  
The Richmond Times-Dispatch

## **COMMUNICATION DIFFICULTY**

Employees other than “Essential Personnel” who report to work during periods of authorized closing(s) as a result of not having heard the closing announcements shall not normally be credited with compensatory or overtime leave except in extenuating circumstances and upon the approval of the Vice President for Finance and Business.

## **RESPONSIBILITY OF SUPERVISORS OF PERSONNEL**

The supervisors of essential personnel required to work are responsible for making sure that the individuals in the classes listed in Section IV understand their assignment and report to work whenever this policy is in effect due to weather conditions, or any other such acts which may result in the closing of the University.

## **COVERAGE OF PERSONNEL**

This policy applies to all University employees.

## **ANNOUNCEMENT OF CLOSING(S)**

The university operator will be responsible for informing incoming callers to the switchboard of all University closings. The announcement of the University closing will include the following:

- a. Personnel who should or should not report to work
- b. Cancellation of classes
- c. Time schedule of reporting personnel
- d. Early departure (if applicable)

## **TRANSPORTATION TO WORK**

In extreme cases of inclement weather and highway conditions, supervisors are responsible for contacting the University Police Department to transport essential personnel to their job site.

## **POLITICAL ACTIVITIES**

Administrative and professional faculty who are considering running for political office must consult with their Vice President about possible conflicts of interest and University policy pertaining thereto. This also applies to staff elected to political office.

The University encourages public service. However, some activities may have time requirements that adversely affect the staff member's ability to perform assigned duties and responsibilities. In such instances, the University retains the right to determine whether an activity requires some form of leave of absence.

### **ON-CAMPUS**

In July, 2001 the Board of Visitors approved a policy statement directing that all use of university property or facilities for political activity must be sponsored by an official student organization.

The University shall maintain a non-partisan posture with regard to political parties and/or candidates. The President shall be notified of all plans for political activities or speakers. Because of the special faculty-student relationship, the administrative staff person should be especially careful to avoid any activity within the University community that might be interpreted as coercive.

### **OFF-CAMPUS**

The University supports the right of administrative and professional faculty to participate in political activity in the community, provided that such activity does not interfere with the staff member's University responsibilities. Each administrative and professional faculty member must exercise careful judgment regarding the injection of his/her own political interests or activities into the University community and must avoid presenting personal views in the name of the University.

## **PURCHASING AND PROCUREMENT**

All University procurement transactions, regardless of source of funds, shall be made in strict compliance with the Virginia Public Procurement Act, Agency Procurement and Surplus Property Manual, Vendors Manual, and University policy.

All procurement shall be subject to a purchase requisition through the Interactive Fund Accounting System (IFAS) unless otherwise authorized in advance by the Director of Materiel Management. Contact the Office of Materiel Management for details and guidance.

### **DEPARTMENTAL FUNDS NOT ON DEPOSIT WITH THE UNIVERSITY**

Departmental funds not on deposit with the University must be properly accounted for and disbursements must comply with state procurement regulations. Approval for holding such funds must be secured from the Vice President for Finance and Business.

## **REPORTING THE LOSS AND/OR THEFT OF UNIVERSITY PROPERTY**

All lost or stolen property must be reported to the University Police and Internal Audit. The reports must originate at the departmental level and must be submitted in writing. Such property, if on University's inventory, requires the execution of an inventory change form.

## **LICENSURE REQUIREMENTS FOR COMPUTER SOFTWARE**

All computer software must be installed with, and used according to all applicable licensure requirements. Please contact the Vice President for Research and Technology for information regarding all aspects of university computer hardware and software use.

## **FRAUD REPORTING POLICY**

Effective October 1, 2001, all agencies of the Commonwealth must report frauds and other potential mishandling of funds to the Auditor of Public Accounts and Superintendent of State Police immediately upon discovery in accordance with Section 30-138 of the Code of Virginia. The reporting of suspected fraud is the responsibility of all University employees. Suspected fraud may be reported to the University's Internal Audit Office or the State Fraud, Waste and Abuse Hotline. (1-800-723-1615)

Any Norfolk State University employee having knowledge where assets have or are thought to have been lost through defalcation or other security breaches in the university's financial and operating systems shall immediately communicate such information to the University's Internal Audit Office. The University's Internal Audit Office will facilitate the submission of all required notifications to state agencies and ensure that proper procedure is followed to investigate all suspected fraud, waste and abuse allegations. All information will be kept strictly confidential to protect not only those reporting the circumstances but also those accused of the actions.

## **UNIVERSITY-RELATED TRAVEL**

### **POLICY**

Travel in the line of normal business may be budgeted to a department or other administrative unit whose members are required to travel in order to perform the department's regular function. According to state policy, travel to conventions, workshops or similar gatherings must be charged to the appropriate sub-object code. Each department having need of travel should request funds for this purpose in its regular budget and must stay within the amount allocated to it in the budgeting procedure.

Convention and education travel funds are allocated to the directors of the various administrative units. These funds may be used for participation in conventions, workshops and similar gatherings that advance the interest of the university and the Commonwealth of Virginia.

## TRAVEL REGULATIONS

1. All university travelers are bound by the rules and regulations published in the Commonwealth of Virginia Accounting Policies and Procedures Manual, Section 65. Copies of this manual can be reviewed in the accounts payable manager's office. Detailed regulations are available on request from the accounts payable manager.
2. The travel voucher must be submitted to the Accounts Payable Office within five days after the completion of the trip.
3. Each travel voucher must contain a concise statement explaining the purpose or reason for the travel, the name(s) of the person(s) for whom the expense was incurred, and the reason for the expense.
4. Expenditures for meals and lodging must be reasonable. Meal charges are subject to view by the Vice President, the state auditors and the Accounts Payable Office. Alcoholic beverages are not a reimbursable expense. Meals and certain other incidental travel expenses are reimbursable only for overnight official business travel outside the traveler's official station.
5. Phone calls, telegrams and facsimiles that pertain to official university business may be reimbursed. If calls are made by the traveler, full disclosure must be made pertaining to the party called and the reason for the call. The incidental expense reimbursement for overnight travel is included in the \$2.00 per diem.
6. Travel credits, frequent flyer mileage, reduced rates, or free service received from public facilities by person for whatever reason, accrue to the Commonwealth. Any such credit, reduced rate, or free service must be reported to the Office of Finance and must be deducted from the amount of travel expenses claimed. Failure to comply with this requirement may result in disciplinary action.
7. Examples of non-reimbursable expenses include:
  - Lost of stolen articles
  - Alcoholic beverages
  - Excessive meals and lodging
  - Damage to personal vehicles, clothing and other items
  - Services to gain entry to a locked vehicle
  - Movies charged to hotel bills
  - All expenses related to the personal negligence of the traveler, such as fines
  - Entertainment expenses
  - Towing charges
  - Expenses for children, spouses, and companions while on travel status

Please contact the Accounts Payable office for the state's travel guidelines. This entry is not exhaustive and intended only as a summary of information.

## **MOTOR VEHICLE REQUESTS**

Norfolk State University has vehicles available for specific trip assignment. Departments desiring to utilize this pool should contact the Physical Plant. Ample lead-time should be given (at least 24 hours) of any needs so that arrangements can be made for reserving a vehicle. Reservations are not confirmed until an "Authorization for Use of Motor Vehicle" form, signed by an official of the department authorized to sign the request, is received in the Physical Plant Office. The driver, when picking up the vehicle, must indicate where the vehicle will be left when returned. At this time, the driver must present a valid driver's license (operator's permit). Vehicles will be issued to the extent of the supply available. It is required that seat belts be worn when operating or riding in the front seat of a vehicle. Hours of operation for issuing motor vehicles is 8:00 a.m. – 5:00 p.m., Monday through Friday. A drop box for the return of keys after normal working hours is located in the parking lot adjacent to the Physical Plant.

## **BREAKDOWNS**

In the event of a breakdown in a state vehicle, the driver should contact the Physical Plant Office at Norfolk State University or the State of Virginia Motor Pool closest in proximity to the area of the breakdown.

## **ACCIDENTS**

In all accidents involving a state vehicle, follow the directions provided by Physical Plant. If the accident occurs after normal working hours, contact the State Police.

## **STATE EMPLOYEE SAFETY BELT POLICY**

All state employees who drive or occupy the front seat of a state vehicle or a privately owned vehicle on official state business shall wear their safety belts at all times when the vehicle is in motion and equipped with safety belt systems.

## **AMERICAN EXPRESS CORPORATE TRAVEL CHARGE CARDS**

The American Express corporate travel charge cards provide travelers with a means of charging expenses incurred while conducting official State business. Charge cards should typically be issued to individuals who travel frequently. The American Express contract currently provides cards at no fee to the Commonwealth or the traveler. The Commonwealth incurs no financial liability through the use of charge cards.

All charge card bills are sent by the charge card vendor to the individual cardholder who is responsible for the charges. Travel expense reimbursement requests must be processed in a timely manner to ensure cardholders receive travel reimbursements in time to pay charge card bills within the timeframe prescribed by the charge card vendor. Travel expense reimbursements will not be made from charge card statements or tissue receipts except for meals.



The travel fiscal technician in the Accounts Payable Office is the travel charge card coordinator and is responsible for issuing cards and canceling and retrieving the charge cards of terminated employees. Employees are sent reminder notices of any past due balances reported to the university.

Personal charges are not allowed on the Corporate American Express Card. Noncompliance with charge card policies by cardholders is grounds for revocation of charge card privileges without alternate cash advance privileges.

Travel advances are not provided to full-time employees who do not have a Corporate American Express card. For cardholders, travel advances should be limited to the minimum amount necessary for out of pocket expenses. No travel advances are issued for less than \$25.

Cardholders must comply with the following policies:

1. Charge card balances must be paid by the cardholder when due. Late fees or finance charges should be avoided. However, if they occur, they are the responsibility of the cardholder.
2. Charge cards may be used only for reimbursable expenses incurred while conducting official State business. Personal expenses that cannot be reasonably separated from reimbursable expenses may be charged.

## **UNIVERSITY SEAL, LOGO AND MASCOT**

The Seal of the University is to be used only for official University publications such as catalogues, presidential reports, and academic publications for graduations and convocations. For prior approval and clarification on the use of the seal, please contact the Office of Marketing Services.

The Logo is to be used on all informal documents and must not be altered, re-proportioned, or changed in any way. The Logo will be used on business cards, brochures, pamphlets, and all other university documents.

The Spartan Heads may serve as the University Mascot. In general, it is used on all athletic materials.

The official colors of the University are green (PMS 341) and gold (PMS 130). The logo is the initials NSU with the Spartan Heads incorporated in the S. NSU should be printed in Bodoni Antigua Bold or Bodoni. The Times Roman and Franklin Gothic typefaces make the typographic style of NSU and are the most harmonious typefaces to use with the logo.

Refer to the NSU Visual Identity Manual or contact the Office of Marketing Services for additional information or documents regarding specific guidelines regarding stationary, business cards, the NSU Web site and the use of the Seal, Logo, and Mascot.



