Teaching Faculty Handbook

This document was approved by the Norfolk State University Board of Visitors (BOV) on May 4, 2012. It was updated on August 28, 2015 to incorporate amendments to the Grievance Process in Sections 8.7.1, 8.7.2 and 8.7.3 and information about University Seal, Logo, and Athletic Logo in Section 9.16. The amendments were introduced and approved in accordance with the Faculty Handbook Amendment Process (Section 11.2) and were approved by the BOV on August 28, 2015.

This document is subject to change. Current university policies are located on the University’s website at https://www.nsu.edu/president/policy-library/. Please refer to this website for policy updates and policies and procedures not addressed in the Teaching Faculty Handbook.

This document is intended to adhere to all statutory regulations, State Council of Higher Education for Virginia (SCHEV) guidelines, and other official documents and pronouncements of the Commonwealth of Virginia and the Norfolk State University Board of Visitors.

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

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

SECTION I. BACKGROUND ........................................................................................................... 1

1.1 HISTORY .......................................................................................................................... 1

1.2 MISSION ................................................................................................................................ 2

1.3 ACCREDITATION ............................................................................................................. 3

SECTION II. ADMINISTRATIVE STRUCTURE AND GOVERNANCE ........................................... 4

2.1 ADMINISTRATIVE STRUCTURE ......................................................................................... 4

2.1.1 Board of Visitors ........................................................................................................ 4

2.1.2 President ....................................................................................................................... 4

2.1.3 Executive Vice President and Chief Operating Officer ............................................. 4

2.1.4 Provost and Vice President for Academic Affairs ....................................................... 5

2.1.5 Vice President for Finance and Administration ............................................................ 5

2.1.6 Vice President for Student Affairs .............................................................................. 6

2.1.7 Vice President for University Advancement ............................................................... 6

2.1.9 Assistant and Associate Vice Presidents .................................................................. 6

2.1.10 Deans .......................................................................................................................... 6

2.1.11 Associate Deans ....................................................................................................... 7

2.1.12 Department Chairs ..................................................................................................... 7

2.1.13 Center Directors ....................................................................................................... 8

2.2 GOVERNANCE ................................................................................................................... 8

2.2.1 The President’s Executive Cabinet .............................................................................. 8

2.2.2 The President’s Expanded Cabinet ........................................................................... 8

2.2.3 The Executive Council ............................................................................................... 9

2.2.4 The Faculty Senate ..................................................................................................... 9

2.2.5 Academic Council ...................................................................................................... 10

2.2.6 Graduate Council ....................................................................................................... 10

2.2.7 The University Curriculum Committee ................................................................. 11

2.2.8 University-Wide Committees .................................................................................... 11

2.2.8.1 Faculty Selections on University-Wide Committees ............................................... 11

2.2.9 School and Departmental Committees .................................................................... 11

2.2.10 Graduate Student Association .................................................................................. 12

2.2.11 Student Government Association .......................................................................... 12

SECTION III. FACULTY PERSONNEL MATTERS .................................................................. 13

3.1 FACULTY APPOINTMENTS ............................................................................................... 13

3.1.1 Teaching Faculty ........................................................................................................ 13

3.1.2 Research Faculty ....................................................................................................... 13

3.1.3 Visiting Scholar ......................................................................................................... 14

3.1.4 Professor Emeritus .................................................................................................... 14

3.1.5 Adjunct Faculty (Part-time) ....................................................................................... 14

3.2 DEPARTMENT CHAIR ..................................................................................................... 14

3.2.1 Department Chair Roles and Responsibilities ........................................................... 15

3.2.2 Criteria for Appointment .......................................................................................... 16

3.2.3 Procedure for Appointment and Reappointment ....................................................... 16

3.2.4 Removal of Department Chair .................................................................................. 17

3.2.5 Compensation of Department Chair ....................................................................... 17

3.2.6 Evaluation of Chair .................................................................................................... 18

3.2.7 Appointment of Deans .............................................................................................. 18
3.2.8 Evaluation of Academic Deans.................................................................18
3.3 TYPES OF CONTRACTS.................................................................................19
3.3.1 Tenure ........................................................................................................19
3.3.2 Tenure-Track (Probationary) ....................................................................19
3.3.3 Term Faculty Appointments ....................................................................20
3.4 ACADEMIC RANKS.....................................................................................21
3.4.1 Professor ....................................................................................................21
3.4.2 Associate Professor ..................................................................................21
3.4.3 Assistant Professor ..................................................................................22
3.4.4 Instructor ...................................................................................................22
3.4.5 Lecturer ......................................................................................................22
3.5 PROMOTION .................................................................................................22
3.5.1 Eligibility Requirements ...........................................................................23
3.5.1.1 Promotion to Assistant Professor ............................................................23
3.5.1.2 Promotion to Associate Professor .........................................................23
3.5.1.3 Promotion to Professor .........................................................................23
3.5.2 Application Process for Promotion and/or Tenure ..................................24
3.5.3 Promotion Review Summary .................................................................27
3.5.4 Denial of Promotion ..................................................................................27
3.6 TENURE ......................................................................................................27
3.6.1 Philosophy .................................................................................................27
3.6.2 Criteria for Tenure ....................................................................................28
3.6.3 Application for Tenure Procedures ............................................................29
3.6.4 Tenure Review Summary .........................................................................31
3.6.5 Denial of Tenure .......................................................................................32
3.7 UNIVERSITY REVIEW COMMITTEE ................................................................32
3.8 POST TENURE REVIEW .............................................................................33
3.8.1 The Post-Tenure Review Process .............................................................33
3.8.2 Timeline .....................................................................................................34
3.8.3 Procedures ................................................................................................34
3.8.4 Criteria .......................................................................................................35
3.8.5 Outcomes .................................................................................................35
3.8.5.1 Satisfactory Faculty Performance .........................................................35
3.8.5.2 Deficient Faculty Performance ..............................................................36
3.8.6 Due Process ..............................................................................................37
3.9 MERIT PAY .................................................................................................37
3.10 FACULTY RECOGNITION ....................................................................37
3.10.1 Distinguished Faculty ............................................................................38
3.10.1.1 Selection Committees ..........................................................................38
3.10.1.2 Procedures ..........................................................................................39
3.10.1.3 Nominations ......................................................................................39
3.10.2 Professor Emeritus ................................................................................39
3.10.2.1 Committee Membership .................................................................40
3.10.2.2 Guidelines ........................................................................................40

SECTION IV. FACULTY RESPONSIBILITIES AND RIGHTS .........................41

4.1 PROFESSIONAL ETHICS ........................................................................41
4.2 FACULTY RESPONSIBILITY ....................................................................42
4.2.1 Meeting Classes and Absences from Classes ........................................43
4.2.2 Classroom Procedures ..........................................................................43
4.2.3 Classroom Freedom and Responsibility ..............................................44
SECTION X. RESEARCH AND PUBLICATIONS ................................................................. 102

10.1 RESEARCH .............................................................................................................. 102
10.2 UNIVERSITY SUPPORT FOR PROFESSIONAL MEETINGS, SCHOLARLY RESEARCH AND
CREATIVE ACTIVITIES .............................................................................................. 102
  10.2.1 The Research Council ....................................................................................... 102
  10.2.2 The Office of Sponsored Programs ...................................................................... 102
  10.2.3 Financial Support for Research .......................................................................... 103
  10.2.4 Compensation for Funded Grants and Research ................................................... 103
  10.2.5 Compensation for Other Sponsored Programs ..................................................... 103
10.3 PATENT AND COPYRIGHT ..................................................................................... 104
10.4 INTELLECTUAL PROPERTY POLICY .................................................................... 104

SECTION XI. FACULTY HANDBOOK AMENDMENT PROCESS ............................ 105

11.1 AMENDMENTS ......................................................................................................... 105
11.2 AMENDMENT PROCESS .......................................................................................... 105
11.3 AMENDMENTS TO TAKE EFFECT .......................................................................... 106
11.4 PROPOSED REVISION ............................................................................................. 106
11.5 GENERAL RULES OF IMPLEMENTATION .............................................................. 106
SECTION I. BACKGROUND

1.1 HISTORY

Norfolk State University (NSU), founded in 1935, was brought to life in the midst of the Great Depression. The institution provided a setting in which the youth of the region could give expression to their hopes and aspirations. Five periods of development distinguish the exceptional growth of this profound and noble institution of higher learning.

The First Period extends from 1935-1942. On Wednesday, September 18, 1935, the Norfolk Unit of Virginia Union University opened on the second floor of the Hunton Branch YMCA Building on Brambleton Avenue with class registration and orientation. Classes began on Monday, September 23. The Norfolk Unit was a two-year (junior college) division of Virginia Union University in Richmond, Virginia.

It was decided from the beginning of the Norfolk Unit that Virginia Union University would assume responsibility for the academic credit of the Norfolk Unit, but would not assume responsibility for its financial operation. In March 1942, the Norfolk Polytechnic College was chartered to take over the functions and assets of the Norfolk Unit of Virginia Union University. In the spring of 1943, the institution decided to work through the governor of Virginia to become a part of the state system of higher education. Thus, 1942-1944 marked the second period of growth for Norfolk State University.

The State Board of Education, the governing body of Virginia State College, was directed by an Act of the General Assembly of Virginia on February 29, 1944, to establish and operate a division of Virginia State College. The Norfolk Division of Virginia State College pursued an expanded mission with even greater emphasis in 1956 when another Act of the Legislature enabled the institution to offer its first bachelor’s degree. The third period covers 1944 to 1969.

On February 1, 1969, upon authorization by the Governor and the General Assembly of the Commonwealth of Virginia, the Norfolk Division of Virginia State College became Norfolk State College, an independent, four-year, degree-granting institution with its own Board of Visitors, its own President, and its own proud tradition of rendering quality service to its students, the community, and the Commonwealth. The fourth period of development lasted from 1969-1979.

Subsequent legislative acts designated the institution as a University and authorized the granting of graduate degrees. On July 1, 1979, by an act of the General Assembly, Norfolk State College became Norfolk State University, the fifth period of development. Today, Norfolk State University is proud to be one of the largest historically black
institutions in the nation with approximately seven thousand students. NSU’s five schools include business, education, liberal arts, science and technology, and social work. Degree programs are offered at the doctoral, master’s, baccalaureate, and associate levels. The faculty, staff, students, and alumni are actively engaged with surrounding communities in volunteer and civic efforts to enhance the quality of life for the citizens of the Commonwealth of Virginia.

A History of Leadership

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

1.2 MISSION

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

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

- High-quality academic preparation of its students so that they will contribute to a global and rapidly changing society.

- Broad involvement of its faculty in teaching, research, and scholarly activities to solve human problems and create new knowledge and commerce for the common good.

- Continued cultivation of a culture focused on concern for the aesthetic, social, economic, and environmental welfare of fellow human beings.

- Sustained efforts to develop and utilize rapidly advancing technologies for the education of its students and the management of the University.
Mission Statement: Through exemplary teaching, scholarship, and outreach, Norfolk State University transforms lives and communities by empowering individuals to maximize their potential, creating life-long learners equipped to be engaged leaders and productive global citizens.

Vision Statement: Norfolk State University will be recognized nationally for its outstanding academic programs, innovative research, scholarship, and global outreach, advancing the transformative power of education to change lives and communities.

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

1. **Academic Excellence** – We are dedicated to fostering the highest educational standards of excellence for student achievement and faculty teaching and scholarship by creating stimulating learning environments that promote intellectual growth, innovation and discovery, and life-long learning.

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

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

4. **Diversity** – We embrace and respect all peoples, cultures, ideas, beliefs, lifestyles, and perspectives.

5. **Engagement** – We assert our commitment to serve as an important strategic partner and resource for the Hampton Roads region, Commonwealth of Virginia, and the nation by promoting educational attainment, cultural enrichment, and economic development.

1.3 ACCREDITATION

Norfolk State University is accredited by the Commission on Colleges, Southern Association of Colleges and Schools (SACS), (1866 Southern Lane, Decatur, Georgia 30033-4097, telephone number 404-679-4501, Website [www.sacscoc.org](http://www.sacscoc.org)) to award the associate, baccalaureate, master's and doctoral degrees. Other schools and programs are separately accredited and listed in the *Norfolk State University Catalog*. 
SECTION II. ADMINISTRATIVE STRUCTURE AND GOVERNANCE

2.1 ADMINISTRATIVE STRUCTURE

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

2.1.1 Board of Visitors

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

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

2.1.2 President

The President has full administrative responsibility for the University and reports to the Board of Visitors. As the chief executive officer, the President is assisted by the Executive Vice President and Chief Operating Officer, Provost and Vice President for Academic Affairs, Vice President for Finance and Administration, Vice President for Student Affairs, and Vice President for University Advancement.

The President acts as the primary spokesperson for the University and communicates with the Governor of the Commonwealth, the Board of Visitors, alumni, students, faculty and staff, and the community. The President articulates the mission and vision of the University and promotes its many programs and services to various audiences.

In performing executive duties on behalf of the University, the President also consults with faculty members, students, and staff members. This is accomplished primarily through appointed and elected representatives from the faculty, student body, and staff.

2.1.3 Executive Vice President and Chief Operating Officer

The Executive Vice President and Chief Operating Officer (EVP/COO) works with senior executives to optimize processes and resources to fulfill the University's mission,
to simplify procedures, to implement sound management practices, and to improve operational efficiency and institutional effectiveness. The EVP/COO interfaces with vice presidents and other key personnel to assist the President in creating a rich, vibrant, meaningful and safe learning environment; maintaining a viable management team between senior executives and middle managers; establishing priorities and acting on targets of opportunity; coordinating all of the University's strategic planning processes; and coordinating the preparation of key university reports.

2.1.4 Provost and Vice President for Academic Affairs

The Provost and Vice President for Academic Affairs (PVPAA) fosters the creation, advancement and implementation of the academic vision for the University. As chief academic officer, the Provost and Vice President for Academic Affairs is responsible for all academic departments, colleges and programs; the Provost and Vice President for Academic Affairs oversees the processes of faculty appointment, development, promotion and tenure, as well as faculty grievance procedures. The Provost and Vice President for Academic Affairs also supervises all academic policies, including the coordination of the academic calendar, the review of all academic units, and the implementation of strategic planning. In all his or her responsibilities, the Provost and Vice President for Academic Affairs works to attract and retain a diverse faculty, staff and student body.

The Provost and Vice President for Academic Affairs represents the entire University in all respects in the President’s absence. The Provost and Vice President for Academic Affairs and the Vice President for Finance and Administration manage the annual university-wide budget process, working closely with the other vice presidents, deans, faculty, staff and student leadership. As part of the President’s leadership team, the Provost and Vice President for Academic Affairs participates in all major decisions affecting the campus.

2.1.5 Vice President for Finance and Administration

The Vice President for Finance and Administration (VPFA) is the chief fiscal officer for the University and is responsible to the President for the proper administration and coordination of all phases of business activity of the University. The University's Vice President for Finance and Administration is responsible for establishing and maintaining current financial policies and procedures, as well as capital and infrastructure improvements for all units, divisions, and departments of the University.

The VPFA provides leadership and oversight for key financial and business functions, serving a wide range of customers within the University. The offices of the Controller, Human Resources, Procurement Services, Risk Management, Auxiliary Enterprises, Bursar, Physical Plant, and University Police report to the VPFA.
2.1.6 Vice President for Student Affairs

The Vice President for Student Affairs (VPSA) 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 VPSA is directly responsible for counseling, career services, student support services, student and residential life, student activities, Upward Bound, veterans' affairs, and international students and scholars. The Vice President for Student Affairs and staff work cooperatively with students, design programs and services to meet the needs of students, and ensure that their interests and concerns are considered in the decisions that affect the quality of student life.

2.1.7 Vice President for University Advancement

The Vice President for University Advancement (VPUA) is responsible for planning and initiating programs intended to foster the cultivation of the University's "constituents" and for carrying out activities intended to encourage voluntary support by those "constituents."

The VPUA is responsible for the management of all gifts and non-research grants. The office of the VPUA encourages and facilitates efforts to secure grants and gifts for the benefit of the University.

Under the direction of the Vice President for Advancement are several broad areas of responsibility, including events planning, development, alumni relations, marketing, media relations, and annual giving.

2.1.9 Assistant and Associate Vice Presidents

University divisions may appoint assistant and associate vice presidents to assist the vice presidents in the management and oversight of the division. These positions are faculty administrative positions. Assistant and associate vice presidents are administrative faculty, and their duties and responsibilities are covered in the Administrative and Professional Faculty Handbook.

2.1.10 Deans

Deans report to the Provost and Vice President for Academic Affairs and are responsible to the Provost and Vice President for Academic Affairs and to the Faculty
within the College or School they serve. Deans are responsible for the administrative and academic leadership of their respective colleges or schools and for management and oversight of the instructional programs. Specifically, they ensure that faculty exercise academic responsibility, enjoy academic freedom, engage in appropriate peer and student evaluation, and have adequate resources and professional development opportunities. Deans also review departmental recommendations for appointment, renewal, promotion, tenure, termination, and dismissal, and they submit recommendations to the Provost and Vice President for Academic Affairs. Deans also supervise department chairs for departments within their colleges or schools.

Deans must hold the highest rank in a discipline within their college or school and must have demonstrated outstanding accomplishment in teaching, scholarship, grantsmanship, and service, or equivalent professional accomplishments before their appointment.

Deans are administrative faculty, and their duties and responsibilities are covered in the Administrative and Professional Faculty Handbook. All deans are appointed and evaluated by, and serve at the discretion of the Provost and Vice President for Academic Affairs. The President must concur with appointments of deans, and deans must be eligible for appointment as teaching or research faculty at the highest academic rank.

2.1.11 Associate Deans

Associate deans in the academic division assist the deans in all matters related to management and oversight of the instructional programs within the respective colleges or schools. Associate deans are tenured faculty within the college or school and are appointed by the dean and approved by the Provost and Vice President for Academic Affairs. The qualifications and experience of the associate dean must complement those of the dean.

2.1.12 Department Chairs

Department chairs (or directors of academic programs not reporting directly to the Provost and Vice President for Academic Affairs) report to deans and are responsible to faculty for the proper conduct of their departments. Chairs are responsible for the proper management and oversight of all activities related to instruction, student learning, and academic advisement within the academic department. Academic departments are administrative units established to manage the resources associated with the programs under their jurisdiction. Department chairs, irrespective of their administrative responsibilities and duties, are considered as full-time teaching faculty. Department chairs have the opportunity for the closest professional contact with faculty. As such, they have a basic responsibility for the quality of instruction, research, professional progress of staff, curriculum development, recruitment, departmental
budget preparation and management, and administrative machinery required to process data connected with instruction. Responsibilities of department chairs include assigning faculty course schedules (with faculty input), maintaining student records in the departments, supervising academic counseling of students, directing instructional and program assessment, and developing the faculty input for long-range and annual reports essential for departmental health and growth. Copies of these reports will be available for review by faculty.

2.1.13 Center Directors

Directors, under the auspices of the academic colleges or schools, report to the dean of the college or school under whose supervision the unit operates. A director may be a 9-month or 12-month employee. Directors not under the auspices of an academic college or school report to the Office of the Provost and Vice President for Academic Affairs.

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

2.2 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 Executive Cabinet, Expanded Cabinet, Faculty Senate, Graduate Council, University-wide Curriculum Committee, Academic Deans Council, and Student Government Association provide essential input into internal policy-making by the University.

2.2.1 The President’s Executive Cabinet

The President's Cabinet is comprised of direct reports, most of whom have line authority over operating divisions or units of the University. The Cabinet is an advisory body to the President. It assists in the development of policies and procedures pertaining to the administration of the University. The Cabinet is chaired by the President or a designee and generally meets weekly.

2.2.2 The President’s Expanded Cabinet

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

2.2.3 The Executive Council

The Executive Council recommends policy and serves as an advisory group to the President of the University. The Council provides a means of communication among the administrative offices of the University, faculty, and students by bringing together leaders of the University community to consider and review significant matters. The Executive Council is a 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 five faculty representatives who serve for two years with overlapping terms. The President of the Faculty Senate serves as the faculty’s sixth representative. The Student Government Association selects the 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.

2.2.4 The Faculty Senate

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

The major functions of the Faculty Senate, the representative group of the general faculty, are as follows:

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

- Review and make recommendations on all proposed policy changes that involve faculty affairs.

- Review and make recommendations on all proposed changes to the Teaching Faculty Handbook.

- Work and have policy input with the administration in the area of academic affairs, including admission standards, curriculum, and academic freedom.
• Make recommendations to the administration in the area of faculty welfare, including tenure, promotions, fringe benefits, and other matters of general faculty concern.

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

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

<table>
<thead>
<tr>
<th>Number of Faculty in Department</th>
<th>Number of Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – 15</td>
<td>1</td>
</tr>
<tr>
<td>16 – 35</td>
<td>2</td>
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<tr>
<td>36 – 59</td>
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<tr>
<td>60 – Above</td>
<td>4</td>
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</tbody>
</table>

For Faculty Senate membership rules, see Faculty Senate Constitution and Bylaws at [https://www.nsu.edu/president/faculty-senate/index](https://www.nsu.edu/president/faculty-senate/index).

2.2.5 Academic Council

The Academic Council is comprised of the deans and directors of units within the Office of the Provost and Vice President for Academic Affairs. The purpose of the council is to serve as an advisory group to the Provost and 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.

2.2.6 Graduate Council

The Graduate Council is responsible for planning, developing, and recommending policies, regulations, and procedures for all graduate programs at the University. It also is responsible for reviewing graduate curriculum changes from colleges and schools before University Curriculum Committee review and action. Its aim is to ensure the satisfactory coordination of graduate studies and the maintenance of high-quality graduate instruction. Also, the Graduate Council establishes, with the approval of the appropriate dean and Provost and Vice President for Academic Affairs, the criteria for the certification of graduate faculty. The Dean of the Graduate School, or designee, serves as chair of the Graduate Council.

In addition to the Dean of the Graduate School, membership on the Graduate Council is comprised of one representative (i.e., director, coordinator) from each graduate program offered at Norfolk State University. Other representatives include one person from each of the following: the Faculty Senate, Office of the Provost and Vice President
for Academic Affairs, the Library and Archives, the Graduate Student Association, and the School of Extended Learning. Provisional membership may be granted to one representative from a program seeking to offer graduate-level studies.

2.2.7 The University Curriculum Committee

The University Curriculum Committee is comprised of three faculty representatives from each of the academic colleges, two representatives from each school, two representatives from the Faculty Senate, deans, one designee from the Library and one designee from the graduate school. This committee elects its chair. All proposals for changes to the curriculum in any department, college, or school must be reviewed and approved by this committee. Proposals at the graduate level must be reviewed by the Graduate Council before being reviewed by the University Curriculum Committee.

2.2.8 University-Wide Committees

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

2.2.8.1 Faculty Selections on University-Wide Committees

Service on committees should be in order of faculty preferences. The Faculty Senate will have each faculty member complete a form indicating his or her three ranked preferences at the beginning of the academic year. Faculty will be informed of their committee appointment(s) by October 15.

2.2.9 School and Departmental Committees

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

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

2.2.11 Student Government Association

The Student Government Association (SGA) is an organization for undergraduate students. The Association promotes student participation in institutional decisions that affect them by assigning students to appropriate university-wide standing committees.
SECTION III. FACULTY PERSONNEL MATTERS

The academic reputation of the University rests upon the quality and prominence of the Faculty, and appointment, promotion, and tenure are at the heart of human resource management in the Office of the Provost and Vice President for Academic Affairs. Excellence in the recruitment and retention of a distinguished Faculty is an ongoing goal, and the promotion, tenure, and annual review processes are designed to ensure continued excellence in teaching, scholarship, and service.

3.1 FACULTY APPOINTMENTS

There are two faculty appointment categories at Norfolk State University: tenure/tenure-track and term. Term faculty appointments include multi-year, adjunct, visiting scholars, clinical, and research.

Primary responsibility for the quality of the educational program rests with the Faculty. Department chairs are teaching faculty. Within the teaching and research categories, visiting scholar and professor emeritus status may be granted. Faculty appointments are based on regional and specialized accreditation standards. Faculty appointments are granted on a tenure/tenure-track, or term basis.

In exceptional cases where the granting of tenure and/or promotion is desired at the time of the initial appointment for employment, approval must be secured from the departmental search committee, the departmental evaluation committee, department chair, and college or school dean. The Provost and Vice President for Academic Affairs makes the final decision for recommendation to the President and Board of Visitors.

3.1.1 Teaching Faculty

Primary responsibilities of teaching faculty include instruction, scholarly activities, advising and mentoring students, and professional, University, and community service. Academic rank is assigned on the bases of earned academic credentials, teaching experience, scholarly activity and grantsmanship, University service, and professional development and service.

3.1.2 Research Faculty

The primary responsibility of research faculty is to conduct research in an assigned academic unit in the University. As appropriate, research faculty are to seek and secure research funding and establish and maintain an extensive scholarly record. Other responsibilities may include teaching, advising and mentoring students, and fostering opportunities for professional development and service. Academic rank is assigned on
the bases of earned academic credentials and documented achievement and excellence in research.

3.1.3 Visiting Scholar

The distinction of Visiting Scholar is given to scholars known nationally or internationally for their exemplary teaching, prestigious research, business or political expertise, outstanding community service, or exceptional creativity in the arts. Visiting scholars who receive appointments are intended to provide substantive input into the teaching or research program of a department, college, school, and the University-at-large. These appointments are usually for up to one year but may exceed one year at the discretion of the Provost and Vice President for Academic Affairs.

3.1.4 Professor Emeritus

The title "Emeritus" may be awarded by the Board of Visitors to a distinguished, tenured faculty member upon retirement at the rank of associate professor or professor, with at least 15 years of full-time service to the University. Professors emeriti shall be included in faculty lists, receive invitations to attend appropriate university functions, be considered for appropriate grants by the university research committee, and may continue to use physical facilities, if available, at the University for study and research as approved by the PVPAA. The application process may be found at http://www.nsu.edu/emeritifaculty/crit.html.

3.1.5 Adjunct Faculty (Part-time)

Adjunct teaching appointees render instruction and support services to the University on a semester basis and typically carry less than a full load. Adjunct faculty members do not hold academic rank or tenure.

3.2 DEPARTMENT CHAIR

The elected department chair plays a pivotal role in the day-to-day operations of the department. The chair has the ultimate responsibility of ensuring that all departmental activities are effective and efficient. The department chair is expected to articulate the goals of the department and maintain adequate records of implementation and pursuit of set objectives, with faculty consultation. The department chair is responsible for reporting this information to the dean and other administrators. The department chair ensures that academic integrity is maintained in all departmental processes and activities.
3.2.1 Department Chair Roles and Responsibilities

The chair is responsible for the evaluation of both the academic faculty and the staff personnel in the department. The chair makes recommendations on matters including tenure, promotion, merit increases, termination, and appointments. The chair also addresses all complaints, grievances, and suggestions from faculty and students and takes appropriate action, if required.

The responsibilities and duties of the chair include the following:

- Curriculum oversight, program review, and program assessment.
- Faculty and staff workload assignment, to include academic advising, teaching schedules, etc.
- Course management, with faculty input, including editing and preparing the course schedules with times and places for classes to meet.
- Budget development and management, making sure the departmental budget committee prepares the budget in accordance with the University’s Strategic Plan and FTE allocations as set forth by the Office of Planning and Budget.
- Maintenance of personnel records of faculty and staff.
- Consultation with the dean whenever problems cannot be resolved at the departmental level.
- Evaluation of academic faculty and the departmental staff.
- Oversight of departmental committees to include the departmental evaluation committee.
- Report preparation and submission.
- Compliance with accreditation standards and University, state, and federal regulations.
- Departmental compliance with University policies and procedures.
- Identification of program outcomes, in conjunction with departmental faculty, providing evidence that graduates have attained those outcomes.
• Infusion of technology and other instructional formats into the curriculum.

• Other duties as assigned by the dean.

3.2.2 Criteria for Appointment

The full-time tenured and tenure-track faculty of the department shall participate in the election of the department chair in accordance with established criteria described below. The name of the individual selected shall be submitted for approval by the college or school dean.

Department chairs shall serve for one or two consecutive three-year terms. Reappointment to a second term is not automatic, and chairs must be re-elected to that position by departmental faculty. Faculty may serve a maximum of two consecutive terms as department chair.

In exceptional cases, such as in the absence of an eligible candidate in the department in question, the department faculty, by majority vote and with explanation, may petition the Provost and Vice President for Academic Affairs for an exception to the maximum length of service.

3.2.3 Procedure for Appointment and Reappointment

In the consideration of an appointment, the following guidelines are to be observed:

• The criteria for department chairs are as follows: associate professor or higher, full-time faculty, and tenured.

• Only tenured or tenure-track faculty of the department shall elect qualified candidates based on a careful application process. The election shall be by majority vote with a runoff between the two top candidates, if no candidate in the first ballot receives a majority vote.

• The Dean will forward the name, along with a recommendation for appointment, to the Provost and Vice President for Academic Affairs for approval. If the candidate is unacceptable to the dean, the dean will submit the rationale to the departmental faculty. If the majority of the senior departmental faculty believe that the dean’s reasons for unacceptability are valid, they will recommend to the departmental faculty that a new election be held. If the impasse is not resolved, the Provost and Vice President for Academic Affairs will make the final decision.

• Departmental faculty may petition to have a department chair’s term of office truncated. In such instances, the college or school dean will inquire into the circumstances for the request for removal of the chair and forward a recommendation for removal to the Provost and Vice President for Academic
Norfolk State University Teaching Faculty Handbook 17

Affairs if it is determined to be in the best interest of the department and/or the University.

- In exceptional circumstances, such as the absence of an eligible or suitable candidate, the unwillingness of an eligible candidate to serve, or failure by the department to approve a candidate by majority vote, an external search for a department chair may be undertaken. If an outside candidate is recruited by a department to serve as department chair, the individual(s) should be reviewed by the departmental full-time faculty and should be qualified to receive tenure. [See 5.1 for faculty hiring procedures.]
- The name(s) of the candidate(s) receiving the approval of a majority of the full-time departmental faculty shall be submitted to the college or school dean.
- If a chair does not complete a term, the Dean, with the concurrence of the Provost and Vice President for Academic Affairs, shall appoint an acting chair until the replacement process is completed.

3.2.4 Removal of Department Chair

With the concurrence of the Provost and Vice President for Academic Affairs, department chairs may be removed for failure to adequately perform duties and responsibilities upon recommendation of the dean. Prior to removal, the dean and Provost and Vice President for Academic Affairs will meet with department faculty. A department may seek to remove the chair by a petition to the dean by two or more of the voting faculty of a department.

After having inquired into the circumstances surrounding the petition for removal of the chair by meeting with the faculty, the dean makes a recommendation to the Provost and Vice President for Academic Affairs if removal of the chair is determined to be in the best interest of the department and/or the University. The Provost and Vice President for Academic Affairs will make the final decision.

If a chair does not complete a term or fails to execute the administrative duties of the position, the dean, in consultation with the full-time faculty, with the concurrence of the Provost and Vice President for Academic Affairs, shall appoint an acting chair until the replacement process is completed. This process shall not exceed the semester in which the vacancy occurred, after which procedures as set forth in 3.2.3 shall apply.

3.2.5 Compensation of Department Chair

Nine-month faculty elected to serve as department chair will be converted to 12-month status unless circumstances dictate otherwise. In selected instances, the awarding of an administrative supplement may be warranted in lieu of the three-month salary conversion. When converted back to 9-month, the conversion will be as specified in the
contract. Persons hired initially as department chairs will have a conversion as specified in the original letter offer.

Department chairs have teaching loads commensurate with other duties and responsibilities and usually have 50 percent release time for administrative duties and responsibilities.

Department chairs are expected to teach at least three-credit hours during the summer.

3.2.6 Evaluation of Chair

The school dean shall be responsible for (1) evaluating the department chair’s effectiveness as both a leader and an administrator (to be included in the portfolio of the chair), (2) ensuring the annual faculty evaluation of the department chair, and (3) monitoring the three-year review and election by secret ballot for the department chair.

The faculty will evaluate the chair’s administrative and leadership capabilities each year as part of the departmental faculty evaluation process. A summary of the chair’s evaluation will be given to the school dean.

3.2.7 Appointment of Deans

Deans are administrative faculty, and their responsibilities are covered under the *Administrative and Professional Faculty Handbook*. There shall be a properly advertised national search for the dean of a college or school. A majority of the search committee members shall be tenured members of the college’s or school’s faculty and shall be determined by a college or school-wide election. Additional search committee members will be appointed by the Provost and Vice President for Academic Affairs.

The search committee shall recommend two to three unranked candidates, along with a summary of the candidates’ evaluations, to the Provost and Vice President for Academic Affairs, who will make a selection from the recommended candidates, or direct the search committee to continue its search. Deans serve under and are appointed by the Provost and Vice President for Academic Affairs with the concurrence of the President.

The selected candidate for the position of dean must be vetted by the department in which he or she will receive tenure prior to final selection as dean.

3.2.8 Evaluation of Academic Deans

Evaluation of academic deans will be consistent with the procedures outlined in the *Administrative and Professional Handbook*. Deans shall be evaluated by the Provost and
3.3 TYPES OF CONTRACTS

3.3.1 Tenure

A tenure contract represents an ongoing status with the University until relinquishment or forfeiture of tenure or until termination of tenure for cause, financial exigency, or academic program discontinuance. Tenure is conferred by the Board of Visitors after the member has completed a period of probation and satisfied well-defined requirements regarding teaching, research, and service. Such status, therefore, protects the tenured faculty member against arbitrary dismissal. Faculty members with tenure appointments hold the rank of assistant professor, associate professor, or professor.

3.3.2 Tenure-Track (Probationary)

A tenure-track contract represents a probationary period in which a faculty member works toward achieving tenured status. Contingent upon academic rank, a faculty member has a fixed number of years to earn tenure, not to exceed six calendar years.

At the time of employment, it is the responsibility of the department chair to provide the tenure-track faculty member with the written established departmental criteria for tenure based on the following three categories: teaching, scholarly activity, and service. These three categories embody the University’s commitment to the teacher-scholar model, as approved by the Board of Visitors. The criteria for tenure must be the same as the annual evaluation review criteria and must be approved by the dean and Provost and Vice President for Academic Affairs.

The department chair will provide a mentor who will assist the faculty member to prepare for tenured status. Preferably, the mentor should be a tenured faculty member at the rank of associate professor or professor.

In extenuating circumstances, the tenure-track faculty member could request a one-year extension of the probationary period. The reasons for such a request can be, but are not limited to, the following:

- Visiting appointments at another college, university, or government agency.
- Medical and personal leave.

An extension must have the approval of the departmental evaluation committee, department chair, college or school dean, and the Provost and Vice President for
Academic Affairs. If any of the units disapprove the request, the extension is not granted.

For assistant professors, the tenure process begins with a mid-tenure-track review in January of the faculty member’s third year of employment and second year of employment for associate professors. The following activities must be accomplished:

1. By January 15, the faculty member submits mid-tenure-track review documents to the departmental evaluation committee via the department chair.

2. By January 30, the departmental evaluation committee and the college or school dean will meet to discuss the documents and determine whether they will either:
   - Recommend early tenure, governed by established tenure procedures and guidelines;
   - Recommend a plan for improvement for the subsequent two years if deficiencies are noted; or
   - Recommend to terminate the tenure-track appointment and give a one-year terminal contract. The fourth year will be the last year of employment.

3. By February 15, the Departmental Evaluation Committee and the dean will sign and submit to the Provost and Vice President for Academic Affairs a letter summarizing the assessment of the pre-tenure documents. A copy of the letter will be forwarded to the faculty member. If a faculty member disagrees with the contents of the letter, the faculty member should address those concerns to the dean in a letter.

### 3.3.3 Term Faculty Appointments

This area is divided into five types of positions: visiting scholar, adjunct, teaching, research, and clinical. These are strictly non-tenure positions with faculty holding the rank of lecturer.

- A Term contract is usually awarded for a one-semester to a three-year period and expires at the end of the contract period. It may be renewed for additional periods if necessitated by the needs of the University.
- This type of position is not a permanent one. Term faculty are usually hired to provide tenured and tenure-track faculty with release time for research or grantsmanship and to fill teaching needs. This type of position is not meant to enable the University to hire personnel in lieu of a tenure-track position and is meant as a temporary measure.
• Term faculty members with teaching responsibilities hold academic rank but not tenure or tenure-track status, and their appointments must be reviewed and approved by the respective departmental evaluation committees.
• For term faculty holding teaching responsibilities, the minimum qualifications for appointment are expected to be the same as for tenure-track faculty. If situations warrant and eligibility criteria are met, term faculty who have not held tenure-track status previously may apply for available tenure-track positions.
• A term faculty member is eligible to serve as a full-time academic adviser in an academic unit and coordinator or director of special projects. A term faculty member is not eligible to serve as department chair, associate dean, or dean.
• Adjunct teaching appointees render instruction and support services to the University on a semester basis and usually do not carry a full teaching load. They do not hold academic rank or tenure, serve in the Faculty Senate, or vote in departmental elections.
• Adjunct faculty members are usually hired on an “as needed basis” to cover any instructional requirements that cannot be met by available full-time faculty.
• Every adjunct faculty member must be evaluated annually on teaching performance.

3.4 ACADEMIC RANKS

Tenure, tenure-track, and term faculty hold academic rank. The minimum qualifications for appointment to each academic rank are as follows:

3.4.1 Professor

The earned doctorate or appropriate terminal degree in the appointee's teaching area, at least seven years of distinguished teaching and research on the college or university level, membership and participation in professional organizations, and demonstration of superior scholarship are required for appointment to the rank of professor. Superior scholarship may be demonstrated through refereed publications, creative works and performances in the arts, regional or national recitals or exhibitions, substantive grants for research, or honors as a result of scholarly achievement. Regional, national, and/or international prominence in the discipline field is expected at the academic rank of professor.

3.4.2 Associate Professor

The earned doctorate or appropriate terminal degree in the appointee's teaching area, at least five years of excellent teaching and research, membership and participation in professional organizations, and professional contributions such as scholarly publications in one's area(s) of specialization or creative works and performances in the arts are required for the appointment to the rank of associate professor. A documented
scholarly record towards regional, national, and/or international prominence in the discipline or field is expected at the academic rank of associate professor.

3.4.3 Assistant Professor

Appointment at the rank of assistant professor requires the earned doctorate or appropriate terminal degree in the appointee's teaching area. The appointee must show strong potential for development as an excellent teacher and contributor to the discipline, University, and community.

3.4.4 Instructor

The earned master's degree or appropriate professional equivalent with major work or specialization in the appointee's teaching area is required for appointment to the rank of instructor.

3.4.5 Lecturer

In extraordinary cases, appointments to lecturer rank may be conferred on persons not holding the master's degree if such persons have demonstrated outstanding professional or creative accomplishments. Lecturers are not eligible for tenure.

3.5 PROMOTION

The Board of Visitors may promote persons to a higher academic rank. Faculty members promoted to a higher academic rank will receive monetary recognition, subject to the availability of University resources. In making these promotion decisions, the Board will consider peer and administrative assessments of a faculty member’s record of professional achievement for purpose of recommending a change in academic rank according to the appropriate school’s established criteria. Each school’s criteria must be consistent with the University’s Evaluation Criteria and Merit Pay Guidelines.

Major consideration will be given to documented evidence of above-average performance in the following areas:

1. Teaching.
2. Research—scholarly activity and grantsmanship.
3. Service—professional development and service, University service, and community service.
3.5.1 Eligibility Requirements

The criteria listed below are the minimum requirements for promotion to the ranks of assistant professor, associate professor, and professor.

3.5.1.1 Promotion to Assistant Professor

1. An earned doctorate or terminal degree from an accredited institution, with at least one graduate degree or related degree in area(s) of primary teaching responsibility. A minimum of two complete years of full-time teaching at the college/university level, prior to submission of the application.

2. Documented evidence of above average ratings in (1) teaching, (2) research—scholarly activity and grantsmanship, (3) service—professional development and service, University service, and community service.

3. In extraordinary cases, appointments to assistant professor may be conferred on persons not holding the terminal degree if such persons have demonstrated outstanding professional or creative accomplishments.

3.5.1.2 Promotion to Associate Professor

1. An earned doctorate or terminal degree from an accredited institution with at least one graduate degree in the area(s) of primary teaching responsibility and terminal degree studies related to the area(s) of primary teaching responsibility. Prior to submission of the application, a minimum of five years of full-time teaching at the college/university level, at least three at the rank of assistant professor at Norfolk State University.

2. Documented evidence of very good ratings in (1) teaching, (2) research—scholarly activity and grantsmanship, (3) service—professional development and service, University service, and community service.

3.5.1.3 Promotion to Professor

1. An earned doctorate or terminal degree from an accredited institution with at least one graduate degree in the area(s) of primary teaching responsibility and terminal degree studies related to the area(s) of primary teaching responsibility.

2. Prior to submission of the application, a minimum of seven years full-time teaching experience at the college/university level, at least four at the rank of associate professor at Norfolk State University.
3. Documented evidence of exceptional ratings in (1) teaching, (2) research—scholarly activity and grantsmanship, (3) service—professional development, University service, and community service.

3.5.2 Application Process for Promotion and/or Tenure

Before submitting an application for a change in academic rank or status, it is the responsibility of the eligible faculty member to become thoroughly familiar with all established criteria related to the academic rank sought.

Each department must employ specific criteria that relate to teaching, scholarly activity, and service. The criteria for promotion and/or tenure must be based on the same standards as those for the annual evaluation review and must be approved by the dean and Provost and Vice President for Academic Affairs.

The departmental criteria shall employ standards for measuring the quality of teaching activities consistent with University policies. The quality should be validated through, but not limited to, the following:

- Student evaluations [See Appendix 1].
- Peer evaluations.
- Innovations in teaching methods.
- Creation of innovative curriculum.
- Incorporation of latest knowledge into teaching.
- Academic advising.
- Specific incorporation of critical thinking and workplace skills into course content.
- Expertise within the content area of instruction.
- Creation of a congenial and productive learning environment.
- Proficiency in instructional delivery, instructional design, the design and effective use of instructional materials, and the appropriate and effective use of various forms of instructional technology.
The departmental criteria shall employ standards for measuring the quality of service activities consistent with University policies. The quality should be validated through, but not limited to, the following:

- Participation in organizational or professional meetings, symposia, seminars, and colloquia other than those included under scholarly activities.
- Leadership in professional organizations, accreditation commissions, etc.
- Invitations to serve on review committees and boards for peer-reviewing.
- Professional recognition through honors and awards.
- Faculty work other than teaching and research, which contributes to the mission and goals of the University.
- Participation in university-wide committees, including search committees, Honors College, International Programs, Commencement/Convocation, special task forces, ad hoc committees, Faculty Senate, etc.
- Participation in support of any departmental, school, or University-approved program or committee.
- Participation in activities that enhance student learning and/or enhance professional performance of colleagues.
- Presentations offered by faculty to the university community that are not included in scholarly activity.
- Participation in registration and academic advising.
- Mentoring within a department.

The departmental criteria shall employ standards for measuring the quality of scholarly activities consistent with University policies. The quality should be validated through, but not limited to, the following:

- Publication in refereed journals, monographs, or books.
- Publication in conference proceedings.
- Peer references outside the University.
• Scholarly presentations at professional meetings.

• Preparation of successful grant proposals and management of funds received.

• Exhibitions and performances.

• Significant contributions to local, national, and international communities.

The process for applying for promotion and/or tenure is described below. Only tenure-track faculty can apply for tenure, and only tenured or tenure-track faculty may apply for promotion and must adhere to the following:

1. Faculty holding the rank of Assistant Professor must concurrently apply for tenure and promotion. Tenure is awarded only to faculty holding Associate Professor rank or higher.

2. By November 1, the applicant submits Declaration of Intent to Apply for a Change in Academic Status to the department chair, who acknowledges receipt and forwards a copy to the college or school dean.

3. The applicant downloads the Application(s) for Promotion and/or Tenure from https://portal.nsu.edu/SpartanNet/provost/Shared%20Documents/Tenure-Application.pdf and submits the completed application to the departmental evaluation committee via the department chair by January 15 of each calendar year. The completed application shall include annual review data and requested supportive documents.

4. The chair and Departmental Evaluation Committee conduct a review of the tenure and promotion documents and complete a written assessment (i.e., recommendation and justification) by January 31 of each calendar year.

5. On or before February 4 of each calendar year, the chair forwards the promotion and/or tenure documents, along with the departmental recommendation and justification, to the dean. The chair forwards a copy of the recommendation and justification to the faculty member.

6. The dean reviews the promotion and/or tenure documents and the department’s recommendation and justification and ensures that the department followed established procedures and guidelines. The dean sends the tenure and promotion documents, along with a recommendation and justification, to the University Review Committee by February 15 of each calendar year. The dean forwards a copy of the recommendation and justification to the faculty member.

7. The University Review Committee reviews the promotion and/or tenure documents and the recommendations and justification of the department and the dean. The University Review Committee sends the promotion and tenure documents, along with a recommendation and justification, to the Provost and Vice President for Academic Affairs by the end of February of each calendar year. The University Review Committee forwards a copy of the recommendation and justification to the faculty member.
8. The Provost and Vice President for Academic Affairs reviews the promotion and/or tenure documents and the recommendation and justification of the department, dean, and the University Review Committee. The Provost and Vice President for Academic Affairs sends the tenure and promotion documents, along with a recommendation and justification, to the President.

9. The President reviews the recommendations received from the Provost and Vice President for Academic Affairs and takes appropriate action. Recommendations receiving favorable endorsement are presented to the Board of Visitors for final action. Once the Board has acted, the Provost and Vice President for Academic Affairs will forward written notification to all applicants and their respective deans and chairpersons.

10. Elements of the evaluation shall be based on those outlined in the annual evaluation review criteria.

### 3.5.3 Promotion Review Summary

The review and recommendation process for promotion involves several units, which must be accomplished in the following sequence: (1) The chair and departmental evaluation committee (faculty in department), (2) the college or school dean, (3) the university review committee, (4) the Provost and Vice President for Academic Affairs, (5) the President, and (6) the Board of Visitors.

### 3.5.4 Denial of Promotion

Faculty not recommended for promotion may submit an application for promotion the next review cycle. An explanation for denial is included in the notification.

### 3.6 TENURE

Tenure is a status conferred by the Board of Visitors upon a faculty member after the member has completed a period of probation and satisfied requirements in teaching, research, and service. Such status represents a continuous employment contract and protects the faculty member against arbitrary dismissal. However, tenure does not guarantee a lifetime contract, regardless of performance.

The decision to grant tenure is based on the faculty member's demonstrated superior performance and the expectation that this performance will continue, within the context of the needs of the institution. Faculty members awarded tenure may receive monetary recognition.

#### 3.6.1 Philosophy

The tenure policy at Norfolk State University is based upon the following philosophy:
• That a clear and operable set of published criteria shall exist in order to determine the award of tenure.

• That the criteria used in determining tenure shall support the goals of Norfolk State University and enhance the professional skills of the individual faculty member.

• That any eligible member of the faculty may achieve tenure by satisfying the published criteria.

• That a faculty member granted tenure has security against arbitrary dismissal.

• That academic freedom exists for all members of the faculty, including those with probationary, multi-year, and adjunct appointments.

3.6.2 Criteria for Tenure

The following criteria are to be used in the tenure review process:

1. Teaching.
2. Research—scholarly activity and grantsmanship.
3. Service—professional development and service, University service, and community service.

Tenure is awarded based on the assessment of the following:

1. Quality of, and commitment to, student instruction (including teaching, course design, course material, and other mechanisms of enhancing student learning).

2. Quality of, and productivity in, scholarship, research, and/or creative activity.

3. Contributions to the University and to the public through services of appropriate intellectual content.

4. Successful completion of prescribed probationary period.

5. Satisfaction of specific criteria for the rank at which tenure is to be considered.

6. The length of the probationary period as determined by the rank of the faculty member at the time of the initial appointment.

7. Determination by the President and the Board that tenure is in accord with University objectives.
All candidates for tenure should demonstrate excellence in teaching and other academic assignments, supplemented with achievements in service, research, and scholarly and/or creative activity consistent with documented expectations. The excellence of a candidate's performance will be assessed by the traditional criteria of teaching effectiveness, research, scholarly and creative activity, and service of a professional nature. The relative importance given to these criteria may vary according to the discipline, department, and assigned duties of individual candidates, as delineated on annual faculty activity plans, reports, and evaluations.

Clear evidence of a candidate's teaching effectiveness must be presented. Sources of information which validate a candidate's teaching ability include, but are not limited to, student evaluation of instruction, peer evaluation, and evaluation by the department chair.

Service is a term encompassing a faculty member's activities in one of three areas: professional development and service, University service, and community service. Professional service refers to the work done for organizations related to one's discipline or to the teaching profession generally. Institutional service refers to work other than teaching and research done at the department, college, or university level. The public service function of the University is the outreach to society at large, with major emphasis on the application of knowledge for the solution of problems with which society is confronted.

The University will award tenure only to those full-time faculty members who have demonstrated excellence in teaching and advisement of students, plus superior fulfillment of their additional professional responsibilities. They must hold the necessary academic credentials and be actively involved in their professional development. Granting of tenure is also contingent upon an interest and involvement in the overall activities of the University and upon evidence of a willingness and ability to provide leadership for the future.

Reappointment, tenure, and promotion are not granted automatically for satisfactory performance during a given period of time. Rather, they are granted to those who have demonstrated their potential for long-term usefulness to the University. The granting of tenure in particular is tantamount to a "second hiring." Each candidate must make a strong positive case.

3.6.3 Application for Tenure Procedures

Before submitting an application for tenure, the eligible faculty member should become thoroughly familiar with all established criteria related to the acquisition of tenure.

The process for applying for tenure is described below. Only faculty on tenure-track
positions may apply for tenure and must adhere to the following:

1. By November 1, the applicant submits **Declaration of Intent to Apply for a Change in Academic Status** to the department chair, who acknowledges receipt and forwards a copy to the school dean.

2. The applicant downloads the Application for Tenure from the website ([https://portal.nsu.edu/SpartanNet/provost/Shared%20Documents/Tenure-Application.pdf](https://portal.nsu.edu/SpartanNet/provost/Shared%20Documents/Tenure-Application.pdf)) and submits the completed application to the departmental evaluation committee via the department chair by January 15 of each calendar year. The completed application shall include annual review data and requested supportive documents.

3. The chair and Departmental Evaluation Committee conduct a review of the tenure documents and complete a written assessment (i.e., recommendation and justification) by January 31 of each calendar year.

4. On or before February 4 of each calendar year, the chair forwards the promotion and/or tenure documents, along with the departmental recommendation and justification, to the dean. The chair forwards a copy of the recommendation and justification to the faculty member.

5. The dean sends the tenure documents with a recommendation to the Provost and Vice President for Academic Affairs by February 10 of each calendar year. The dean forwards a copy of the recommendation and justification to the faculty member.

6. The University Review Committee reviews the promotion and/or tenure documents and the recommendations and justification of the department and the dean. The University Review Committee sends the promotion and tenure documents, along with a recommendation and justification, to the Provost and Vice President for Academic Affairs by the end of February of each calendar year. The University Review Committee forwards a copy of the recommendation and justification to the faculty member.

7. The Provost and Vice President for Academic Affairs reviews the promotion and/or tenure documents and the recommendation and justification of the department, dean, and the University Review Committee. The Provost and Vice President for Academic Affairs sends the tenure and promotion documents, along with a recommendation and justification, to the President.

8. The President reviews the recommendations received from the Provost and Vice President for Academic Affairs and takes appropriate action. Recommendations receiving favorable endorsement are presented to the Board of Visitors for final action. Once the Board has acted, the Provost and Vice President for Academic Affairs
Affairs will forward written notification to all applicants and their respective deans and chairpersons.

9. Elements of the evaluation shall be based on those outlined in the annual evaluation review criteria.

3.6.4 Tenure Review Summary

The departmental evaluation committee makes the recommendation for tenure through the departmental chair to the school dean. The school dean conducts a school-level review and makes a recommendation from the school. The dean then forwards only those applications that have met required criteria for tenure to the Office of the Provost and Vice President for Academic Affairs, who reviews and then forwards all recommendations for tenure to the President.

The President reviews the recommendations received from the Provost and Vice President for Academic Affairs and takes appropriate action. Recommendations receiving favorable endorsement are presented to the Board of Visitors for final action. Once the Board has acted, the Provost and Vice President for Academic Affairs will forward written notification to all applicants and their respective deans and chairpersons.

Once a faculty member has attained tenure, there is a potentially lifelong relationship between the University and the faculty member. The post-tenure review and renewal process is to be used as a tool to ensure continuous quality and high performance in teaching, research, and service.

3.6.4.1 Assistant Professor

An assistant professor must have the earned doctorate or terminal degree and can apply for tenure not earlier than the fall semester of the fourth year, but not later than the fall semester of the sixth continuous academic year at Norfolk State University. Granting of tenure requires documented evidence of very good ratings in (1) teaching, (2) research—scholarly activity and grantsmanship, (3) service—professional development and service, University service, and community service.

3.6.4.2 Associate Professor

An associate professor who is not yet tenured must have the earned doctorate or terminal degree and can apply for tenure not earlier than the fall semester of the third year, but not later than the fall semester of the fourth continuous academic year at Norfolk State University. Granting of tenure requires documented evidence of excellence in (1) teaching, (2) research—scholarly activity and grantsmanship, (3)
service—professional development and service, University service, and community service.

3.6.4.3 Professor

The rank of professor is the highest academic rank and must reflect exemplary service. A professor who is not yet tenured must have the earned doctorate or terminal degree and can apply for tenure not later than the fall semester of the second continuous academic year at Norfolk State University. Granting of tenure requires documented evidence of excellence in (1) teaching, (2) research—scholarly activity and grantsmanship, (3) service—professional development and service, University service, and community service.

3.6.5 Denial of Tenure

A faculty member who is not recommended for tenure or is denied tenure by the Board of Visitors will be given a one-year terminal contract. The Provost and Vice President for Academic Affairs shall provide the faculty member with a written statement listing the reasons for denial of tenure. Certain situations may warrant rehiring an individual in a multi-year position, but the individual will not be eligible for another tenure-track appointment at the University.

3.7 UNIVERSITY REVIEW COMMITTEE

The University Review Committee (URC) shall review all promotion, tenure, change in contract type, leave, and sabbatical cases that have not been approved at the department or school levels.

The committee shall consist of the following nine (9) members:

- One tenured professor from each of the five academic schools elected by a majority vote of the school’s full-time teaching faculty, of whom one will be selected by the committee as chair.

- One tenured professor or associate professor selected by the grievant.

- One tenured professor or associate professor selected by the department of the grievant who may or may not be a member of the department’s initial review committee.

- One tenured professor or associate professor from the grievant’s School Compliance Committee as selected by the School Compliance Committee.
• The President of the Faculty Senate or designee.

The elected committee members are to be identified no later than October 15 of each academic year. A committee quorum is five. The committee’s recommendation to the Provost and Vice President for Academic Affairs shall be by majority vote of the entire committee. The Provost and Vice President for Academic Affairs may or may not accept the committee’s recommendation regarding promotion, tenure, leave and sabbatical cases. If the committee’s recommendation is not accepted, the Provost and Vice President for Academic Affairs must provide written justification.

3.8 POST-TENURE REVIEW

Post-Tenure Review measures a tenured faculty member’s continuing commitment to Professional Development and Service, University Service, and – at the discretion of academic departments – Community Service.

3.8.1 The Post-Tenure Review Process

Post-Tenure Review of all tenured faculty members will be conducted every five (5) years. (In the event of a successful remediation, the five (5)-year cycle begins upon the completion of the two (2)-year remediation period.)

Post-Tenure Review can be triggered before that time by two (2) consecutive or three (3) non-consecutive annual evaluation ratings of “Improvement Required” or “Unsatisfactory.” This Post-Tenure Review Process, in conjunction with the Annual Peer Review Process and the Dismissal for Cause section of the University’s Teaching Faculty Handbook, will ensure continued high performance of tenured faculty. NSU faculty members are reviewed annually by their departments according to the following categories: (I) Teaching, (II) Scholarly Activity, (III) Professional Development and Service, and (IV) University Service. Some departments acknowledge the additional category of (V) Community Service.

A review of annual evaluations by the post-tenure review committee should not reveal discrepancies between the expectations defined in the departmental standards and the scores assigned.

All tenured faculty members at NSU are expected to perform teaching duties and service consistent with the definitions outlined in the 2012 Teaching Faculty Handbook and the discipline-specific guidelines established by their department.

Tenured faculty members are expected to achieve an appropriate level of scholarly activity for their discipline, consistent with definitions outlined in the 2012 Teaching Faculty Handbook and standards explicitly outlined in the performance guidelines of the
departments in which they serve. The guidelines must be approved and monitored by the Compliance Committee and the Dean of the college or school.

3.8.2 Timeline

By March 15th of the year following the expiration of a five (5)-year cycle, the tenured faculty member will submit a condensed report to the department chair. This report will include a self-evaluation of performance that specifically outlines achievements in each of the departmental annual faculty evaluation categories.

The report must include the following: courses taught, theses or dissertations directed, all evaluations of teaching; publications, performances, and presentations; service activities; and all annual review evaluation score sheets for the five years under review (as an appendix). The report should also address goals/areas for improvement and/or an explanation of how the faculty member proposes to resolve problems flagged by the annual reviews. The re-submission of complete annual evaluation portfolios is not required.

3.8.3 Procedures

Each department must establish a Post-Tenure Review Committee. This committee will be composed of one (1) tenured member of a reviewed faculty member’s department (excluding the reviewed faculty member), selected by the Department Chair or unit head; one (1) person, with tenured rank, selected by the reviewed faculty member from that faculty member’s college/school or department; and one (1) person with tenured rank, selected by the Dean of the school or college. A Chair of the PTR committee will be selected from and elected by the three (3) faculty members. The entire PTR committee will be responsible for drafting its conclusions by April 15th.

Post-Tenure Review is not an application for tenure or promotion. The rank of tenure is granted only once. Consequently, the extent of the evaluation performed by the Post-Tenure Review Committee is limited to the stipulations outlined in the present article. The PTR Policy will be implemented in five (5) stages, effective January 1, 2012. Tenured faculty members will undergo Post-Tenure Review according to the following schedule:

1. Faculty tenured for twenty (20) or more years at NSU will be subjected to their first Post-Tenure Review three (3) years following the enactment of the policy. The review will be of their performance over the five (5) years ending on December 31, 2015.

2. Faculty tenured for fifteen (15) to nineteen (19) years at NSU will be subjected to their first Post-Tenure Review four (4) years following the enactment of the
policy. The review will be of their performance over the five (5) years ending on December 31, 2016.

3. Faculty tenured for ten (10) to fourteen (14) years at NSU will be subjected to their first Post-Tenure Review five (5) years following the enactment of the policy. The review will be of their performance over the five (5) years ending on December 31, 2017.

4. Faculty tenured for four (4) to nine (9) years at NSU will be subjected to their first Post-Tenure Review six (6) years following the enactment of the policy. The review will be of their performance over the five (5) years ending on December 31, 2018.

5. Faculty tenured for zero (0) to three (3) years at NSU will be subjected to their first Post-Tenure Review seven (7) years following the enactment of the policy. The review will be of their performance over the five (5) years ending on December 31, 2019.

If at any time following the implementation of the policy on January 1, 2012, a tenured faculty member is on record as having received, over the previous five (5) years, two (2) consecutive or three (3) non-consecutive annual evaluation ratings of “Improvement Required” or “Unsatisfactory” in his or her overall score (teaching, research and service), a Post-Tenure Review will be triggered immediately. The review will be of the faculty member’s performance over the five (5) years preceding the trigger.

3.8.4 Criteria

Post-Tenure Review Committees will assess the validity of the tenured faculty member’s self-evaluation by measuring annual review scores against the discipline-specific performance standards developed by the department and approved by the respective School or College Compliance Committee. In a Post-Tenure Review Case, the Compliance Committee must be made up of only tenured faculty members. Additional supporting materials may be requested of the faculty member only if potential factual discrepancies are identified.

Post-Tenure Review Committees will also verify that a minimal pace of performance in publishing and conferencing, to be determined by departments, is sustained.

3.8.5 Outcomes

3.8.5.1 Satisfactory Faculty Performance

A Post-Tenure Review is deemed successful if a majority of the three (3) committee members approve it. Failing this committee majority, the reviewed faculty member
will be recommended for remediation. By April 15, the reviewed faculty member will be officially notified, in writing, of the outcome of the results of the review by the chair of the committee.

If the PTR Committee does not agree to pass the reviewed faculty member, evidence must be provided in its report that the faculty member did not meet the requirements based on his or her department or unit. The Committee must be reasonably satisfied that the reviewed faculty member has not performed satisfactorily over the five-year cycle.

If in disagreement with the Post-Tenure Review Committee’s findings after a successful review, the Dean is entitled to submit a written dissenting opinion to the committee. The Provost and Vice President for Academic Affairs makes the final decision when the PTR Committee and dean disagree.

A final copy of the Plan of Action Report must be provided to the faculty member and PTR Committee by May 30th of the review year.

3.8.5.2 Deficient Faculty Performance

Failure to achieve approval results in a recommendation for remediation. The identified weaknesses will require a Plan of Action Report (i.e., individualized remediation process) including expectations and guidelines for improvement. The Plan of Action will be developed by the department chair and the faculty member. In the event the parties cannot agree, the dean, with input from the chair, will finalize the plan. A final copy of the Plan of Action must be provided to the reviewed faculty member and PTR Committee by May 30th of the review year. The Plan of Action will include identifiable commitments on the part of the individual and the institution to create a supportive environment for the resolution of problems over a period of two (2) years.

The Post-Tenure Review Committee will regularly update the department chair and dean on progress of the reviewed faculty member.

By May 1st of the second year of the Plan of Action, a faculty member subjected to remediation must submit a new report containing an updated letter from the Department Chair; a new self-evaluation; and supporting materials of the faculty member’s choosing. If the faculty member is determined by the Post-Tenure Review Committee to have failed to meet expectations, a report by the committee chair will be submitted to the respective School or College Compliance Committee for validation. Notification to the dean by the respective School or College Compliance Committee will occur by May 15th. The dean may then notify the faculty member of the University’s
intent to initiate Dismissal for Cause according to the appropriate section of the 2012 Teaching Faculty Handbook.

3.8.6 Due Process

In the event that the reviewed faculty member disagrees with the conclusions of the Post-Tenure Review Committee, an appeal recourse is available to the faculty member, as outlined in section 8.7 of the 2012 Teaching Faculty Handbook.

3.9 MERIT PAY

The guiding principle is that merit pay should reward and encourage outstanding professional achievement and productivity. The merit-pay process represents a multi-faceted approach in evaluating individual professional accomplishments for the purposes of awarding salary increments and preserving the quality of educational services at Norfolk State University. Faculty members will be evaluated in categories deemed appropriate to assignments. While the specifics for each category may vary, all evaluations must adhere to the general guidelines presented in the appropriate faculty evaluation forms. These forms must identify explicit criteria that permit objective and consistent evaluations. A rating scale for each faculty classification is presented that allows for uniform merit-pay share distribution university-wide. Performance that is "working to the contract" is not to be considered outstanding. The merit-pay share distribution scale allows for no increment for persons whose basic performance does not meet minimum standards and expectations. Activities that substantially contribute to educational policies and programs, improve the professional standing of the individual faculty member, and/or contribute to the stature of the University within the larger community will be deemed appropriate for merit-pay consideration.

Teaching faculty evaluation weights, which may vary from department to department within the school, will be prescribed within academic schools by the Evaluation/Merit-pay Committee, composed of one representative (rotated annually) from each departmental peer review committee. School-wide ratings assigned by this committee will be communicated to each departmental committee by October 15 of each year.

3.10 FACULTY RECOGNITION

In recognition of exceptional service and performance, the University has established several faculty recognition awards. Recommendations for all faculty recognition awards will be reviewed by the University Faculty Recognition Committee, unless specified otherwise. The committee will forward its recommendations to the Provost and Vice President for Academic Affairs. If the committee’s recommendation is not accepted, the Provost and Vice President for Academic Affairs must provide written justification.
The University Faculty Recognition Committee shall also review academic leave and sabbatical requests (with and without compensation) after department and school review but before review by the Provost and Vice President for Academic Affairs. In this capacity the committee is charged with reviewing the sabbatical or leave proposal and certifying to the Provost and Vice President for Academic Affairs that the request facilitates one or more of the following:

- Enhances teaching effectiveness.
- Contributes to the scholarly stature of the faculty member and the University.
- Strengthens academic programs.
- Expedites terminal degree completion.
- Provides applied experiences that are deemed relevant to the academic program.
- Supports the University’s mission and vision.

The committee may or may not concur with the actions taken by the department and school.

The membership of the University Faculty Recognition Committee shall consist of seven (7) members, four appointed by the Faculty Senate and three appointed by the Provost and Vice President for Academic Affairs. At least three committee members must be from the teaching faculty. The committee will elect a chair. Members are appointed annually and may serve consecutive terms. The Committee shall convene as needed and must adhere to the guidelines as printed in the Teaching Faculty Handbook.

3.10.1 Distinguished Faculty

The Distinguished Faculty Awards Program is an internal program and is designed to recognize and honor faculty who have distinguished themselves in several categories: (1) teaching, (2) scholarship and grantsmanship, (3) professional development, and (4) University Professor. The program is managed by the Office of the President.

3.10.1.1 Selection Committees

The President shall appoint selection committees for each award, the membership of which will not be made public, and shall name the chairpersons in secret.

To fairly represent each discipline, the selection committees will consist of tenured teaching faculty members, one chosen from each academic school. No one with the title higher than department chair is eligible to serve on the selection committee. Teaching faculty members should comprise the majority of committee members with just one representative from appropriate support staff.
3.10.1.2 Procedures

1. All deliberations of the selection committees must be held in complete confidence.

2. Eight (8) copies of each nomination will be received in the President’s Office by the established deadline as announced by the President’s Office, and the selection process will begin immediately thereafter.

3. Specific rules under which the selection committees will operate will be developed by the committees and approved by the President or his or her designee.

3.10.1.3 Nominations

Nomination of faculty may be made by anyone except oneself, and should be made directly to the chairperson of the faculty member’s department. In addition, the chairperson of each department is urged to review all faculty members in the department each year and make appropriate nominations. The chairperson will prepare a thoroughly documented recommendation and forward it to the Dean’s Office for review. If the faculty member to be nominated is a department chair, the nomination should be made directly to the appropriate dean, who will be responsible for preparing the documented recommendation.

There will be no more than one (1) nomination per category per academic school. For each nominee, the dean will add a letter of endorsement summarizing the accomplishments of the nominee and will forward eight (8) copies of the nomination package directly to the President by the established deadline. The President will then forward the packages to the appropriate selection committee as appointed by the President. The committee will then meet in secret to evaluate the documentation and offer a recommendation in each category to the President. The awardees will be announced at the Fall Convocation. The selection committees may or may not make recommendations for all categories each academic year. Also, the President may or may not accept the recommendations of the selection committees. In such instances, no awards will be awarded in that specific category for the academic year.

3.10.2 Professor Emeritus

To recognize those distinguished individuals of the academic community at Norfolk State University who, in addition to rendering long and faithful service to the University, have unselfishly made outstanding contributions above and beyond those expected of all conscientious employees, the University Faculty Recognition Committee will review nominations of faculty to receive the Emeritus title. This title is to be
considered the highest honor the academic community can bestow upon one of its members. The nomination process shall be open to anyone wishing to submit a nomination.

3.10.2.1 Committee Membership

The membership of the University Faculty Recognition Committee as specified in Section 3.10 will serve as the Committee for “emeritus” designation.

3.10.2.2 Guidelines

The following guidelines are to be used:

1. Each person who accepts the nomination must have been a full-time employee of the University and have a minimum of 15 years of service, must be retiring by reason of age or disability, and must have held the rank of associate professor or professor for at least five years immediately prior to retiring.

2. By October 15 of each academic year, the Provost and Vice President for Academic Affairs will make available to the Faculty Recognition Committee the names of all persons who are eligible for consideration.

3. Upon receipt of all of the names of persons who are eligible, the committee will, by utilizing all available information, develop a profile of each individual’s accomplishments while at Norfolk State University, with particular emphasis placed on the contributions made by the individual to the growth of the University and to the academic achievements of students. The committee shall also establish a definition for “distinguished” faculty.

4. Should the committee nominate individuals after critical review of their contributions, it shall send the names of the nominees and their profiles to the members of the faculty and administration by March 1. Two weeks after the submission of materials to the faculty and the administration, the faculty and administration will vote on the nominees, using a secret ballot prepared and distributed by the committee. The decision shall be in favor of each nominee who receives an affirmative vote of at least two-thirds of the persons voting.

5. Upon receipt of an affirmative vote, the Committee will forward the recommendation to the Provost and Vice President for Academic Affairs. The Provost and Vice President for Academic Affairs will attach his or her recommendation thereto and forward the material to the President. The President, in turn, will attach his or her recommendations and forward the recommendations to the Board of Visitors who will then consider this material when acting on the appointment of the candidate to Emeritus status. The Provost and Vice President for Academic Affairs will publicize the final decision to the candidate(s) and to the University at Fall Convocation.
SECTION IV. FACULTY RESPONSIBILITIES AND RIGHTS

4.1 PROFESSIONAL ETHICS

The following *Statement of Professional Ethics*, approved by the American Association of University Professors in April 1996 and endorsed by the fifty-second Annual Meeting as Association policy, serves as a guide for the ethical and moral conduct of its members:

The professor, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognizes the special responsibilities placed upon him or her. His or her primary responsibility to his or her subject is to seek and to state the truth as he or she sees it. To this end, he or she devotes his or her energies to developing and improving his or her scholarly competence. He or she accepts the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. He or she practices intellectual honesty. Although he or she may follow subsidiary interests, these interests must never seriously hamper or compromise his or her freedom of inquiry.

As a teacher, the professor encourages the free pursuit of learning in his or her students. He or she holds before them the best scholarly standards of his or her discipline. He or she demonstrates respect for the student as an individual and adheres to his or her proper role as intellectual guide and counselor. He or she makes every reasonable effort to foster honest academic conduct and to assure that his or her evaluation of the students reflects their true merits. He or she respects the confidential nature of the relationship between professor and student. He or she avoids any exploitation of students for his or her private advantage and acknowledges significant assistance from them. He or she protects their academic freedom.

As a colleague, the professor has obligations that derive from common membership in the community of scholars. He or she respects and defends the free inquiry of his or her associates. In the exchange of criticism and ideas, he or she shows due respect for the opinion of others. He or she acknowledges his or her academic debts and strives to be objective in his or her professional judgment of colleagues. He or she accepts his or her share of faculty responsibilities for the governance of his or her institution.

As a member of his or her institution, the professor seeks, above all, to be an effective teacher, scholar, and contributor to service at all levels. Although he or she observes the state regulations of the institution, he or she maintains his or her right to criticize and seek revision. He or she determines the amount and character of the work he or she does outside his or her institution with due
regard to his or her paramount responsibilities within it. When considering the interruption or termination of his or her service, he or she recognizes the effect of his or her decision upon the program of the institution and gives due notice of his or her intentions.

As a member of his or her community, the professor has the rights and obligations of any citizen. He or she measures the urgency of these obligations in the light of his or her responsibilities to his or her subject, to his or her students, to his or her profession, and to his or her institution. When he or she speaks or acts as a private person, he or she emphasizes that he or she is not speaking or acting for his or her college or university. As a citizen engaged in a profession that depends upon freedom for its health and integrity, the professor has a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

4.2 FACULTY RESPONSIBILITY

Faculty members have the primary responsibility for the content, quality, and effectiveness of the curriculum. Accordingly, each faculty member shall develop and maintain an academic atmosphere conducive to the spirit of free inquiry and academic integrity. In this regard the faculty member shall comply with the following:

1. Meet all classes on time and hold the class for the duration of the period.

2. Consistently follow all administrative requirements in relation to class rosters, student learning, and grading practices.

3. Clearly state the course goals and learning outcomes and inform students of testing and grading systems. These systems should be consistent with the rules and regulations of the academic division and the University.

4. Develop and assess measurable learning outcomes for courses taught, ensuring curriculum coherency and alignment.

5. Submit syllabi in accordance with University syllabi guidelines to the department chair and distribute to class during the first week of instruction.

6. Remain available to students for academic advisement and mentoring, and announce and keep office hours that are convenient to both students and teacher.

7. Engage in scholarly activity, grantsmanship, and professional development and service commensurate with type of faculty appointment.
8. Strive to develop among students respect for others and their opinions by demonstrating his or her own respect for each student as an individual.

9. Make sure that student letters of evaluation and recommendation are written with candor, fairness, and promptness.

4.2.1 Meeting Classes and Absences from Classes

Teachers are expected to be punctual, to conduct classes in the assigned area for the full period as scheduled, and to insist upon punctuality by students. Classes must begin and be dismissed promptly. In the event a class is not held or is dismissed before the close of the period, the instructor must file a report with the department chair. Teachers who plan to be away from the University during class periods should receive in advance, the written approval of the department chair and dean in the form of a completed and signed Teacher Absence Request Form. The form should be maintained on file in the dean’s office. Forms are available for such absences in the departmental office. Emergency absences must be reported as soon as possible to the department chair, who will in turn post a notification in the classroom prior to the beginning of class. The department chair will process the form if the faculty member is not able to do so. Faculty providing coverage for colleagues absent for a duration of more than two weeks will be compensated on a prorated basis.

4.2.2 Classroom Procedures

Faculty are expected to conduct their classes in a professional manner, observing the tenets of proper decorum and classroom management. During the first three weeks of instruction, faculty members should make sure that students who attend their classes are properly registered. Also during the first week of class, students must be given a course syllabus (electronically or paper) that explains the instructor’s academic procedures, methods of grading, course content that explains the instructor’s academic procedures, methods of grading, course content, attendance policy, office hours, and the kind of academic performance that will be expected. Faculty are expected to follow the grading methodology documented in course syllabi to ensure that students are graded fairly. Faculty are expected to notify students and document any changes that might be made to grading methods during the semester. In addition, faculty should record all final grades for students in their grade books and make certain that they are calculated in accordance with the grading methods outlined in course syllabi.
4.2.3 Classroom Freedom and Responsibility

1. Students shall have protection through orderly procedures against prejudicial or capricious academic evaluation. Class performance should be judged solely on academic performance. Faculty members shall not consider it their prerogative to go beyond established academic policy.

2. Students are free to take reasonable exception to data or views offered in any course of study and to reserve judgment about matters of opinion. Students are, however, responsible for learning the course content required for successfully completing the course.

3. Cases of dishonesty in academic work are considered to be serious violations of the University's regulations; therefore, dishonest students risk incurring the penalty of failure in the course and/or dismissal from the University.

4. The academic program of the University is the basis for all college activities; therefore, each student is expected to attend all classes. Class attendance is a requirement for the successful completion of courses. Adherence to this requirement is the responsibility of the student.

5. Information concerning student views, beliefs, and political associations which professors may acquire in the course of their work shall be considered confidential.

6. Students who believe their academic freedoms may have been abridged have the right to seek redress. Students should reference the Student Handbook for appropriate guidelines at: https://www.nsu.edu/Assets/websites/student-affairs/student-handbook/NSU-Student-Handbook.pdf

4.2.4 Academic Records and the Grading System

Each semester each instructor is expected to keep, and submit to the departmental chair at the end of the semester, a permanent record of students' grades and attendance. The evidence of unexcused absences in excess of limits allowed by University policy must be documented and included in the course record book, which may be in electronic format.

Faculty members are expected to plan their work so that they can report grades to the department chair and the Registrar by the published deadlines for such reports each semester.
4.2.5 Assignments and Examinations

Regulations governing end-of-term examinations and assignments are described below. They apply both to undergraduate and graduate students.

**Beginning of Term**: During the first class meeting, instructors are to provide a clear and complete description of the course requirements and expectations in each subject, including the due dates for required work, the schedule of examinations during the term, information regarding whether there will be a final examination, and the grading criteria and procedures to be used. Major assignments should be assigned early enough to allow students the opportunity to manage their time effectively throughout the term. Subsequent changes are to be written and distributed to students in a reasonable time for the work to be completed.

**End of Term**: Final examinations are to be given only as scheduled in the official university calendar and are held during the final examination period following each term. Only in case of emergency should there be a deviation from the published examination schedule. Permission for such deviations must be obtained from the department chair and dean who, in turn, will seek authorization from the Provost and Vice President for Academic Affairs. Any changes must be announced to the class before the end of the third week of the term. The schedule change must accommodate all students enrolled in the course. Students' final examinations are to be kept on file for one year and should be made available to students who request to review them.

4.2.6 Textbooks

The University Bookstore orders textbooks for all courses offered. Orders for all books are derived from order forms that have been approved by the department chair and dean. Faculty members must submit requests for textbooks by the deadline set by the University Bookstore. The department chair shall have the responsibility of submitting all requisitions by the bookstore deadline for all textbooks ordered by individual faculty within the department.

4.2.7 Student Assessment of Faculty

Student assessment is conducted from the Office of the Provost and Vice President for Academic Affairs using the instrument for course evaluation of faculty. The forms are distributed each semester to students enrolled in all classes taught by each faculty member. All responses will be both confidential and anonymous. Evaluation forms are distributed, completed, and submitted to the appropriate office, without the forms having been viewed by the faculty member. It is strongly recommended that the faculty member being evaluated not handle the evaluation form once it has been completed and should not be present in the classroom while the evaluation forms are
being completed. For paper and pencil evaluations, the evaluation forms must be collected, placed in the designated envelope, and sealed by someone other than the faculty member. Student feedback from the assessment is available for faculty review. Results of student assessment must be considered in the faculty evaluation process. On-line evaluations are available and administered according to the guidelines published on the website by the Office of E-Learning.

4.2.8 Disciplinary Problems

Professional conduct, adherence to University policy, and effective classroom management practices on the part of the academic professional will minimize the occurrence of student disciplinary problems. When disciplinary problems occur, the faculty member should refer the matters to the department chair for adjudication by the proper authorities. Disciplinary problems such as cheating, plagiarism, or sexual harassment are not tolerated. Such violations of conduct will be reviewed, and penalties will be enforced in accordance with the University policy as published in the *Norfolk State University Student Handbook* and other University policies.

4.3 ACADEMIC FREEDOM AND RESPONSIBILITIES

Thomas Jefferson helped establish the principles upon which academic freedom is based when he said: "This institution will be based on the illimitable freedom of the human mind. For here we are not afraid to follow truth wherever it may lead, or to tolerate any error so long as reason is left to combat it."

Academic freedom is essential to proper University operation and applies to teaching, research, and creative activities. Such freedom in research is fundamental to the advancement of knowledge. Academic freedom in the classroom is essential for the protection of the rights of the teacher in teaching and the rights of the student to freedom in learning. Academic freedom embodies both rights and responsibilities for all elements of the academic community.

The University is guided by *The 1940 Statement of Principles on Academic Freedom and Tenure* of the American Association of University Professors (AAUP) and the following specifically:

1. Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties, but research for pecuniary return should be based upon an understanding with the authorities of the institution.
2. Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching personal or controversial matters which have no relation to their subject.

3. Limitations of academic freedom, because of religious or other aims of the institution, should be clearly stated in writing at the time of the appointment.

4. College or university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence, they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution. Faculty members should avoid expressing their personal views on University letterhead.

The University is a member of the American Association of Colleges, an organization which participated in the formulation of the document, and feels strongly that freedom of inquiry, freedom of expression, rights of due process for the faculty, and the sense of professional responsibilities set forth in this document are important to the pursuit of academic excellence at this institution.

Faculty responsibilities shall include, but not be limited to, the following specific responsibilities:

1. To remain current in their subjects and to instruct assigned courses in a manner consistent with the scheduled time, course content, and course credit approved by the faculty body and/or academic administrator appropriate to their position.

2. To complete in a professional, timely and responsible manner all other teaching and academic assignments which they have accepted or which are a normal part of their duties.

3. To avoid using their positions as teachers to coerce students to adopt or feign positions similar to their positions or to prevent the student from holding a view opposed to their view.

4. To give individual evaluations of student performance.

5. To refrain from committing or inciting acts of physical violence against individuals or property, or acts which interfere with the academic freedom of
other persons within the University or interfere with the freedom of speech or movement of such persons.

6. To treat fairly, courteously and professionally their students, their colleagues and other members of the academic community.

Integrity in scholarship and teaching is a fundamental value upon which the University is founded. Without integrity, we could not justify the privilege of academic freedom intrinsic to scholarship and education, nor could we provide to society the advancements of knowledge that derives from open inquiry. It is, therefore, a fundamental responsibility of the faculty to abide by University and professional standards of academic and research integrity.

Professional responsibility also requires conduct that is in accord with all University policies and state and federal laws and regulations. This includes, but is not limited to, policies and laws on the proper use of University funds, conflict of interest, use of animals and human subjects in research, occupational safety, free speech, nondiscrimination, and sexual harassment.

Failure to maintain these standards may be sufficient cause for a faculty member to be subjected to adverse action, up to and including dismissal from the faculty.

4.4 ACADEMIC INTEGRITY

The University’s commitment to the growth and learning of its students requires that it address any serious concerns on campus about academic dishonesty. Real intellectual and moral growth requires an environment in which people deal with each other with truthfulness and integrity, an environment which academic dishonesty prohibits. Instead, academic honesty - the fair and straightforward representation of what one has actually learned, researched and/or written - is the foundation of a healthy environment for learning. Professors, administrators, and students alike are responsible for upholding high moral and ethical standards of academic honesty in all academic endeavors.

Faculty members should be guided by the following:

1. In their work, professors must scrupulously acknowledge every intellectual debt for ideas, methods, and expressions.

2. Any discovery of suspected plagiarism should be brought at once to the attention of the affected parties, and, as appropriate, to the profession at large through proper and effective channels, typically through reviews in, or communications to, relevant scholarly journals.
3. Professors should work to ensure that their colleagues and professional societies adopt clear guidelines respecting plagiarism, appropriate to the disciplines involved, and should insist that regular procedures be in place to deal with violations of those guidelines. The gravity of a charge of plagiarism, by whomever it is made, must not diminish the diligence exercised in determining whether the accusation is valid. In all cases, the most scrupulous procedural fairness must be observed, and penalties must be appropriate to the degree of offense.

4. Scholars must make clear the respective contributions on a collaborative project, and professors who have the guidance of students as their responsibility must exercise the greatest care not to appropriate a student's ideas, research, or presentation to the professor's benefit. To do so is to abuse power and trust.

5. In dealing with students, professors must demonstrate by precept and example the necessity of rigorous honesty in the use of sources and of utter respect for the work of others.

4.5 CONFLICT OF INTEREST

As state employees, faculty members are subject to the Virginia Conflict of Interests Act and must be mindful of the potential for conflict-of-interest situations and act in a manner that does not conflict with state and University policies. Areas of special sensitivity include, but are not limited to, employment or supervision of spouses or other immediate family members, including a dependent or any other person residing in the same household as the employee, personal relationships with students, private contractual relationships with other state agencies, and the acceptance of personal gifts, favors, or rewards of any kind from firms with which the University does business and can be accessed from the NSU website.

Requests for specific details about the above and other potential conflict-of-interest situations should be directed to the Office of Human Resources. Also, the full text of conflict-of-interest policies is found in various documents/volumes located in the Office of the Vice President for Finance and Administration.

4.6 TRAVEL OUTSIDE THE CONTINENTAL UNITED STATES

If a traveler is required to leave the country on University business, approval is required by the department chair, dean, and Provost and Vice President for Academic Affairs prior to forwarding to the Office of the President for approval. The original approved "Request for Approval of Travel Outside the Contiguous Forty-Eight States in the United States and its Territories" must be submitted with the travel expense
reimbursement voucher. Out-of-country travel is any travel outside the contiguous United States, and such travel must be approved before the trip is taken.
SECTION V. FACULTY EMPLOYMENT AND DEVELOPMENT

5.1 FACULTY HIRING

It is the policy of Norfolk State University to provide equal educational opportunity and equal employment opportunity without regard to race, color, gender, sexual orientation, national origin, political affiliation, religion, age, or disability. Any employee who feels discriminated against should contact or be referred to the Compliance Officer/Ombudsperson.

The recruitment and recommendation of faculty is the responsibility of the department chair, the dean, and the Provost and Vice President for Academic Affairs. The process is completed in four steps: (1) position approval, (2) recruitment, screening, and interviewing (3) appointment, and (4) orientation.

5.1.1 Position Approval

When a position becomes vacant or when a new position is approved, the department chair submits a Faculty/Administrative Position Approval Form, with the Position Code Number (PCN) identified, seeking approval to fill the position. The completed form is submitted to the (1) dean, (2) the Provost and Vice President for Academic Affairs, (3) the Human Resources Director, and (4) the Executive Director of Planning and Budget for approval and compliance assurance.

Simultaneously, the department chair, in consultation with the departmental faculty, completes a Position Announcement Form. This form provides detailed information regarding the type of appointment, profile of the University, responsibilities, qualifications, salary, rank, application procedures, and deadline. The Position Announcement must accompany the Faculty/Administrative Position Approval Form.

5.1.2 Recruitment, Screening, and Interviewing

Once approval to fill a position has been granted, the recruitment process begins. Recommendations regarding teaching faculty appointments shall be effected through either a departmental, college, or school search committee. Search committees, in consultation with the dean and the Office of Human Resources, will be responsible for the following functions:

1. Writing and distributing advertisements for positions through the Office of Human Resources.
2. Receiving and reviewing application materials.
3. Establishing the criteria for determining the ranked finalists.
4. Interviewing.
5. Observing a presentation. This will be used to determine the qualifications and competency in oral and written communications.

6. Submitting to the dean, who will forward the recommendation to the Provost and Vice President for Academic Affairs, the ranked names of the finalists for the position in question. Once the selection of a candidate is approved, the department chair, or designee, submits all appropriate hiring documents for the position in question to the dean.

Prior to the interview, the search committee submits a list of potential interview questions to the Office of Human Resources for approval. Applications are received by the designated chair of the search committee. The search committee screens the applications to identify the top candidates. The top candidates are scheduled to make scholarly presentations to the department faculty and to be interviewed by the search committee, the departmental faculty, dean, and Provost and Vice President for Academic Affairs. When appropriate, a candidate may be interviewed by a student committee or may be required to make a presentation to a group of students. The President may interview candidates, if desired.

5.1.3 Appointment

The search committee and department chair recommend appointment of the selected candidate by forwarding the following materials to the dean. The department chair submits the names of acceptable finalists for the position to the dean. If the dean does not approve the appointment of any of the candidates, materials will be returned to the department chair, with justification, and the search will continue. If the dean approves the appointment of one of the candidates, he or she forwards a recommendation to the Provost and Vice President for Academic Affairs for approval. If the Provost and Vice President for Academic Affairs does not approve the appointment, the materials are returned to the dean with explanation of disapproval. If the Provost and Vice President for Academic Affairs approves the appointment, the dean notifies the department chair who will forward the following materials to the dean:

1. Memo of endorsement, certification of credentials, state application, current curriculum vita/résumé, official transcript of highest degree earned or master’s degree with a minimum of 18 graduate semester hours in teaching discipline and/or certification of international degrees, and three letters of recommendation.

2. Job Announcement, Record of Interview/Selection Form (RP-4), Interview Schedule (RP-3A), Interview Questions (RP-2), Candidate Screening Form, Signed Permission Form to Conduct Criminal/Credit Background Check, and any submitted materials for all candidates who were not selected for the position.
The dean signs the Record of Interview and Selection Form and forwards all materials to the Provost and Vice President for Academic Affairs for final approval. The Provost and Vice President for Academic Affairs then initiates the offer letter.

Before a contract is tendered by the Provost and Vice President for Academic Affairs, the prospective faculty member must have on file in the Office of the Provost and Vice President for Academic Affairs the following documents:

1. A current curriculum vita
2. Official academic transcript(s) of highest degree earned or master's degree with a minimum of 18 graduate semester hours in teaching discipline (all degrees must have been conferred by regionally accredited colleges or universities, and degrees/credentials from international institutions must be evaluated to determine the U.S. equivalency)
3. A certification of credentials
4. A letter of application
5. An official Commonwealth of Virginia application form
6. Three letters of recommendation or documentation of references checked
7. Permission to verify previous employment
8. Official documentation of professional work experience, technical and performance competency, records of publications and certifications or other qualifications, if appropriate for demonstrating competence

Upon the applicant's employment, all data from the pre-employment file shall become a permanent record in the Office of the Provost and Vice President for Academic Affairs.

The Southern Association of Colleges and Schools (SACS) requires that all faculty, both part-time and full-time, hold credentials appropriate to the level and subject matter they are teaching, and that the institution certify those credentials prior to employment (see Comprehensive Standard 3.7.1 of The Principles of Accreditation: Foundations for Quality Enhancement, http://www.sacscoc.org). Utilizing the SACS guidelines, it is the responsibility of the hiring unit to obtain and certify credentials prior to employment (see Guidelines for Certifying Credentials).

All teaching faculty must have on file in the offices of the department and dean of the appropriate college or school a current residential telephone number and address and shall update this information whenever it changes.

5.1.4 Orientation

Orientation for the new faculty, including term faculty, shall be provided by the Office of the Provost and Vice President for Academic Affairs, school, department, and Human Resources Office, as appropriate. The department chair provides orientation
regarding all academic policies and procedures; more specifically, the department chair acquaints new faculty members with University regulations, performance standards, academic advising processes, and evaluation procedures. The Human Resources Office reviews all benefits, terms, and conditions of employment.

5.2 CONTRACTUAL OBLIGATIONS

Contracts for teaching Faculty are normally for the academic year of two semesters. The academic year usually runs from August 15 to May 15. Faculty members holding 9-month appointments are subject to call without added compensation one week prior to August 15 and one week after May 15 for the academic year.

Faculty members are expected to adhere to the academic calendar.

Additionally, during periods of the academic year when classes are not in session but the University is officially open, Faculty members are expected to fulfill their professional obligations. Only in cases of emergencies, as indicated by the State of Virginia, the NSU Board of Visitors, the Office of the President, or the Office of the Provost and Vice President for Academic Affairs will faculty be required to attend.

The annual salary for a 9-month faculty member is paid in 24 semi-monthly installments.

Department chairs typically hold 12-month appointments. However, upon the recommendation by the college or school dean and approval by the Provost and Vice President for Academic Affairs, department chairs may be granted a 9-month appointment. In such instances, administrative coverage of the departmental unit during the summer is as prescribed by the college or school dean with the approval of the Provost and Vice President for Academic Affairs.

Twelve-month teaching and research faculty will earn annual and sick leave, including official university holidays. Annual leave must be approved by the immediate supervisor prior to taking the leave, except in emergency situations.

Faculty members moving from a 9-month contract to 12-month contract will have their salary increased based upon a conversion formula established by the Provost and Vice President for Academic Affairs and approved by the Office of Planning and Budget. Conversely, faculty members moving from a 12-month contract to a 9-month contract will have their salary decreased as specified in the conversion contract.
5.3 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 on file no later than the first day of employment.

New faculty, full-time and part-time, will be notified by the Office of Human Resources of the verification requirements and procedures of the Act at the time initial employment is offered. Such faculty must present in person to the Office of Human Resources, prior to the first actual day of employment, 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. Such faculty must have on file all the documentary requirements prior to beginning work.

5.3.1 Sponsoring an Employee for a Non-Immigrant Visa

The University will sponsor prospective and current employees for non-immigrant (temporary) employment-based visas on a case-by-case basis. Ultimately, it is within the University’s sole and absolute discretion as to whether sponsorship will be provided.

Departments wishing to sponsor an employee must seek written approval through the dean from the Provost and Vice President for Academic Affairs and submit the request to the Office of Human Resources, which will, in turn, submit the request to the Office of International Student and Scholar Services for processing. No outside counsel may be sought, other than the legal counsel assigned by the Attorney General to handle immigration matters for the Commonwealth of Virginia.

In accordance with the H-1B Visa Reform Act of 2004, all employers who wish to petition for an H-1B Visa will be required to pay a filing fee and a Fraud Prevention and Detection fee. The Fraud Prevention and Detection fee will be charged by the University, only for initial hires, not for those seeking an extension. Other than fees and costs required by law to be paid by the University, all fees and costs incurred in connection with such sponsorship shall be borne by the employee.

The employer is responsible for the reimbursement of the travel expenses of any H-1B hire if the University terminates prematurely his or her contract, regardless of the reason for the termination.
5.4 INSTRUCTIONAL AND NON-INSTRUCTIONAL WORKLOAD

Faculty workload includes all activities related to the mission and responsibilities of the University for teaching, student advising and mentoring, scholarly activity and grantsmanship, and professional development and service. Faculty members are required to meet each class on time and hold class for the duration of the period, unless formally excused by the department chair.

All persons with faculty rank are required to attend convocation and commencement on a rotational basis each academic year. Other University functions designated by the Provost and Vice President for Academic Affairs are mandatory. Each department shall be responsible for reporting attendance at each event. Except for unusual circumstances, such as sudden illness or family emergency, requests to be absent from assigned activities must have prior written approval by the department chair, dean, and Provost and Vice President for Academic Affairs.

5.4.1 Teaching Faculty

The teaching workload is 24 credit hours for undergraduate, 21 credit hours for a combination of undergraduate and graduate, and 18 credit hours for graduate faculty per academic year, provided the student-to-faculty ratio by level and discipline as provided by state guidelines, has been met. For faculty actively producing scholarship and where resources are available to a department, the concept of an 18 credit hours teaching workload for undergraduate faculty will be supported if this is achievable based on that department’s faculty and curriculum offerings. The recommendation for faculty course loads will be justified by the department chair and forwarded to the dean and will be based on a faculty member’s ongoing adherence to the teacher-scholar model.

Thus, the standard teaching workload for tenured and tenure-track faculty actively involved in scholarship/creative or performing arts/grantsmanship is 18 credit hours for undergraduate, 15 credit hours for a combination of undergraduate and graduate, and 15 credit hours for graduate faculty per academic year, provided the student-to-faculty ratio by level and discipline as provided by state guidelines, has been met. An adjusted teaching load may also be assigned by the department chair for ancillary duties and responsibilities.

Those faculty who are not actively involved in scholarship/creative or performing arts/grantsmanship will have the additional teaching responsibilities of a 4-4 load (24 credit hours).

The teaching workload of a faculty member may be adjusted for courses that have more contact hours than credit hours and for courses with cap enrollments to meet specific
discipline and accreditation requirements. In courses that have more contact hours than credit hours (for example, laboratories in sciences, technology, foreign languages, studio art, and physical education courses), each one-hour of contact will be the equivalent to 0.75 credit hours, provided the student-to-faculty ratio by level and discipline, as provided by state guidelines, has been met.

For faculty members teaching a combination of graduate and undergraduate courses, the standard teaching load is based on 15 credit hours or the equivalent, per year, if enrollment merits and approval is given. For faculty members teaching only graduate courses, the standard teaching load is based on 15 credit hours (exclusive of thesis direction), or the equivalent, per year; these teaching loads apply to both on-campus and online courses. Graduate faculty members must be certified. The certification recommendation for graduate faculty membership is done by the Graduate Council, with final approval by the appropriate dean and the Provost and Vice President for Academic Affairs. This recommendation will be based on the candidate’s demonstrated proficiency in scholarship, research, or creative work; a high degree of expertise; and the ability to make significant contributions to the body of knowledge in his or her discipline. For guidelines and certification procedures, please see the policy on certification of graduate faculty.

5.4.2 Other Load Measures

Time in class and credit hours are only two parameters that may be used to measure load at undergraduate and graduate levels. Other important considerations are the number of different preparations required of each faculty member and the number of students enrolled in classes, as well as the student-intensive nature of instruction (grading written assignments, academic conferencing on a one-to-one basis, etc.). At the undergraduate level, a department chair may assign variations in workload such as a 15/9 credit-hour distribution during two successive semesters to meet fluctuating student demands or other extenuating circumstances.

**Supervision of student teachers** will be in compliance with NCATE and State Department of Education guidelines, and supervision and advisement of interns, practicum, and field experience will vary by discipline, taking into consideration specialized accreditation guidelines, if appropriate. Faculty will receive adequate compensation for expenses incurred while performing these duties.

For **thesis and dissertation supervision** (chairing), a faculty member may earn the equivalent of one-semester credit hour for every two thesis students supervised and for every one dissertation student supervised. **Faculty members may earn this credit only when the student has completed the thesis or dissertation requirements.** Faculty members may bank earned credits and exchange them for a course-load reduction when the equivalent credit hours are accumulated. **Graduate faculty members must**
adhere to specific guidelines delineated in the graduate program handbook regarding thesis and dissertation supervision.

5.4.3 Assignment of Workload

In consultation with their faculty, the department chairs are responsible for the assignment of faculty workloads. Instructional assignments may include online, off-campus, on-campus, evening, and weekend courses; curriculum development, supervising duties, academic advising, and thesis advisement. The teaching load of persons charged with administrative responsibilities and supervision may also be adjusted in accordance with the approved job description. An adjusted teaching load of a six-credit hour equivalent per semester is granted to faculty members who serve as department chairs. Department chairs are expected to teach a minimum of three credit hours during the summer. Department chairs may request additional reductions in teaching load in order to conduct other activities such as sponsored research, contracted projects, and other University projects. The Provost and Vice President for Academic Affairs will determine approval of such requests, upon the recommendation of the college or school dean.

5.5 TEACHING OVERLOAD

Teaching overload is defined as teaching duties that exceed the 24 credit hours for undergraduate, 18 credit hours for a combination of undergraduate and graduate, and 18 credit hours for graduate per academic year for faculty who are actively involved in scholarship/creative or performing arts/grantsmanship, provided the student-to-faculty ratio by level and discipline as provided by state guidelines has been met. For faculty who are not actively involved in scholarship/creative or performing arts/grantsmanship, teaching overload is defined as teaching duties that exceed the 24 credit hours for undergraduate, 21 credit hours for a combination of undergraduate and graduate, and 18 credit hours for graduate per academic year. In the case of nontraditional or unusual teaching experiences, such as student teaching, applied music, clinical experiences, internship supervision, and other out-of-classroom university-related activities, workload may exceed the 24 credit hours for undergraduate and 18 credit hours for graduate and will be determined according to the criteria outlined in the section on faculty workload.

Compensation for overloads is guaranteed by the Provost and Vice President for Academic Affairs Office and will be determined by the specific assignment (such as independent study or a regular class load) and the current rate of compensation for adjunct faculty. Teaching overloads are limited to six credit hours per semester and can only be utilized by faculty members without a course-load reduction. Exceptions must be approved by the Provost and Vice President for Academic Affairs.
5.6 ACADEMIC ADVISEMENT

All full-time faculty members are required to spend adequate time beyond classroom teaching for academic advisement. Each department is required to devise an appropriate mechanism for academic advisement of majors. Department chairs are responsible for documenting and monitoring the advisement process. Appropriate and genuine concern and courtesy must be shown to all students. Professional confidentiality and behavior are expected (see the Academic Advising Manual).

5.7 OFFICE HOURS

Given the critical mandate for student success, all full-time faculty members are required to schedule eight hours per week for student advisement and consultation. Faculty with reduced teaching loads will have reduced office hours, accordingly. Office hours must span four days, excluding Saturdays and Sundays unless online and weekend classes are part of workload, and must include morning and afternoon hours. If the faculty member has an online, off-campus, evening, or weekend course, the faculty member must schedule office hours appropriate for online and weekend instruction. Cyber office hours (by faculty teaching online courses) are permitted as long as faculty maintain a minimum of three days of contact office hours. Office hours must be published on the course syllabi, reported to the department chair, announced to classes, and posted on office doors and/or website. All faculty members are to schedule additional hours by appointment if needed. Faculty members are to be available, by appointment, for emergency student consultation, as determined by the department chair, during the final examination period.

If for any reason a faculty member cannot meet the posted office hours, the faculty member will inform the department chair.

Part-time faculty members are to maintain the equivalent of one office hour per week for each three-semester credit hour course taught. Other student consultations are by appointment.

Deans, with the approval of the Provost and Vice President for Academic Affairs, may grant exceptions to this policy for faculty engaged in significant research or grant activities. Such a request must be in writing to the faculty member’s department chair, approved by the chair, and then transmitted to the academic dean for approval.

5.8 SUMMER SESSION EMPLOYMENT

Teaching summer school is an optional activity. The workload for the summer term varies, according to the departmental need and number of summer sessions offered. The department chair makes summer session assignments with the concurrence of the
dean and Provost and Vice President for Academic Affairs. First priority accrues in the following order:

1. Program offerings enrollment.
2. Area of expertise.
3. Rank.
4. Seniority.
5. Regular term course assignments.

Generally, full-time faculty who teach specific courses during the regular semester should have first right of refusal for the courses during the summer term.

The department chair will make every effort to rotate summer employment on an equitable basis so that all interested faculty have an opportunity to teach summer courses in their area(s) of specialization. Adjunct faculty should be engaged only if there is no qualified full-time faculty member available.

It is generally expected that the summer school will be self-supporting. Thus, low enrollment courses may be offered, if the instructor accepts prorated payment. If a decision is made to prorate payment, payment will be based on enrollment recorded for the first week of class.

5.9 SUMMER SESSION PAY

Nine-month faculty members willing and scheduled to teach during the Summer Sessions will earn extra compensation. Summer pay for 9-month faculty members will be based on the currently approved summer pay scale for graduate and undergraduate classes. To ensure quality instruction, the teaching load should not exceed six-semester hours per summer session. Exceptions must be approved by the school dean and Provost and Vice President for Academic Affairs.

Research employment compensation is based upon the terms of the grant or contract and may not exceed the weekly equivalent of the full-time faculty member's salary (see Supplemental Pay Policy).

5.10 OUTSIDE EMPLOYMENT

Part-time outside employment is permitted provided it does not conflict or interfere with the faculty member's assigned responsibilities. University resources and facilities are not to be used for outside employment, and state conflict of interest laws and applicable University policies are not to be violated. Full-time outside employment is not permitted.
To preserve the integrity of this policy, faculty members engaged in outside employment are required to have written authorization from the Provost and Vice President for Academic Affairs via the department chair and school dean who will ascertain, in writing, if such employment is problematic for any of the above. An employee who proposes to engage in any outside professional employment, any continuing business activity, or any outside activity that could result in a potential conflict of interest is required to report annually in writing the particulars of the employment. Under no circumstance, however, should a faculty member miss class or reschedule class time to engage in any form of outside employment. Outside employment without appropriate approval may be grounds for dismissal for cause.

**5.11 SUPPLEMENTAL COMPENSATION**

The University encourages appropriate University-sanctioned faculty activity that may result in supplemental compensation. Such appropriate activities include, but are not necessarily limited to, research, inter-departmental consulting, invention, and technical or professional innovation. The total supplemental compensation accruing to a faculty member on a nominal sponsored project effort must not and cannot exceed the equivalent of one-month base salary per employment contract period (see University Policies & Procedures No 15, Office of Sponsored Programs, Supplemental Pay).

**5.12 EXTERNAL CONSULTING**

The University recognizes and values the expertise and skills of its faculty. Accordingly, while full-time faculty members may engage in compensated external consulting, the faculty member must certify that such activity will not impinge upon the faculty member's ability to carry out assigned responsibilities at the University. This is to be done via written notification and approval from the department chair, dean, and Provost and Vice President for Academic Affairs. The appropriate form can be found at: https://www.nsu.edu/president/human-resources/index.

When the potential for such a conflict arises, the faculty member's department chair and dean shall make a determination as to whether the external consulting activities detract from University responsibilities. If the activity in question be that of a department chair, the dean and Provost and Vice President for Academic Affairs will make the final determination. Under no circumstance, however, should a faculty member miss classes or reschedule class time to engage in external consulting.

**5.13 PROFESSIONAL GROWTH AND DEVELOPMENT**

It is understood that teaching faculty at Norfolk State University shall, throughout their careers, engage in life-long learning to provide the highest quality of instruction, by further education and training that contributes to the discovery of new knowledge and the acquisition of additional skills. Professional growth and faculty development are
anchored in and promote the University’s mission and leadership vision to equip teaching faculty to demonstrate excellence in preparing students to contribute successfully to a global and rapidly changing society. Professional growth and faculty development activities are designed to engage teaching faculty in scholarly writing, research, professional presentations, artistic and creative performance, and development of instructional content for multiple dissemination modes inclusive of technology, to become involved in professional organizations related to one's discipline, and to support the community-at-large.

Funds to support faculty development will be made available through the Office of the Provost and Vice President for Academic Affairs and are available to full-time faculty members who are not on a terminal contract. These funds are for the purpose of improving the quality of instruction and scholarly activity at Norfolk State University. After approval by the department chair and dean, the dean will forward his or her recommendation to the Office of the Provost and Vice President for Academic Affairs for final review, evaluation, and determination.

Every effort is made to provide some support for faculty development to as many faculty members as possible. Therefore, pending availability of funds, the first request from a faculty member receives priority. Subsequent requests for the same academic year from the same faculty member may or may not be funded. A number of factors are considered for subsequent requests to include the amount of funding of the first request, the length of time remaining in the academic year, the balance in the faculty development account, type of request (travel, tuition, other), potential funding from other sources, etc.

5.14 PERSONNEL FILES

Faculty personnel files, which are located in the Office of the Provost and Vice President for Academic Affairs, contain materials which are assembled for the purpose of professional reviews of a faculty member's activities in considering a faculty member for salary adjustments, contract renewals, tenure, promotion, and other changes in a faculty member's institutional position and relations or conditions of employment. Confidential materials, which were assembled in connection with the faculty member's initial employment by the University, including confidential letters of recommendation written on the faculty member's behalf, are excluded from personnel files and are placed in a pre-employment file in order that the conditions of confidentiality in which such materials were solicited and assembled will not be violated by access to the faculty member's personnel files. The personnel files are kept free of all other materials which have no relevance to the professional reviews and considerations mentioned above. Upon request, copies of file items will be provided to the faculty member. Reasonable effort is exercised to ensure that false, misleading, and inaccurate information is excluded from personnel files and to ensure that each file reflects, with a reasonable degree of accuracy and completeness, activities that are relevant to the review and
considerations for which it is maintained. A faculty member may request access to his or her personnel file for review to ensure accuracy. If the faculty member challenges the information in the file, he or she has a right to seek the removal of all information lacking merit.

The following basic documents are to be found in each faculty member's paper or electronic record in the Office of the Provost and Vice President for Academic Affairs:

1. Letter of application.
2. Appointment and acceptance letters.
4. Personal data (current telephone number and address). It is the responsibility of each employee to notify the Office of Human Resources of a change in telephone number and/or address.
5. Performance reviews, evaluations, and other appropriate documents relating to employee performance.
6. Current official transcript of highest degree earned or master’s degree with a minimum of 18 graduate semester hours in teaching discipline.
7. Certification of Credentials.
8. An updated vita.
SECTION VI. FACULTY PERFORMANCE

6.1 FACULTY EVALUATION PROCESS

Norfolk State University is committed to implementing an annual faculty evaluation that recognizes and rewards achievement. It is expected that the review will enhance teaching faculty productivity and student learning in accordance with 5.13 Professional Growth and Faculty Development of the Teaching Faculty Handbook. Refusal to participate without just cause will be processed and forwarded to the University Review Committee.

The Annual Review consists of the evaluation of teaching faculty for 1) merit pay, 2) contract renewal, 3) promotion, 4) tenure, 5) change in contract type, and 6) post-tenure review. All teaching faculty are required to review and adhere to 6.1.1 Annual Review Process, 6.1.2 Criteria for Teaching Faculty Evaluation Categories, 6.1.3 Teaching Faculty Evaluation and Merit Pay Performance and 6.1.4 Teaching Faculty Evaluation and Merit Pay Procedures, as delineated below, in order to evaluate: 1) teaching, (2) research—scholarly activity and grantsmanship, (3) service—professional development and service, University service, and community service.

Change in contract type, promotion in academic rank or granting of tenure will be predicated on ongoing, thorough, and objective evaluation of the teaching faculty member's record of achievements as evidenced in the annual review and the degree to which such achievements contribute to the improvement and/or advancement of the mission of the University. Annual reviews become a part of the teaching faculty member's permanent personnel file.

The University employs a multifaceted assessment approach that includes faculty portfolios, student ratings, peer evaluation (departmental evaluation committee), department chair’s evaluation, and dean’s comments. The resulting data ascertained are used to make decisions regarding change of academic status, merit pay, and retention. Additionally, results from annual reviews data serve as feedback for program and faculty improvement and are considered as one measure of institutional effectiveness.

6.1.1 Annual Review Process

The Annual Review Process for teaching faculty will be initiated by a departmental committee of tenured senior faculty who will forward their report to the chair for review. The review is conducted utilizing the Evaluation and Merit Pay Guidelines. These guidelines may be found on the Office of the Provost and Vice President for Academic Affairs’ website. The guiding principle is that salary increments should be awarded based upon professional to exemplary levels of performance, achievement, and productivity.
Teaching faculty members who do not comply with the teaching faculty evaluation and merit pay procedures delineated in 6.1.4 will not be eligible for a salary increase.

If there are irreconcilable differences between the reviews of peer faculty and the chair, both evaluations will be forwarded to the dean along with the faculty member’s response. Afterwards, the dean submits his or her comments, in addition to the comments by the peer faculty and chair, to the College/School Compliance Committee for resolution. If dissatisfied with the decision of the College/School Compliance Committee, the faculty member may appeal to the University Review Committee.

If a faculty member or college or school dean disagrees with a faculty member’s annual evaluation by peers, an additional review may be triggered and will be conducted by the College/School Compliance Committee, which has the authority to make a decision. If dissatisfied with the decision of the College/School Compliance Committee, the grievant may appeal to the University Review Committee.

At each stage, the faculty member must be informed of the results within 5 business days and permitted to submit a response within 5 business days.

6.1.2 Criteria for Evaluation Categories

The categories for evaluation of faculty are teaching, research—scholarly activity and grantsmanship, and service—professional development and service, university service, and community service. These categories comprise the foundation for evaluating the professional performance of teaching faculty at the University. These categories will be assessed by students, peers (departmental evaluation committees), department chairs, and deans.

6.1.2.1 Category I: Teaching

Teaching is defined in terms of “Excellence in Teaching.” “Excellence in Teaching” is defined as a specifically designed interaction between the teacher and student so that higher-level learning occurs by the student that includes critical thinking and the application skills needed to be competitive in the workplace. As such, excellence in teaching requires faculty members to possess not only expertise within the content of their instruction but also proficiency in instructional delivery, instructional design, student learning outcomes assessment, the design and effective use of instructional materials, and the appropriate and effective use of various forms of instructional technology.

To demonstrate “excellence in teaching,” a faculty member must show proficiency in the following four teaching roles: 1) Instructional Delivery Skills, 2) Instructional Design Skills, 3) Content Expertise, and 4) Course Management. The four teaching roles that
good teachers employ are defined below and will be assessed as enumerated below. These areas will be assessed on the evaluation instruments.

Definition of Teaching Roles

1. Instructional Delivery Skills are those human interactive skills and characteristics which 1) make for clear communication of information, concepts, and attitudes and 2) promote or facilitate learning by creating an appropriate learning environment.

2. Instructional Design Skills are those technical skills in 1) designing, sequencing, and presenting experiences which induce student learning, and 2) designing, developing, and implementing tools and procedures for assessing student learning outcomes.

3. Content Expertise is that body of skills, competencies, and knowledge in a specific subject area in which the faculty member has received advanced education, training, and experience.

4. Course Management embraces those administrative skills in operating and managing a course, including, but not limited to, timely grading of examinations, timely completion of drop/add and incomplete grade forms, maintaining published office hours, arranging for and coordinating guest lectures, and generally making arrangements for facilities and resources required in the teaching of a course.

For merit pay purposes, the following premises should guide academic departments and schools:

1. Each faculty member shall receive an annual peer performance review for teaching effectiveness.

2. Student instruments for rating courses must be distributed and collected. All classes, laboratories, and practicums must be rated by students.

3. Teaching faculty portfolios are required and must be submitted by the date specified on the annual evaluation calendar.

4. Multiple sources to assess teaching effectiveness must be used.

5. The department evaluation committee must review the teaching faculty portfolio narrative and supporting documents submitted. Supporting documents may include, but not be limited to, syllabi, examinations, and other materials required by the school and departments.
6. The appropriate use of instructional technology (as available) is to be fostered.

6.1.2.2 Category II: Research–Scholarly Activity and Grantsmanship

**Research** is defined as studious inquiry or examination aimed at the discovery and interpretation of facts, analysis of policy, revision of accepted theories or laws in the light of new facts, or practical application of such new or revised theories or laws. Research or creative work will be classified in two general areas: published and non-published. Consulting may be defined as the application of a faculty member’s recognized area of expertise in the community for pay.

**Scholarly Activity** may be defined as activity within a faculty member’s specified area of expertise that contributes to the discovery of new knowledge, and/or the dissemination of knowledge within the professional community, and/or the development of personal professional skills and standing within the professional community. Scholarly activities may include performance in research, consulting, presentation, publication, and grantsmanship.

For merit pay purposes, the following premises should guide academic departments and schools:

1. Published research or creative work includes refereed and non-refereed publications.

2. The value of a refereed publication will be twice that of a non-refereed publication.

3. Credit for journal articles can be awarded for either the year of publication or the year of acceptance, but not both.

4. All authors on co-authored research articles, papers, books, and chapters in books receive full and equal credit.

5. Research articles published in conference proceedings are included as scholarly activities.

6. The value of a non-published, orally delivered, research report, paper, or creative work presented at a professional meeting, i.e., a forum, workshop, or conference will be one quarter that of a refereed journal article.

7. Supervision of students’ research projects (as a principal advisor) is considered as scholarly activity.
8. Book and journal reviews are considered scholarly activity.

9. Lending “significant assistance” to the author of a funded grant involves suggesting some specific information, editing, or serving as a consultant. It can also include intricate involvement in the planning phases of the grant.

Grantsmanship is defined as efforts to obtain grants (awards to the University for specific or general purposes). Consideration will be given in two areas: proposals submitted and proposals funded.

Evaluative factors for funded proposals will be developed by academic departments and will include the following:

1. The scope and significance of grant(s), including the benefits to students, the department/school, and the University. “Significance” embraces the idea of positive, long-lasting impact.

2. Renewal grants should be given the same consideration as the initial submission.

3. The value of unfunded proposals submitted to funding agencies should be half that of funded grants.

6.1.2.3 Category III: Professional Development and Service

Professional Development is defined as activities directed toward keeping abreast of events in one’s recognized area of expertise and in acquiring additional knowledge and skills designed to improve one’s teaching effectiveness and scholarly activities.

For merit pay purposes, academic departments and schools should consider the following activity:

1. Attending state/national honors programs, seminars, symposia, workshops, and professional meetings.

2. Studying toward a higher degree (e.g., Ph.D.).

3. Serving as a consultant in one’s specialized area.

4. Completing courses and other training programs.

Professional Service is defined as contributions of faculty members, within their recognized area of expertise, to professional organizations, services, and events at either the local, state, national, or international level, without pay.
For merit pay purposes, academic departments and schools should consider the following activities:

1. Participation in organizational or professional meetings, symposia, seminars, and colloquia other than those included under Scholarly Activity.

2. Leadership in professional organizations to include Executive Boards, Organizational Committees, Panels of Judges, etc. Examples: National Alumni Associations, AAUP, VA Junior Academy of Science, VA Academy of Science, Sigma Xi, American Cancer Society, National Honor Society, Accreditation Commissions, etc.


4. Professional service contributions to various sources such as print and broadcast media.

5. Professional recognition through honors and awards.

Within the category of Professional Service, the acceptance of honoraria will not be considered as payment for services.

6.1.2.4 Category IV: University Service

University Service is defined as faculty work other than teaching and research that contributes to the mission and goals of the University.

For merit pay purposes, the following premises should guide academic departments and schools:

1. Participation in University-wide committees, including search committees, Honors Program, International Programs, Commencement/Convocation, special task forces, ad hoc committees, Faculty Senate, etc. (the nature and scope of the task to be considered and weighted accordingly).

2. Voluntary participation in support of any departmental, school, or University-approved program or committee.

3. Submission of ideas or grant-proposals for external funding that is not included in Scholarly Activity.
4. Voluntary participation in activities that enhance student learning and/or enhance professional performance of colleagues.

5. Presentations offered by faculty to the University community that are not included in Scholarly Activity.

6. Participation in registration and academic advising.

6.1.2.5 Category V: Community Service

Community Service is defined as service in a faculty member’s recognized area of expertise or interest, without pay, within either the local, state, national, or international communities. Such activity must demonstrably contribute to the achievement of the goal or mission of the agency, organization, or group to which such service is provided. Services provided by faculty that fall outside the realm of the area of expertise or interest for which they are recognized by the University, although indicative of good citizenship, may not be considered in the evaluation of Community Service.

For merit pay purposes, the following premises should guide academic departments and schools:

1. Credit should be given for service (as volunteers) for committees, boards, elected bodies, and cultural or other organizations that conduct specific activities to impact documented societal problems. Services, which must be beyond regular membership affiliation, might be performed for a variety of organizations.

2. Credit should be given for unpaid service to organizations that enhance the quality of life.

3. Service might be performed for organizations such as those that support education or the arts.

6.1.3 Performance Levels

For evaluation and merit pay purposes, the following performance levels are used:

**EP = Exemplary Performance**
This rating is given to those individuals who, during the rating period, consistently exceeded the institution’s standards of professional performance. Individuals receiving this rating stand as exemplars of the highest levels of professional academic performance within the institution, making significant contributions to their department, college, academic field, and society.

**PL = Professional Level Performance**
This rating is given to those individuals who, during the rating period, consistently met the institution’s standards of professional performance. The individuals receiving this rating constitute those good and valued professionals on whom the continued successful achievement of the institution’s mission, goals, and objectives depends.

**S = Satisfactory Performance**
This rating is given to those individuals whose performance has been acceptable according to university standards, but not particularly distinguished.

**IR = Improvement Required**
This rating is given to those individuals who, during the rating period, did not consistently meet the institution’s standards of professional performance. This rating must be given with 1) specific feedback as to which standards of professional performance were not met, 2) suggestions for improvement, and 3) a written commitment to assist the individual in accessing resources required for improvement. Improvement in performance is required with the next evaluation period.

**UN = Unsatisfactory (Unacceptable)**
This rating is given to those individuals who, during the rating period, did not meet the institution’s standards of professional performance. This rating represents performance that is not acceptable and/or is inconsistent with the conditions for continued employment with the institution. Failure to meet these standards in any one of the following ways will result in a rating of “Unsatisfactory”:

1. Received an “IR” rating for the previous rating period but did not make the improvements required.
2. Consistently violated one or more of the institution’s standards of professional performance.

**6.1.4 Procedures**

The annual peer review process procedures for teaching faculty are described as follows in accordance with the Evaluation and Merit Pay Guidelines for Teaching Faculty:

**6.1.4.1 Teaching Faculty Portfolio**

Each faculty member is required to submit a portfolio that adheres to the guidelines indicated below. Portfolios must be submitted during the January-February period as specified in the annual faculty evaluation calendar.

1. Portfolio documentation should be provided for the previous calendar year (January-December).
2. All forms and accompanying narrative information and supporting documentation must be submitted by the date and time specified in the annual faculty evaluation calendar.

3. A portfolio table of contents (typewritten) must be included with a section corresponding to each evaluation category.

4. All portfolios should include narrative information and supporting documentation as indicated in the portfolio table of contents that sustains the evaluation categories as specified in the annual review process for teaching faculty.

5. Narrative information and selected supporting documentation should be typewritten and presented in a three-ring binder or online according to prescribed template.

6. Evaluation categories should be divided by labeled sections, and all narrative information and supporting documentation pertinent to the category should be located in the proper section, as enumerated in the portfolio table of contents.

7. Narrative information and supporting documentation should demonstrate evidence of good communication skills.

8. Portfolio organization should be clear and easy to follow.

9. Any discrete activity cannot be used in more than one category.

6.1.4.2 Release Time

Teaching faculty members released from teaching as a result of research grants or special assignments shall have the weight assigned to the teaching category reduced proportionally, and the evaluation category for which release time is given shall be increased.

6.1.4.3 Student Course Ratings

Student ratings of courses are employed as one of the sources in the annual review process of teaching faculty. The student evaluation process will be administered by the Office of the Provost and Vice President for Academic Affairs. The forms will be distributed each semester to students enrolled in all classes taught. A student in each class is designated to return the completed forms to the appropriate office, without the faculty member having access to the forms. Student evaluations may be administered online as well. The results are distributed to deans, department chairs, and individual teaching faculty members. Faculty shall include their student course ratings in the
teaching portfolio submitted for review. During the annual review process, the departmental evaluation committee can access student ratings through the department chair.

6.1.4.4 Peer Evaluation

Peer evaluation is conducted by the departmental evaluation committee. The departmental evaluation committee is comprised of not less than three, but not more than seven, full-time faculty members in the department who are chosen according to the following order:

1. Length of tenured service at the University.
2. Highest professional rank.
3. Total years of service at the University.

Members of the departmental evaluation committee shall be announced in departments by October 1 of the Fall Semester. The committee will select a facilitator. The facilitator shall be responsible for the deliberations of the committee. Terms of service for committee members shall not exceed two consecutive years, with staggered appointment to ensure continuity. The committee makes its determination based on the following:

1. The criteria as established in the Evaluation and Merit Pay Guidelines for Teaching Faculty.
2. The student ratings of departmental courses.
3. The teaching faculty portfolio narrative information and supporting documentation in accordance with the established annual faculty review guidelines.

The committee will review all teaching faculty portfolios and student course ratings during the evaluation period. The teaching faculty portfolio and student course ratings of each faculty member will be reviewed by no less than two committee members. The committee will jointly complete an individual peer evaluation form — Teaching Faculty Evaluation Form for Peers — for each teaching faculty member in order to obtain the faculty member’s evaluation rating for the annual review period. A copy of this form, accompanied by any minority report, will be reviewed and signed by the faculty member to indicate that the review has occurred. At this time, the faculty member may choose to submit written comments before the evaluation process is concluded. The report and comments will be placed in the faculty member's personnel file and a copy forwarded to the faculty member.
Copies of any approved supplemental evaluative instruments and procedures, with due dates attached, shall be made available to all faculty members within the department by October 15 of the previous year, which will be the year evaluated. The Committee shall be prohibited from using evaluative instruments not duly approved and distributed as described.

6.1.4.5 Department Chair/Dean Evaluation

The department chair shall evaluate the teaching faculty portfolios and student ratings submitted during the review period in accordance with the faculty evaluation guidelines. The dean of the school shall be responsible, in the absence of the department chair, for evaluating teaching faculty. The department chair or dean shall utilize the Teaching Faculty Evaluation Form for Department Chair/Dean to provide a rating for each teaching faculty member being evaluated.

6.1.4.6 Summary Composite Rating

The departmental committee facilitator and department chair or (in lieu of the department chair) the dean will meet and jointly provide a composite summary rating for each teaching faculty member. The summary composite performance rating determined for each teaching faculty member is documented on the Teaching Faculty Evaluation Summary Rating Form.

Teaching faculty meet with the departmental facilitator and department chair or dean to review and sign the summary rating form. A teaching faculty member may attach to his or her summary rating form comments in regard to his or her rating. All teaching faculty shall be given a copy of their Faculty Evaluation Summary Rating Form for the review period.

Copies of the Faculty Evaluation Summary Rating Forms for all teaching faculty in the department are to be filed in the department. In addition, the Office of the Provost and Vice President for Academic Affairs shall receive the original Faculty Evaluation Summary Forms with all required signatures for all teaching faculty reviewed during the evaluation period.

The summary ratings received during the annual review period by teaching faculty are used to determine the merit-based pay increases.

6.1.4.7 College or School Compliance Committee

The establishment of a compliance committee process in each college or school to assess the adherence to the guidelines noted in the Faculty Handbook is imperative and should be a major responsibility of each College or School Dean. These committees will be established in the month of August prior to the evaluation process. The
compliance committees’ members will be elected by the respective department faculties and will include one tenured person (excluding the chair) from each department in the college or school. These committees will choose their chairs. Members’ terms will be two years.

Compliance committees will have the following responsibilities:

1. Review of each department’s evaluation criteria in order to assure fairness, consistency, and equivalence in evaluation procedures within the college or school;

2. Oversight of the evaluation cycle;

3. Random review of selected evaluations from each department to ascertain compliance with the guidelines;

4. Consideration of evaluation appeals from faculty or dean;

5. Recommendations for improvements to the evaluation process.

Compliance issues may be forwarded to the college or school compliance committee by anyone in the college or school with faculty rank.

6.1.4.8 Appeal

Prior to the evaluation cycle, by the preceding October 15, the deans shall notify the faculty of the nature and schedule of the appeal process. If the faculty member does not accept the peer evaluation results, the next stage of the process will be to request a compliance review by the School Compliance Committee, which serves as the appeals committee.

The committee will select its chair. The chair of the departmental evaluation committee and the concerned faculty member will be invited to appear before the School Compliance Committee, and no additional documentation can be placed in the faculty member's portfolio. After the school appeal, the faculty member has the right of appeal to the University Review Committee, whose decision shall be final.

6.2 ALLOCATION OF MERIT PAY

Merit pay is performance driven. This means that one’s performance for the annual review period will determine salary increases. Performance is determined by the weights achieved in the five evaluation categories.
To be eligible for merit pay, a teaching faculty member must submit a portfolio by the announced deadline; otherwise, the department evaluation committee will not complete an evaluation for that particular faculty member.

The allocation is determined: (1) first, through a percentage and (2) then through shares. The percentage increase will be based on the average percentage allocated by the State and the annual performance evaluation score a faculty member earns. A share is a unit of compensation for merit. The monetary value of a share will vary annually and is contingent upon the funds remaining after percentage increases have been awarded and the total number of shares has been earned by all NSU faculty members.

6.2.1 Calculation of Increases

Merit pay increases are calculated using a two-step procedure. First, based on the performance evaluation rating, a percentage increase is determined for each faculty member. The second step of the procedure is the calculation of the share value. The share value is contingent upon the number of shares awarded in the performance evaluation process. New salaries are calculated by adding the percentage increase and share increase to the current salary.
SECTION VII. LEAVES

The Teacher Absence Request and Leave Reporting forms are to be used to report all types of leave by teaching faculty.

**7.1 TEACHER ABSENCE REQUEST**

Teaching faculty who plan to be away from the University during assigned class periods should receive in advance, the written approval of the department chair and dean. The Teacher Absence Request form is an official document of the University and is designed to ensure that academic officials know in advance, when possible, that the assigned instructor is not able to meet a class or classes as scheduled and what provisions have been made for such. In case of emergencies, absences should be reported as soon as possible. Reporting to work after the assigned class periods have been missed does not abrogate the requirement of executing this form.

In addition to the above, 9-month and 12-month teaching faculty must execute the Leave Reporting Form. This form must be executed by the last day of each reporting period. In the event of a prolonged absence or employee failure to execute said form, it becomes the responsibility of the immediate supervisor to execute the forms by the last day of each pay period.

Twelve-month (12) faculty must report to the campus work site when classes are not in session and the University is officially open. Absences will require the execution of the appropriate leave reporting form.

**7.2 ACADEMIC LEAVE**

Pending the availability of funds, a limited number of academic leaves will be awarded annually for faculty members who need to complete doctoral study or develop expertise in an area identified by the University as a critical area. Any faculty member is qualified to apply for academic leave, provided the faculty member is full-time and has completed three years of continuous service at Norfolk State University.

**7.2.1 Procedure**

1. Applications for academic leave must include a detailed proposal outlining the study to be undertaken and the expected outcomes, a plan to cover the regular workload of the applicant, and acceptance from an accredited institution.

2. Applications must be approved by the department chair, school dean, and Provost and Vice President for Academic Affairs. Notice of approval will be sent through the supervisory channel.
3. Applications for academic leave scheduled to begin in the Fall Semester must be submitted to the Provost and Vice President for Academic Affairs by February 1 of the previous academic year and for the Spring Semester, by August 1 of the same academic year.

4. Applications will be reviewed by the University Faculty Recognition Review Committee. Recommendations will be submitted to the Provost and Vice President for Academic Affairs for review and determination.

7.2.2 Conditions

Considering University priorities, a faculty member will be granted academic leave of one semester or one full year. A faculty member who is approved for one semester shall receive regular compensation from the University for that semester, provided that he or she accepts no employment during the semester.

A faculty member who is approved for a one-year academic leave shall receive one-half compensation from the University. Academic leave may be extended beyond one year with or without pay.

Within two months after the termination of an academic leave, the faculty member shall submit through his or her department chair and dean a report to the Provost and Vice President for Academic Affairs on his or her accomplishments. If appropriate, attached to this report must be transcripts of any coursework taken during the assignment and the names of persons with whom the faculty member worked during the academic leave.

Unless otherwise restricted by existing legal or other requirements, upon completion of academic leave, the faculty member will return to his or her original position or to one of similar status, pay, and benefits for at least a period of time that is twice the period of such leave.

The Provost and Vice President for Academic Affairs may establish a limit on the number of academic leaves to be awarded per semester.

7.3 SABBATICAL LEAVE

The University does not have a “traditional” sabbatical leave policy. That is, a faculty member is not automatically eligible for consideration for sabbatical leave for the seventh year of full-time service at the University. However, pending the availability of funds and needs of the University, a limited number of sabbatical leaves may be awarded annually, with each school receiving equal representation, if one or more of the conditions set forth in Section 3.10 are met. The intent of the policy is to promote the continued professional and intellectual development of faculty. Tenured faculty are
eligible to apply for a sabbatical of one semester or one year, provided they have completed or will be completing six consecutive years of service at Norfolk State University at the end of the term in which the application is submitted.

7.3.1 Procedure

1. Application for sabbatical must include a detailed proposal outlining the research/project to be undertaken, the expected outcomes, and a plan to cover the regular workload of the applicant.

2. Application must be approved by the department chair, dean, Provost and Vice President for Academic Affairs, and the Board of Visitors. Notice of approval will be sent through the supervisory channel.

3. Applications for sabbaticals scheduled to begin in the fall semester must be submitted to the Provost and Vice President for Academic Affairs by February 1 of the previous academic year and in the spring semester by August 1 of the same academic year.

4. Applications will be reviewed by the Faculty Recognition Review Committee. Recommendations will be submitted to the Provost and Vice President for Academic Affairs for review and determination.

7.3.2 Conditions

Considering University priorities, a faculty member may be granted a sabbatical of one semester or one full year. A faculty member who is approved for one semester shall be assigned full time to the research/project for that period and shall receive regular compensation from the University, provided that he or she accepts no other remunerative employment during the semester. The department chair must agree that the courses normally taught by the faculty member can be covered by the department without additional personnel. In other words, the faculty member will be counted as one full-time equivalent faculty member on the workload analysis, and the department must meet its normal faculty-student ratio as if the faculty member were teaching full time.

A faculty member who is approved for a one-year sabbatical assignment shall receive one-half compensation from the University during this period and may accept remunerative employment. If the department is meeting its stipulated faculty-student ratio, one-half of the normal compensation of the faculty member will be available to the department for the employment of additional personnel.

Within two months of the termination of a sabbatical, the faculty member shall submit through his or her department chair and dean a report to the Provost and Vice
President for Academic Affairs on his or her accomplishments during the assignment. Unless otherwise restricted by existing legal or other requirements, upon completion of leave, the faculty member will return to his or her original position or to one of similar status, pay, and benefits for at least a period of time that is twice the period of such leave.

Faculty members whose requests are approved for sabbatical leave will receive a leave no longer than one year, and no extensions will be granted without re-application and approval.

The Provost and Vice President for Academic Affairs may establish a limit on the number of sabbaticals to be awarded per semester.

7.4 LEAVE OF ABSENCE WITHOUT COMPENSATION

Time off and breaks in service that are initiated by the faculty member and are not in the interest of the University will interrupt the faculty member's chronological progression towards tenure and will not be counted.

Faculty members whose requests are approved for Leave of Absence Without Compensation will receive a leave no longer than one year at a time and no more than two consecutive years total. Such faculty may not accept full-time employment unless this was proposed in the original absence request.

Faculty authorized for such leave are eligible to continue their extended group medical benefits and life insurance as provided for by prevailing state policies. Upon return to their positions, they will be compensated at the salary they were earning at the time the leave was granted, plus any additional increments that were awarded.

7.5 PERSONAL LEAVE

It is the responsibility of the supervisor to maintain a time and attendance record on each employee. A copy of these records should also be maintained in the department, school, and Human Resources offices. A Leave Reporting Form must be submitted for all paid leave utilized by 12-month and 9-month faculty. The month, year, and department must be identified on the form. The form must be maintained by the supervisor for five (5) years and must be available for periodic post audit review. Contact the Office of Human Resources.

7.6 SICK, FAMILY, AND MEDICAL LEAVE

The Office of Human Resources maintains leave records on all personnel under the program or plans as outlined: Commonwealth of Virginia Department of Personnel and Training Sick Leave Plan for classified, 12-month faculty and faculty administrators;
Virginia Sickness and Disability Program (VSDP) for all Virginia Retirement System (VRS) employees; Norfolk State University Sick Leave Plan for 9-month instructional faculty; and the Optional Retirement and Short-term Disability Sick Leave Plan (ORP/STD) for faculty members enrolled in one of the Optional Retirement Plans.

Twelve-month faculty, faculty administrators, and 9-month instructional faculty must be enrolled in one of the plans.

NSU’s Sick Plan is operated by the University and may be used for absences due to personal illness, injuries, and preventive and well-patient doctor visits. However, nine-month faculty are not covered during a summer appointment under any sick leave policy.

Nine-month teaching faculty members are credited with Sick Leave and Family and Personal Leave on January 9 of each year based upon their years of service. However, unused Sick and Personal Leave may not be carried over to the next calendar year, and the faculty member will not be paid for any unused leave credited when he or she separates or terminates employment.

Sick Leave must be reported to the Office of Human Resources using the Leave Activity Reporting Form. When a faculty member is on sick leave, the time charged will be based on instructional time only. Supervisors and department chairs are responsible for ensuring that the leave reports and doctor statements are forwarded to the Office of Human Resources in a timely manner when a faculty member is out. Doctor statements are required for extended illnesses, in excess of five consecutive workdays, and illnesses with restrictions.

Family and Personal Leave can be used for short-term absences due to family illness, unforeseen emergencies, and any other permitted purpose, provided reasonable notice is given to the supervisor and the absence does not impede the ability of the agency to perform essential services.

Except in emergencies, mitigating circumstances, or doctor’s orders, use of sick leave and family and personal leave in excess of five consecutive workdays must be approved by a supervisor.
8.1 SEVERANCE

Operationally defined, severance relates to those acts of voluntary and involuntary separation of a faculty member from University service. Policies and procedures relating to severance at Norfolk State University are designed to accomplish the following:

1. Ensure faculty members of their academic freedom and due process rights.

2. Protect the University's rights and its responsibility to recruit and retain the best qualified faculty within its means.

3. Assure that all actions taken in regard to severance are appropriately applied and communicated to all persons who have direct involvement in the matter.

8.2 FACULTY MEMBER INITIATED SEVERANCE

A faculty member may initiate the action to separate voluntarily from the employ of the University through the process of resignation or retirement.

1. To decline an offer of reappointment, a faculty member shall give notice, in writing, not later than May 1, preceding the academic year of severance.

2. If a faculty member desires to sever an existing appointment at the end of, or during the academic year, notice shall be given in writing at the earliest opportunity.

3. A request to be released from the contract may be submitted in the case of hardship, in a situation where substantial professional advancement might be denied, or in a situation where a satisfactory agreement for separation can be achieved between the faculty member and the University.

4. Refusal to participate in the required annual peer evaluation process will be processed as faculty-initiated severance.

8.3 UNIVERSITY INITIATED SEVERANCE

When the University elects to initiate actions to separate a faculty member from service to the University, notices of non-reappointment or non-renewal, dismissal for cause, or termination will be issued.
8.3.1 Non-Renewal of Multi-Year Status

Non-reappointment to multi-year status applies when a faculty member's multi-year appointment is not to be renewed or extended. Since the terms of the member's multi-year appointment shall have been made clear to the involved faculty member at the time the appointment is made, non-reappointment procedures shall be considered on a case-by-case basis. Multi-year contracts do not have automatic renewal clauses, and negotiations for renewals will be considered on a case-by-case basis.

8.3.2 Non-Renewal of Tenure-Track (Probationary) Status

Non-renewal of tenure-track (probationary) status applies to the separation of a faculty member prior to the time the faculty member has advanced to tenured status at the University. Notices of non-renewal of probationary status shall be given in writing. If tenure is denied, the faculty member will be given a one-year terminal contract. Certain situations may warrant rehiring an individual in a multi-year position if the tenure denial was predicated upon the non-availability of a tenured slot rather than performance. In such instances the rehired individual may seek reinstatement to a tenure-track appointment should a tenure slot become available.

8.3.3 Dismissal for Cause

Dismissal for cause applies to the separation of a faculty member, including those on probationary or tenured status at the University. It may also be used when the University deems it necessary to release a faculty member prior to the end of the faculty member's contract year, or sever the employment of a faculty member with less than the minimum period of notification being met. Dismissal for cause notices may be issued for documented reasons such as the following:

1. Dereliction of duty, insubordination, or failure to execute contractual obligations.

2. Falsification of employment documents or other misrepresentations of credentials.

3. Incompetence or the inability of the faculty member to perform in the expected professional capacity.

4. Moral turpitude or personal and professional conduct that destroys or impairs academic effectiveness.

5. Mental or physical illness, even with accommodation, which renders the faculty member incapable of carrying out assigned duties for an extended period of time or permanently.
6. Criminal conviction.

7. Non-compliance with prescribed University policies, i.e. unprofessional conduct and conduct that significantly adversely affects the functioning of the department, school, or University.

8. Dual full-time employment at Norfolk State University and another institution or agency.


Dismissal for cause notices shall be issued in writing by the Provost and Vice President for Academic Affairs. The notice shall include a statement of circumstances and/or charges.

Should the involved faculty member wish to appeal a notice of dismissal for cause, he or she shall follow the established grievance procedures as outlined by Section 8.7 of the Teaching Faculty Handbook.

8.3.4 Termination

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

1. *Bona fide* financial difficulty has been firmly established by the Board of Visitors and proclaimed to exist, and when
2. *Bona fide* financial emergency in a department or school has been firmly established or termination of programs as defined by established University policies and procedures must be executed.
3. Changes occur in the educational program, such as program or department discontinuance, or other acts of retrenchment based on systematic reviews and the need for faculty.

Faculty retrenchment shall proceed with the issuance of notices of termination in the following order, until such time as the required level of retrenchment is met:

1. Term faculty
2. Tenure-track faculty
3. Tenured faculty

If a tenured faculty member's position is terminated because of retrenchment, the provision of State Workforce Transition Act governs re-employment rights.
The University reserves the right to amend the order of retrenchment on a program-by-
program basis based upon the academic needs of the academic program. For example,
if there is only one qualified specialist on the faculty in a program and another
speciality can be adjusted without comprising program instruction, an adjustment to
the retrenchment order can be made.

8.4 RESIGNATION

Faculty members wishing to resign should give notice as far in advance as possible.
Ordinarily, three months is the minimum acceptable notice. Faculty members with
instructional responsibilities are expected to complete the entire semester.

8.5 RETIREMENT

A faculty member may retire under conditions set forth in the VSRS Handbook for
Members. This Handbook may be secured from the Office of Human Resources. It is
desirable that a faculty member contemplating retirement first seek a pre-retirement
consultation. Once the retirement decision has been made, the department chair, dean,
and Provost and Vice President for Academic Affairs should be notified.

8.6 ADMINISTRATORS WITH ACADEMIC RANK ELIGIBLE TO RETURN TO
TEACHING FACULTY

Twelve-month administrative or teaching faculty who were hired with academic faculty
rank and served as a member of the teaching faculty, whether tenured or non-tenured,
may return to the classroom at the same rank as when they left. If they were non-
tenured, the time served in administration will not be considered in the tenure process.
Returning faculty may be given time to retool or update in their discipline, not to
exceed one semester. At no time shall the adjustment in salary of the academic
administrator be greater than the upward adjustment at the time of initial appointment
to administrative duties as specified in the administrative contract.

8.6.1 Administrators' Salary Conversion to Teaching Faculty Policy

The purpose of 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.

The adjustment process for salary conversion of administrators or 12-month faculty
who return to 9-month teaching faculty salary is as follows:

1. The 12-month salary less: (a) three months (3/12) salary and (b) the
administrative supplement, if granted when the administrative faculty
appointment was made, unless otherwise specified in the employee’s
administrative or professional contract.
2. In special instances where the above is not appropriate as determined by the Provost and Vice President for Academic Affairs and the President, the salary level will be set by the President based upon the academic administrator’s experience, qualifications, service to the University, and other relevant factors.

8.7 FACULTY GRIEVANCE PROCEDURE

The Faculty Grievance Procedure may be utilized by any full-time teaching faculty member for any faculty-initiated grievance, except for those matters falling within the jurisdiction of another resolution mechanism within the University (for example, unlawful discrimination or harassment). As used in this procedure, a grievance is an allegation by a faculty member that he or she has suffered a direct injury as a result of the following:

1. An action by an administrative officer of the University which deviated materially from the existing policies and procedures of the University; or
2. An action by an administrative officer of the University which was arbitrary, capricious, unreasonable or contrary to the facts.

Faculty members are encouraged to seek resolution of concerns through collegial processes other than the grievance procedure described herein. Doing so, however, does not preclude the faculty member’s rights under the Faculty Grievance Procedure.

Timelines are established via working days. For the purposes of grievance processes, the working day is defined as a weekday, Monday through Friday, except for days that the University is officially closed. Also, timelines may be adjusted for compelling circumstances such as official examination periods and periods when the University is open but academic instruction is not in session (for example, summer breaks).

Parties to the grievance are defined as the grievant(s) and the party or parties against whom the grievance is filed.

8.7.1 Faculty Grievance Procedure – Initial Step

A faculty member who chooses to grieve under this procedure shall first complete and submit the “Initial Faculty Grievance Resolution Request Form” to the administrative officer whose action or inaction is the basis for the grievance. A meeting to discuss the grievance must be scheduled and held by the administrative officer within two weeks of the receipt of the request form. The grievant has the right to bring a third party, such as the department faculty senate representative or a member of the school or college compliance committee, to the meeting as an observer. Minutes will be taken. After the meeting the administrative officer will record the administrative officer’s response to the grievance and meeting outcomes on the “Initial Faculty Grievance Resolution
Request Form.” Both the administrative officer and the grievant will sign the form. If the faculty member believes that consulting with the administrative officer may result in retaliation by that administrative officer, then the faculty member should submit the form to the administrative officer’s immediate supervisor. The faculty member shall not discuss the matter with the immediate supervisor of the administrative officer if that immediate supervisor is the University President. The process for this meeting shall be the same as described above.

If the faculty member is satisfied that the matter has been resolved, the two forms referred to above and the minutes will be filed with the Office of the Dean or the Office of the Provost. All involved parties will receive copies of all documents.

If, as a result of the discussion(s), the faculty member believes that the matter has not been resolved, or a discussion has not occurred within the two week time period, the faculty member may proceed to the second step of the grievance procedure as outlined in 8.7.3. (Grievance Procedure forms can be found in the appendix to the Teaching Faculty Handbook.)

8.7.2 Faculty Grievance Committee

1. Composition of the Committee

The primary vehicle for processing formal faculty grievances is the Faculty Grievance Committee, which shall consist of five (5) full-time faculty members, two of whom shall be tenured full-time teaching faculty members and shall be appointed by the Faculty Senate, two of whom may be administrative faculty members and shall be appointed by the University President as described in the paragraph below, and the fifth of whom shall be a tenured full-time teaching faculty member and shall be selected by the other four. The fifth member of the committee, as selected by the other four, shall be the committee’s chair. Department chairs are eligible to serve on the Faculty Grievance Committee. Only administrators who do not supervise faculty shall be eligible to serve on the committee. Committee members in the supervisory line of any of the parties involved in the grievance shall recuse him/herself from the process.

Presidential appointment(s) to the Faculty Grievance Committee shall be made as follows: After consultation with the University President, the Executive Committee of the Faculty Senate shall recommend to the University President five (5) administrative faculty members for service on the Faculty Grievance Committee. From the recommendations of the Faculty Senate Executive Committee, the University President shall choose the presidential appointee(s) to the committee.
2. Terms of Service

Except as otherwise provided herein, a Faculty Grievance Committee member shall serve a term of two calendar years, commencing August 1 in a year and ending July 31 of the second year thereafter.

All members of the committee, including those initially appointed to one-year terms, may be appointed to consecutive terms. The chair shall serve a two-year term and may be appointed to serve consecutive terms. If a vacancy in a position on the committee occurs during midterm, it shall be filled as the position was filled at the commencement of the term, and the individual designated to fill the position shall serve until the expiration of the original term unless reappointed. Members of the committee shall make diligent efforts to attend all meetings of the committee. The committee may declare vacant the position of a member who is absent from three (3) committee meetings during the course of a year.

8.7.3 Formal Grievance Procedure

1. A faculty member shall initiate a formal grievance by filing a written statement of grievance with the chair of the Faculty Grievance Committee. The written statement filed by the faculty member shall contain, as a minimum, the following:

   a. A description of the action about which the faculty member is grieving;
   b. The grounds upon which the faculty member is grieving the action, including an identification of the applicable policy or procedures, if any;
   c. A description of the events leading to the action about which the faculty member is grieving;
   d. A statement of the injury suffered by the faculty member and the date thereof; and
   e. A statement of the remedy sought by the faculty member.
   f. The forms and minutes from the “Grievance Procedure – Initial Step.”

The written statement should be no longer than 1,000 words, and the faculty member should attach to the written statement copies of any relevant documentation.

2. Except in cases involving personnel actions, the written statement of grievance shall be filed with the chair of the Faculty Grievance Committee within ninety (90) days of the date that the faculty member suffers the alleged injury. In those exceptional cases when the faculty member can demonstrate that he or she did not know, or have reason to know, of the grievance within ninety (90) days, the Grievance Committee may extend this period to one hundred and eighty (180) days. If the faculty member’s grievance concerns a series or pattern of injurious
decisions, the period shall run from that date of the latest alleged injury; however, the committee may review all of the decisions in the alleged pattern, and the committee may make recommendations concerning all of the decisions in the alleged pattern if it finds that such a pattern did exist and that any incident of the pattern occurred within the number of days specified herein.

3. In a case involving a personnel action, i.e., a nonreappointment, promotion, evaluation, salary increment, or a decision not to award tenure, the written statement of grievance shall be filed with the chair of the Faculty Grievance Committee within thirty (30) days of the date that the faculty member is provided notice of action taken after administrative and academic review procedures have been exhausted.

4. If the period described in paragraph 2 or paragraph 3 above would expire ordinarily between the University’s regular semesters, the period shall be extended and shall expire fifteen (15) days after the beginning of the next regular semester.

5. The faculty member in any matter before the Faculty Grievance Committee may withdraw the matter at any time during the committee’s proceedings without the need of the committee’s or a Hearing Panel’s approval. Such a settlement removes the matter from the jurisdiction of the committee and closes the case. The committee or a Hearing Panel may take whatever steps it deems necessary and appropriate to encourage settlement.

6. The Chair of the Faculty Grievance Committee will distribute the names of the members of the Faculty Grievance Committee to all parties to the grievance within five (5) working days of receipt of the grievance. Any party to the grievance may request that a Committee member be disqualified for bias or conflict of interest. Also, a member of the Faculty Grievance Committee may self disclose a bias or conflict of interest and request recusal from the Committee regarding a specific grievance. The remaining Faculty Grievance Committee members shall make, by consensus, and no later than five (5) working days after receipt of the request for disqualification or recusal, a final determination of the request for disqualification or recusal. If the request is granted, the remaining Faculty Grievance Committee members shall act on the matter. All requests for disqualification or recusal must be submitted to the Faculty Grievance Committee within three (3) working days of receipt of notification of the names of the Grievance Committee members.

7. The Faculty Grievance Committee shall convene in closed session within ten (10) working days of receipt of the grievance to review the written complaint and supporting documentation submitted by the grievant. The Faculty Grievance Committee, at its option, may request additional materials and/or written
clarifications from the grievant and shall specify the timeline for submission. The proceedings and deliberations of the Faculty Grievance Committee are not recorded and consist of review of written materials only. There shall be no oral presentations or testimonies by parties to the grievance or on the behalf of parties to the grievance.

8. The Faculty Grievance Committee shall conclude its deliberations within fifteen (15) working days of receipt of the grievance and make a determination whether or not to refer the grievance to a Hearing Panel based upon one or more of the following:
   a. The grievant has made inadequate attempts to resolve the concerns through consultations with appropriate administrative officers;
   b. The concerns are frivolous;
   c. The concerns are in litigation and/or have been referred to entities external to the University (for example, EEOC);
   d. The grievance matter falls within the jurisdiction of another resolution mechanism within the University;
   e. The grievance is a personnel matter and the faculty member has failed to exhaust all available administrative and academic review via applicable university policies and procedures.

9. If the recommendation is not to hear the grievance, the Faculty Grievance Committee shall submit its rationale to the grievant and to the Faculty Senate Executive Committee in writing. The recommendation(s) of the Faculty Grievance Committee will be retained in the Office of the Provost and Vice President for Academic Affairs for two years.

10. If the Faculty Grievance Committee determines that the faculty member’s grievance should be referred to a Hearing Panel, it shall designate a Hearing Panel for that purpose within fourteen (14) days of its determination.
   a. Each member of the Faculty Grievance Committee, including the chair, shall designate one member of a Hearing Panel.
   b. After committee members have designated the Hearing Panel members, the chair of the Faculty Grievance Committee shall appoint one of the designated members to be the chair of the panel.
   c. A Faculty Grievance Committee member who has taken a prejudicial public position on a matter before the committee, who has a personal interest in a matter before the committee, or who has a close personal or direct professional relationship with either of the parties in a matter before the committee shall not designate a member of the Hearing Panel for that matter. Such Faculty Grievance Committee member shall disqualify himself
or herself and shall disclose to the committee the grounds for disqualification. No person may serve on the Faculty Grievance Committee or a Hearing Panel if he or she is the person against whom the grievance is brought.

d. In the event that a member of the Faculty Grievance Committee appointed by the University President is disqualified or is otherwise unable to designate a Hearing Panel member, the other presidential appointee on the committee shall designate one additional Hearing Panel member. In the event that a member of the Faculty Grievance Committee appointed by the Faculty Senate is disqualified or is otherwise unable to designate a Hearing Panel member, the other Faculty Senate appointee on the committee shall designate one additional Hearing Panel member. In the event that the disqualified or otherwise unavailable member of the Faculty Grievance Committee is the chair, the remaining four members of the Faculty Grievance Committee shall designate the fifth member of the Hearing Panel and appoint its chair.

e. Only full-time teaching faculty members, including department chairs, are eligible to serve on Hearing Panels. A Hearing Panel constituted to hear the case of a tenured faculty member shall consist of tenured faculty members. A Hearing Panel constituted to hear the case of a nontenured faculty member shall consist of at least one (1) but not more than two (2) nontenured faculty members. No more than two (2) members of the panel may be from the college of the faculty member whose case will be heard by the panel. No more than one (1) member of the panel may be from the library if the faculty member whose case will be heard is from the library. There shall be no restriction as to the colleges of panel members selected to hear the case of an administrative faculty member who has no departmental designation.

f. The department chair and other members of the department of the faculty member whose case will be heard are ineligible to serve on the Hearing Panel constituted to hear the case.

g. Department chairs are ineligible to serve on a Hearing Panel constituted to hear a grievance in which the action of a department chair is the action being grieved.

11. It shall be the responsibility of the chair of the Faculty Grievance Committee to assure that members of the Hearing Panel meet the requirements described herein. In order to assure that such requirements are met, the chair may limit, as to college and as to tenure status, the designations made by Faculty Grievance Committee members. Limitations upon such designations should be
evenly applied to designations made by Faculty Senate appointees on the committee and to designations made by presidential appointees on the committee.

12. Either party in a case may challenge individual members of the panel for cause. “Cause” may include the taking of a prejudicial public position on the matter to be heard, a personal interest in the matter to be heard, or a close, personal or direct professional relationship with either of the parties. No peremptory challenges shall be permitted. The Faculty Grievance Committee shall decide disputes over the legitimacy of a challenge.

13. Members of a Hearing Panel should voluntarily disqualify themselves from hearing matters which raise as to them grounds for challenges for cause, whether or not such challenges have been made.

14. Any Hearing Panel member who has a close personal or direct professional relationship with the person filing a grievance or the administrator against whom the grievance is filed must disqualify himself or herself from serving on that case.

8.7.4 Procedures of the Hearing Panel

1. At least five (5) working days prior to a panel hearing, all parties must submit all written documents and exhibits to be considered at the hearing to the chair of the Hearing Panel. The chair will distribute, or otherwise make available, all materials to both parties at least two (2) working days before the hearing.

2. The Hearing Panel shall be provided and shall review all statements and attached documentation filed by the parties in the cases before the panel.

3. The Hearing Panel, with the consent of both parties, may meet with the parties prior to the hearing to discuss procedures, to clarify the issues, to exchange documentary evidence, to make stipulations of fact, and to take any other actions necessary to expedite the proceedings.

4. At any stage of the proceedings, the Hearing Panel may call upon the chair of the Faculty Grievance Committee or the Faculty Grievance Committee as a whole for procedural advice concerning the matter before the panel.

5. The chair of the Hearing Panel shall set the date, time, and place of the hearing. Insofar as is possible within the guidelines described in paragraphs 6, 7, and 8, the hearing shall be set at a date and time which is convenient to all parties, and continuance of the hearing date may be granted by the chair of the Hearing Panel upon the request of either party or upon the panel’s own motion.
6. Fourteen (14) days prior to the hearing, the chair of the Hearing Panel shall notify each party of the date, time, and place of the hearing. A party may agree to waive this notice. All parties not given timely notice must agree to waive notice before the hearing may be held as scheduled.

7. Except as otherwise provided, each party who has been given timely notice or who has waived timely notice is expected to appear in person at the hearing. If any such party should fail to appear, the chair of the Hearing Panel may decide, in the chair's sole discretion, to proceed with the hearing in that party's absence. If the chair of the Hearing Panel should decide to proceed, the party's absence shall not invalidate the hearing.

8. The Hearing Panel must convene within fifteen (15) working days of referral of the grievance from the Faculty Grievance Committee. Challenges to Hearing Panel membership shall be handled as detailed in Section 8.7.3.10. Notice of this action and copies of the grievant’s documentation will be forwarded to all parties to the grievance and the Provost and Vice President for Academic Affairs at the point of initiation.

9. The Hearing Panel’s proceedings are not open to the public, and the hearing shall not exceed five working days unless the Hearing Panel votes, by simple majority, to extend the hearing time for reasons specified by the Hearing Panel. All members of the Hearing Panel must be present for all proceedings and deliberations of the Hearing Panel unless there are extenuating circumstances. In such instances, all parties to the grievance must concur that the proceedings and deliberations may continue without the presence of a Hearing Panel member.

10. All parties to the grievance may present witnesses and submit documents in support of their positions. All documents and lists of witnesses must be submitted to the Hearing Panel not less than three working days prior to the hearing. The Hearing Panel retains the prerogative to call witnesses and examine documents in addition to those presented by the parties to the grievance as it deems appropriate.

11. Advisors – Each party to the grievance may be accompanied in the hearing by a non-participating advisor, who may be a legal counsel. If the non-participating advisor is a legal counsel, notification to the Faculty Grievance Committee must be provided at least three (3) working days prior to the convening of the Hearing Panel so that other parties to the grievance, to include the hearing committee, may invite legal counsel as well. The parties to the grievance may consult with non-participating advisors during the hearing; however, non-participating advisor(s), to include legal counsel, may not address the Hearing Panel or other participants directly. Each party to the grievance is permitted a maximum of two
non-participating advisors.

12. All parties to the grievance and their non-participating advisors may be present at the hearing when testimony is being heard. Witnesses, however, may be present when giving testimony only. Only Hearing Panel members can attend deliberations of the Hearing Panel. Deliberations of the Hearing Panel are not recorded. Witnesses cannot be advisors.

13. Opening and closing statements may be made by all parties to the grievance. The Hearing Panel retains the prerogative to impose reasonable time limits for such statements. Also, documents and other supporting materials may be presented as evidence.

14. Only members of the Hearing Panel may question witnesses. The Hearing Panel may permit the parties to the grievance to submit written questions to the chair that may be asked of witnesses at the chair’s discretion.

15. The Hearing Panel goes into the deliberation phase after testimony is heard and evidence is submitted. This phase is not recorded and is closed to everyone except members of the Hearing Panel and counsel if requested by the Hearing Panel. The Panel may render findings and recommendations for each issue or recommend dismissal of each issue.

16. Within five (5) working days of the conclusion of the grievance hearing, the chair of the Hearing Panel shall forward, in writing, the findings and recommendations of the committee to the parties to the grievance, the Faculty Grievance Committee, and the Provost and Vice President for Academic Affairs.

17. The Provost and Vice President for Academic Affairs will communicate to the Faculty Grievance Committee and the parties to the grievance the decision in response to the recommendations for actions within thirty days. The Provost and Vice President for Academic Affairs may affirm, modify, or refer the case back to the Grievance Hearing Committee with instructions regarding further deliberations or actions for further deliberations.

18. If the Provost and Vice President for Academic Affairs refers the case back to the Faculty Grievance Committee, it must submit the matter to the Hearing Panel for further deliberation and make a recommendation to the Provost and Vice President for Academic Affairs within fifteen (15) working days. The Provost and Vice President for Academic Affairs will then render a final decision.

19. If the grievant feels the decision of the Provost and Vice President for Academic Affairs is unacceptable, he or she may appeal to the University President. The President may request additional materials or information or take such other
action as he or she deems necessary prior to rendering a decision. The decision of the President shall be final. The President’s final decision will be communicated in writing to the grievant, the Provost and Vice President for Academic Affairs, the Chair of the Faculty Grievance Committee and University Counsel.

20. A complete set of records of the case will be retained in the Office of the Provost and Vice President for Academic Affairs for three years. If litigation is involved, records will be retained as determined by the University Counsel, but not less than three years.

8.8 FACULTY-STUDENT GRIEVANCES

The Faculty-Student Grievance Committee serves mainly in an investigatory capacity for student-initiated grievances. The committee hears, mediates, and recommends sanctions to the Provost and Vice President for Academic Affairs, and the Vice President for Student Affairs up to, or including dismissal. Faculty-student grievances are related to the following:

1. Charges of academic dishonesty.

2. Allegations of discrimination on the basis of sex, race, nationality, religion, or physical disability.

3. Grades.

4. Charges of faculty inaccessibility and unwillingness to listen to reasonable suggestions and problems.

5. Physical abuse.


7. Sexual harassment.

8. Other acts covered in the University Standards of Conduct.

Membership on the Faculty-Student Grievance Committee consists of three faculty selected/appointed by the Faculty Senate, three students appointed by the Student Government Association, and a committee chair appointed jointly by the Provost and Vice President for Academic Affairs and the Vice President for Student Affairs. Depending upon the nature of the case, membership of the committee may include the Director of Affirmative Action, Vice President for Student Affairs or designee, and Human Resources Director or designee in an ex officio and non-voting capacity.
SECTION IX. POLICIES AND PROCEDURES

For an up-to-date listing of policies and procedures, please see the NSU website.

9.1 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 Administration.

9.2 FIELD TRIP ACTIVITIES

All requests for off-campus trips with students must be submitted to the Vice President for Student Affairs or designee at least two weeks prior to the departure date. Requests must be in writing and must include a list of students' names, a relative's contact information for each student, mode of transportation, and itinerary. Approval for trips must be received in writing before departure of faculty and students from the campus.

It is the responsibility of the instructor or advisor arranging the trip to make sure that any contracted vehicle used for transportation is properly insured. Also, instructors should furnish students with a reasonable amount of help in making up work missed during these absences.

9.3 INCLEMENT WEATHER

A decision to close the University because of inclement weather will be made by the President or the Vice President for Finance and Administration and will be communicated to the public by way of the Office of News and Media Relations. The Office of News and Media Relations will contact the news media concerning the announcement of the closing.

9.4 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 (see Office of Human Resources).

9.5 SMOKING

Norfolk State University prohibits smoking in designated areas to ensure compliance with the Virginia Indoor Clean Air Act as amended. Specifics are available in Facilities Management.

9.6 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 (see Office of Human Resources).

9.7 PARKING

Faculty may purchase parking permits of various types 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 Police Building.

9.8 PERSONAL USE AND THE LOAN OF UNIVERSITY PROPERTY

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

9.9 POLITICAL ACTIVITIES

Faculty members who are considering running for political office must consult with the Vice President for Academic Affairs about possible conflicts of interest and
University policy pertaining thereto. This also applies to faculty elected to political office.

The University encourages public service. However, some activities may have time requirements that adversely affect the faculty 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.

9.9.1 On-Campus

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

9.9.2 Off-Campus

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

9.10 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 Colleague Financial unless otherwise authorized in advance by the Director of Procurement. Contact the Office of Procurement for details and guidance.

9.11 REPORTING THE LOSS AND 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 the University's inventory, requires the execution of an inventory change form.

9.12 LICENSURE REQUIREMENTS FOR COMPUTER SOFTWARE
All computer software must be installed and used in accordance with all applicable licensure requirements.

9.13 FRAUD REPORTING POLICY

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.

9.14 TRAVEL REIMBURSEMENT

The University encourages faculty and staff participation in conferences and workshops and provides for reimbursement of expenses incurred during travel to such activities if funds are available. Travel funds are allocated in departmental budgets, and each trip must be properly approved. The University is governed by State Travel Regulations for reimbursements of travel expenses; therefore, faculty must familiarize themselves with these regulations (see the Procurement Services Policy Guide).

9.15 NEWS AND MEDIA RELATIONS POLICY

The Office Communications and Marketing is the chief liaison office for all media contacts. It is the responsibility of the Office Communications and Marketing to work with those faculty members 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 Communications and Marketing is primarily responsible for responding to the majority of news media queries, NSU faculty members sometimes receive press questions or inquiries directly. Faculty 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 Communications and Marketing since they are derived from administrative decisions. In these instances, the President, Board of Visitors, or a designee of these entities will respond to the media. In cases where a faculty member has been contacted directly by the media, said faculty member should notify the Office Communications and Marketing as soon as possible. This enables the News and Media staff to track news stories where NSU faculty have been featured or quoted. For more information on dealing with the media, or the dissemination of public information see NSU Policy 51.001 Dissemination of Public Information.
**9.16 UNIVERSITY SEAL, LOGO, AND ATHLETIC LOGO**

The University seal is reserved for use on the following official documents ONLY:

- Degrees
- Legal Documents
- Proposals to the Commonwealth
- Commencement Program
- Official Resolutions
- Documents from the Office of the President

The seal should not be used in any publications or marketing materials without prior approval from the Office Communications and Marketing (see Use of University Seal, Logo, and Athletic Logo Policy).

**9.17 OTHER POLICIES AND PROCEDURES**

The Office of Human Resources is the source for benefits and policies and procedures. Some have been referenced in this *Teaching Faculty Handbook*, but others have not. For detailed information regarding each policy, please see the Office of Human Resources. The following enumeration is designed to be informative rather than exhaustive:

- Change of Address
- Disability Policy
- Exit Interview Policy
- Flexible Spending Accounts
- Faculty Orientation
- Health Care Benefits Leave Policy
  - Annual Leave
  - Sick Leave
  - Maternity Leave
  - Leave of Absence
  - Family Medical Leave
- Life Insurance
- Optional Insurance
- Additional Insurance
- Deductions
  - Miscellaneous Deductions
  - Payroll Deductions
  - Voluntary Deductions
- Personnel Payment of Garnishments
- Premium Conversion
• Prepaid Legal Assistance Plan
• Recovery of Debts Owed
• University Retirement Benefits
  ° Virginia Retirement System
  ° Optional Retirement Benefits
• Substance Abuse Policy
• Tax Sheltered Annuities
• Verification of Employment
• Workman’s Compensation
• State Vehicle Use/Motor Pool
SECTION X. RESEARCH AND PUBLICATIONS

10.1 RESEARCH

It is the policy of the University that all research proposals of the following types are subject to review and approval by the University Research Council and the Associate Vice President for Research: (a) human subjects, (b) animal subjects, (c) genetic engineering, (d) radioactive materials, and (e) student information.

10.2 UNIVERSITY SUPPORT FOR PROFESSIONAL MEETINGS, SCHOLARLY RESEARCH AND CREATIVE ACTIVITIES

The University may reimburse faculty members (when departmental, school, or University budgets permit), for costs associated with attendance at, and participation in, professional meetings in a leadership or assigned role. Completion of internal prior approval procedures is imperative to ensure reimbursement.

The following units will provide assistance for scholarly research activities:

10.2.1 The Research Council

The primary responsibilities of this council are to promote and to encourage ongoing research among faculty and students and to assist in allocating educational research funds provided by the University.

10.2.2 The Office of Sponsored Programs

The Office of Sponsored Programs serves as the primary interface for all departments and units within the University for all local, state, federal and quasi-governmental funding agencies, corporations and other entities that provide research projects and other sponsored programs. The mission of the Office of Sponsored Programs is to shepherd programs and funds into and through the University and to assist the University in developing and maintaining the intellectual base required to attract external funding. It is the goal of this office to ensure that faculty and staff have the most up-to-date public and private funding information available. The Office seeks, pursues, solicits, and manages funding opportunities for all research and other sponsored program activities university-wide, by establishing relationships with potential sponsors, identifying University resources, matching University capability with agency needs, and promoting the University to external sponsors.

In instances where full-time faculty members are involved in sponsored research, a reduction of the normal teaching load will be considered on an individual basis.
Released time is granted based on an assessment of the benefit of the activity to the University or department and approved by the department chair, dean and Provost and Vice President for Academic Affairs. Accomplishments are reviewed periodically.

**10.2.3 Financial Support for Research**

Financial assistance for research may be available in the Office of Sponsored Programs, which provides assistance in locating potential University, private, state, and federal sources of funds. The University's internal controls are established to assure compliance with University-established missions, goals, and objectives. Faculty must complete the internal process before submitting requests for funds to any funding source.

**10.2.4 Compensation for Funded Grants and Research**

Compensation for a faculty member who is involved in grants and funded research activities will be based on the faculty member's regular pay rate. The combined salary for the faculty member's regular teaching load and grant/research activities will not exceed 100 percent of the faculty member's regular contracted salary during the academic year.

Compensation for summer work on grants and research-funded projects will be exclusive of the work-year appointment. Summer compensation will be based on the same rate of pay as the faculty member's regular contracted salary. The combined salary for the faculty member's regular teaching load and grant/research activities will not exceed 100 percent of the faculty member's regular contracted salary during the summer.

Formal agreements with faculty members for participation in grants and funded research projects will be made through completion of the Norfolk State University Internal Approval Form (IAF) for Sponsored Programs and the Grant Salary Allocation Report (GSAR). The Temporary Employment Agreement (TEA) will be completed when appropriate. Each of these forms identifies the duration of the funded project and the percentage of time the faculty member is contracted to spend on the project.

Fees paid to faculty members for consultative services provided to externally funded projects will be based on the contracting agency's stated rate for such services.

**10.2.5 Compensation for Other Sponsored Programs**

Compensation for other sponsored programs is provided to faculty on a release time basis, or in instances where work is required during periods not covered under the
normal contract period, such as during the summer, additional compensation is available.

Faculty members are expected to use the release time method when their efforts are required during regular semester periods. Additional compensation is available only when faculty members’ efforts are required outside the semester(s) period. This additional compensation will be based on the terms of the grant, contract, or memorandum of understanding for a maximum of three months equivalent to the faculty member's prevailing contract salary. For shorter performance periods, the rate of compensation will be prorated based on the prevailing contract salary.

10.3 PATENT AND COPYRIGHT

The University is dedicated to the generation and dissemination of knowledge and invention of new products through faculty research that does not interfere with the mission and duty of the University. The Patent and Copyright Policy of the University is available in the Office of Sponsored Programs.

10.4 INTELLECTUAL PROPERTY POLICY

Scholarly activities may result in the creation of research papers, books, inventions, computer software, musical scores, articles for magazines and journals, and new technologies. These creative works are defined as intellectual property. At some point, these intellectual properties may have value for the owner(s) and should be protected under the appropriate patent or copyright laws.

Pursuant to this end, the Board of Visitors of Norfolk State University has adopted an Intellectual Property Policy. This policy is designed to (1) protect the equities of the creator(s) as well as the University, (2) define the responsibilities, rights, and privileges of those involved, and (3) establish basic guidelines to be included in the administration of the policy (see Intellectual Property Policy for additional information).
SECTION XI. FACULTY HANDBOOK AMENDMENT PROCESS

11.1 AMENDMENTS

Please see online version for policy updates and amendments.

While the Administration is committed to shared governance with the faculty to the degree set forth in the policy statements of this Teaching Faculty Handbook, in so doing, the Administration does not abrogate its duties and responsibilities, which include the right, if deemed essential to the proper management of the University, to amend the provisions of this Handbook. If such amendment is deemed necessary, the Administration is committed to seeking faculty input as set forth herein in effecting such amendments.

11.2 AMENDMENT PROCESS

Proposed amendments to the Teaching Faculty Handbook will be considered and acted upon pursuant to a procedure similar to that utilized in the creation and adoption of this Handbook, described as follows:

1. The Faculty Handbook is a living document, which reflects the evolving needs of the faculty and the University. The Office of the Provost and Vice President for Academic Affairs and the Executive Committee of the Faculty Senate shall appoint a Faculty Handbook Revision Committee as a standing committee. All recommendations for amendments should be forwarded to this Committee.

2. The Faculty Handbook Revision Committee shall consider any proposed amendment. Further, the Committee shall conduct biannual review of the Teaching Faculty Handbook to consider whether additional amendments are needed. In all cases the Committee shall seek to reach a reasoned consensus with all involved parties. The Committee shall file a report with the Faculty Senate stating the Committee’s recommended action.

3. The Faculty Senate shall consider the recommendations of the Faculty Handbook Revision Committee within thirty (30) calendar days of the submission of the Committee’s report and shall file its recommended action with the Provost and Vice President for Academic Affairs.

Under extenuating circumstances, as certified by the Provost and Vice President for Academic Affairs, a change in any policy contained herein, may be made without prior review by the Faculty Senate. However, the Faculty Senate must be informed as soon as feasible.
11.3 AMENDMENTS TO TAKE EFFECT

Amendments shall take effect immediately upon approval by the Board of Visitors, unless otherwise specified. Amendments so adopted shall be incorporated into the Teaching Faculty Handbook as a permanent revision thereto.

11.4 PROPOSED REVISION

Revision proposals governed by the policy can be made by the Faculty Handbook Revision Committee or any person or group (i.e., committee, board, council) connected with the University. Although the manner of making such proposals is a matter of individual style and custom, the following procedures are, nevertheless, recommended:

1. Make proposals in the form of text.

2. Include, as accompaniment to the proposal, a brief explanation of the reason(s) for proposing the revision suggested.

11.5 GENERAL RULES OF IMPLEMENTATION

1. All new members of the faculty shall receive a copy of the Teaching Faculty Handbook upon acceptance of their contract offer.

2. Continuing members of the faculty may download copies of the Teaching Faculty Handbook from the Norfolk State University website.

3. The Provost and Vice President for Academic Affairs shall be responsible for keeping the official record of all revisions to the Teaching Faculty Handbook.

4. A copy of the Teaching Faculty Handbook with current revisions will be available on the Norfolk State University website and in hard copy, which will be located in the Office of the Provost and Vice President for Academic Affairs and in the Lyman Beecher Brooks Library.
INDEX

A

ACADEMIC ADVISEMENT, 59
Academic Council, 10
academic freedom, 28, 41, 42, 46, 47, 48, 82
ACADEMIC FREEDOM, 46
ACADEMIC INTEGRITY, 48
ACADEMIC LEAVE, 77
academic rank, 14, 21, 22, 32, 64
Academic rank, 13
ACCREDITATION, 3
Adjunct Faculty (Part time), 14
Adjunct teaching, 14
administrative faculty, 6, 85
Administrative Structure, 4
Administrators' Salary Conversion to Teaching Faculty, 85
ADMINISTRATORS WITH ACADEMIC RANK ELIGIBLE TO RETURN TO, 85
ALLOCATION OF MERIT PAY, 75
Annual Review Process, 64
Appeal, 75
Application for Tenure Procedures, 29
Appointment, 52, 63
Appointment of Deans, 18
Assignments and Examinations, 45
Assistant and Associate Deans, 7
Assistant and Associate Vice Presidents, 6
assistant professor, 19, 22, 23, 31
Assistant Professor, 22, 23, 31
associate professor, 19, 21, 23, 31, 32
Associate Professor, 21, 31

B

Board of Visitors, i, 4, 19, 22, 27, 31, 32, 77, 79, 84, 99, 104, 106

C

Center Directors, 8
change in academic rank, 22
Change of Address, 100
Classroom Freedom and Responsibility, 44
Classroom Procedures, 43
Community Service, 70
Compensation of Department Chair, 17
CONFLICT OF INTEREST, 49
Content Expertise, 66
CONTRACTUAL OBLIGATIONS, 54
Course Management, 66
creative activities, 46
Criminal conviction. See dismissal for cause
Criteria for Appointment, 16
Criteria for Evaluation Categories, 65
Criteria for Tenure, 28

D

Deans, 6, 8, 59
Denial of Tenure, 32
Department Chair, 14, 26, 30, 31, 43, 44, 45, 46, 74
Department Chair Roles and Responsibilities, 15
Department chairs, 18, 59
Department Chairs, 7, 74
departmental evaluation committee, 64, 73
Departmental Evaluation Committee, 31, 73, 75
DEPARTMENTAL FUNDS NOT ON DEPOSIT WITH THE UNIVERSITY, 96
Disability Policy, 100
Disciplinary Problems, 46
Dismissal for Cause, 83
Distinguished Faculty, 38
Dual full-time employment. See Dismissal for Cause

E
Eminent Scholar, 38
Eminent Scholars, 38
evaluation, 15, 18, 26, 27, 29, 30, 31, 37, 41, 43, 44, 45, 54, 62, 64, 65, 66, 70, 71, 72, 73, 74, 75, 76, 82
Evaluation and Merit Pay, 71, 73
Evaluation of Academic Deans, 18
Evaluation of Chairs, 18
Excellence in teaching, 65
Executive Council, 4, 8, 9
EXTERNAL CONSULTING, 61

F
Faculty Appointments, 13
Faculty Evaluation Process, 64
Faculty Evaluation Summary Rating Forms, 74
Faculty Hiring, 51
Faculty Member Initiated Severance, 82
FACULTY personnel matters, 13
Faculty Recognition, 37
FACULTY RESPONSIBILITY, 42
Faculty Senate, 8, 9, 10, 11, 38, 69, 95, 105
FACULTY-STUDENT GRIEVANCES, 95
Falsification of employment documents. See Dismissal for Cause
FIELD TRIPS ACTIVITIES, 96
Financial Support for Research, 103
Flexible Spending Accounts, 100
FRAUD REPORTING, 99
full-time faculty, 29, 59, 60, 61, 62, 73, 102
Funded Grants and Research and Compensation, 103

G
Governance, 8
Graduate Council, 8, 10
Graduate Student Assembly, 11
Grantsmanship, 67, 68
grievance, 84, 86

H
History, i
History of Leadership, 2
HIV INFECTION AND AIDS, 96

I
Immigration Reform and Control Act, 55
INCLEMENT WEATHER, 96
Informal Grievance Procedure, 86
Instructional Delivery Skills, 66
Instructional Design Skills, 66
Instructor, 22
INTELLECTUAL PROPERTY POLICY, 104

L
LEAVE OF ABSENCE WITHOUT COMPENSATION, 80
Leave Reporting Form, 77, 80
Lecturer, 22
LICENSURE REQUIREMENTS FOR COMPUTER SOFTWARE, 98
Load Measures, 57

M
Meeting Classes and Absences from Classes, 43
merit pay, 37, 64, 66, 67, 68, 69, 70, 76
MERIT PAY, 37
MERIT PAY GUIDELINES, 22
MISSION, 2
Misuse of state property. See Dismissal for Cause
Multi-year, 20, 84

NEWS AND MEDIA RELATIONS, 99
Non-Renewal of Multi-Year Status, 83
Non-Renewal of Tenure-track (Probationary) Status, 83

Office for Sponsored Programs, 102
OFFICE HOURS, 59
official transcripts, 63
On-line evaluations, 46
Orientation, 53
OUTSIDE EMPLOYMENT, 60

PARKING, 97
PATENT AND COPYRIGHT, 104
Peer Evaluation, 73
Performance Levels
Exemplary Performance (EP)
Professional Level Performance (PL)
Improvement Required
Unsatisfactory, 70
PERSONAL LEAVE, 80
PERSONAL USE AND THE LOAN OF UNIVERSITY PROPERTY, 97
PERSONNEL FILES, 62
Petitioning an H-1B Employee, 55
POLITICAL ACTIVITIES, 97
portfolio, 66, 71, 72, 73, 75, 76
Position Approval, 51
Prepaid Legal Assistance, 101
President, 4
President Expanded Cabinet, 8
President’s Expanded Cabinet, 8
President’s Cabinet, 8
Procedure for Appointment and Reappointment, 16
Professional, 68
PROFESSIONAL ETHICS, 41
PROFESSIONAL GROWTH AND DEVELOPMENT, 61
Professor, 14, 21, 23, 32, 39
Professor Emeritus, 14, 39
PROMOTION, 22
Promotion Review Summary, 27
PURCHASING AND PROCUREMENT, 98

Recruitment, Screening, and Interviewing, 51
Release Time, 72
released from the contract, 82
Removal of Department Chair, 17
REPORTING THE LOSS AND THEFT OF UNIVERSITY PROPERTY, 98
Research, 13, 60, 67, 102, 103
RESEARCH, 102
Research Council, 102
Research Faculty, 13
Resignation, 85
RESIGNATION, 85
RETIREMENT, 85

SABBATICAL LEAVE, 78
SCHEV Outstanding Faculty, 38
Scholarly, 67
scholarly activity, 22, 23, 24, 28, 31, 32, 42, 56, 62, 64, 65, 67
Scholarly Activity, 69, 70
School Compliance Committee, 74
Selection Committees, 38
Service, 11, 29, 68, 69, 70
severance, 82
Severance, 82
SEXUAL HARASSMENT, 97
Sick Leave, 81
SICK, FAMILY, AND MEDICAL 
   LEAVE, 80
SMOKING, 97
Southern Association of Colleges and 
   Schools, 3
Student Assessment of Faculty, 45
Student Government Association, 12
Student Ratings, 72
Summary Composite Rating, 74
SUMMER SESSION EMPLOYMENT, 
   59
SUMMER SESSION PAY, 60
Supervision of student teachers, 57
SUPPLEMENTAL COMPENSATION, 
   61

T
TEACHING ABSENCE REQUEST 
   POLICY, 77
TEACHING AND NON-TEACHING 
   WORKLOAD, 56
teaching faculty, 13, 32, 38, 61, 64, 65,  
   66, 71, 72, 73, 74, 76, 77, 81, 85, 86
Teaching Faculty, 13, 56
Teaching Faculty Evaluation, 64, 73, 74
Teaching Faculty Portfolio, 71
TEACHING OVERLOAD, 58
Teaching Roles 
   Definition, 66
tenure, 10, 14, 15, 19, 21, 22, 27, 28, 29,  
   30, 31, 32, 38, 62, 64, 80, 82, 83, 85
Tenure, 19
TENURE, 27
Tenure Review Summary, 31
Tenure-Track, 19
Termination, 84
Textbooks, 45

The 1940 Statement of Principles of 
   Academic Freedom and Tenur, 47
The Executive Council, 9
The Faculty Senate, 9
The President’s Executive Cabinet, 8
thesis and dissertation supervision, 57
Travel Outside, 49
TRAVEL REIMBURSEMENT, 99
Twelve-month (12) faculty, 77

U
University Curriculum Committee, 11
University Faculty Recognition 
   Committee, 38
University Initiated Severance 
   Non-renewal of Multi-Year Status 
   Non-Renewal of Tenure-Track 
   (Probationary) Status, 82
University Review Committee, 32, 64, 
   75
UNIVERSITY SEAL, LOGO, AND 
   ATHLETIC LOGO, 100
University Service, 69
University-Wide Committees, 11

V
Verification of Employment, 101
Vice President for Academic Affairs, 4
Vice President for Finance and 
   Business, 5
Vice President for Student Affairs, 6
Visiting Scholar, 14

W
Workload, 58
APPENDIX
REQUEST FOR GRIEVANCE MEETING - INITIAL STEP

Instructions: You must complete, sign, and submit this form to the appropriate Administrative Officer. You should receive a copy of this form with your signature and the Administrative Officer’s signature.

GRIEVANT INFORMATION

Name: ___________________________________________ Faculty ID Number: ____________________

Rank: ____________________ Department: ____________________

College/School: ____________________

BRIEF DESCRIPTION OF GRIEVANCE

Appropriate Administrative Office: (Select One)

☐ Chair      ☐ Dean      ☐ Provost      ☐ Other: ____________________

Administrator’s Name: ____________________

SIGNATURES

I declare that all the information provided above is accurate.

Signature of Grievant: ____________________ Date: ____________________

I acknowledge that I have received this form and have provided a copy to the grievant.

Signature of Administrative Officer: ____________________ Date Received: ____________________
Instructions: You must complete, sign, and submit this form to the appropriate Administrative Officer. You should receive a copy of this form with your signature and the Administrative Officer’s signature.

GRIEVANT INFORMATION

Name: 
Faculty ID Number: 
Rank: 
Department: 
College/School: 

GRIEVANCE MEETING INFORMATION

Meeting Date: 
Meeting Attendees: 
Meeting Outcome: 

BRIEF DESCRIPTION OF GRIEVANCE RESPONSE

SIGNATURES

Grievance Resolved ☐ 
Grievance Not Resolved ☐ 
Signature of Grievant: ________________________________ 
Date: ____________________ 
Signature of Administrative Officer: ___________________________ 
Date: ____________________ 
☐ Chair 
☐ Dean 
☐ Provost

Other: 
Achieving Excellence. Success Beyond Measure.