



NORFOLK STATE
UNIVERSITY

Teaching Faculty **HANDBOOK**

March 19, 2021





Teaching Faculty Handbook

March 19, 2021

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

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

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

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SECTION I. BACKGROUND

1.1 FOREWORD

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

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

1.2 HISTORY

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

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

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

During the third period in the development of the institution, 1944 to 1969, the Norfolk Division of Virginia State College pursued an expanded mission and through an Act of

the Virginia General Assembly, became a degree-granting institution, offering its first bachelor's degree in 1956.

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

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

A History of Leadership

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

1.3 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.

1.4 MISSION STATEMENT

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

1.5 VISION STATEMENT

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

1.6 CORE VALUES

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

1. **Excellence:** We are dedicated to fostering a culture of excellence in all facets of the University through the highest educational standards for student achievement, stellar faculty teaching, innovative research, dedicated service, and creative co-curricular activities.
2. **Student-Centered:** Students are our top priority, and we are committed to helping them become globally competitive in an enriching, stimulating, and supportive environment.
3. **Diversity & Inclusiveness:** We foster a multicultural campus respecting all people, cultures, ideas, beliefs, identities, socioeconomic backgrounds, and perspectives. We train our students to become leaders in an ever-changing global and multicultural society.
4. **Integrity and Civility:** We expect everyone to be accountable for his or her actions and to engage in honest, ethical behavior. We value the contributions of each person, treating all with respect and civility, and affirm our shared responsibility for institutional success.
5. **Engagement:** We continuously enhance the University's role and influence in

affairs of local and global communities by promoting educational attainment, cultural enrichment, and economic development.

6. **Pride:** We display great admiration for the University and its rich history and legacy.
7. **Financial Empowerment:** We aggressively pursue expanded and more diversified revenue streams.

1.7 ACCREDITATION

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

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

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

2.1.3 Chief of Staff

The Chief of Staff serves as the senior advisor to the President on University operations

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

2.1.4 Executive Advisor to the President and Board of Visitors

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

2.1.5 Provost and Vice President for Academic Affairs

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

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

support in the areas of accreditation reaffirmation, curriculum management, etc.

2.1.6 Vice President of University Advancement

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

2.1.7 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 VPFA is responsible for establishing and maintaining current financial policies and procedures as well as capital and infrastructure improvements for all units, divisions, and departments of the University. The VPFA provides leadership and oversight for key financial and business functions serving a wide range of customers within the University. The offices of the Controller, Procurement Services, Information Technology Services, Planning and Budget, Risk Management, Auxiliary Enterprises, Bursar, Physical Plant, and University Police report to the VPFA.

2.1.8 Vice President for Student Affairs and Enrollment Management

The Vice President for Student Affairs and Enrollment Management (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 admissions, career services, counseling, financial aid, housing and residence life, military services and veterans affairs, accessibility services/international student services (OASIS), Spartan health center, student activities and leadership, student advocacy and new student orientation, student center, and student support services.

The VPSA 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.

2.1.9 Executive Director of Planning and Budget

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

2.1.10 University Counsel and Senior Assistant Attorney General

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

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

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

2.1.11 Athletics Director

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

2.1.12 Chief Audit Executive

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

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

The Chief Audit Executive will periodically report to senior management and the Board on the following:

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

2.2 ORGANIZATION OF COLLEGES, SCHOOLS, AND ACADEMIC DEPARTMENTS

2.2.1 Deans

Deans report to the Provost and are accountable to the Provost and to the faculty within the college or school they serve. Deans are responsible for the administrative and academic leadership of their respective colleges or schools and for management and oversight of the instructional programs. Specifically, they ensure that faculty exercise academic responsibility, enjoy academic freedom, engage in appropriate peer and

student evaluations, and have adequate resources and professional development opportunities. Deans also review departmental recommendations for appointment, renewal, promotion, tenure, termination, and dismissal. Deans submit such recommendations to the Provost. Deans also supervise department chairs within their colleges or schools.

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

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

2.2.2 Associate/Assistant Deans

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

2.2.3 Department Chairs

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

Department chairs are teaching faculty with temporary administrative responsibilities. Chairs have the opportunity for the closest professional contact with faculty. As such, they have a basic responsibility for the quality of instruction, research, professional progress of staff, curriculum development, recruitment, departmental budget preparation and management, and administrative tasks required to process data connected with instruction. Responsibilities of department chairs include assigning

faculty course schedules (with faculty input), maintaining student records in the departments, supervising academic counseling of students, directing instructional and program assessment, and developing the faculty input for long-range and annual reports essential for departmental health and growth. Copies of these reports will be available for review by faculty.

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

2.2.4 Center Directors and Undergraduate/Graduate Program Coordinators

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

2.2.4.1 Center Directors

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

2.2.4.2 Undergraduate Program Coordinators

Undergraduate program coordinators operate under the auspices of academic departments and report to the department chair. Program coordinators may be 9- month or 12-month employees and are responsible for developing and maintaining the quality of curricula. Coordinators must possess teaching and advising experience.

Appointment as a coordinator is an academic assignment. Coordinators shall receive an adjusted workload of one (1) course reduction per semester. Teaching loads for coordinators of programs that do not meet SCHEV program viability and SACSCOC requirements may be adjusted.

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

- Assist in the completion of the annual assessment report.
- Assist in the maintenance of program and student records.
- Assist with inquiries and communication with prospective students.

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

2.2.4.3 Graduate Program Coordinators

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

Graduate coordinators are responsible for developing and maintaining the quality of curricula. Coordinators must possess teaching, research, and advising experience.

Appointment as a coordinator is an academic assignment. Coordinators shall receive an adjusted workload of one (1) course reduction per semester. Teaching loads for coordinators of programs that do not meet SCHEV program viability and SACSCOC requirements may be adjusted.

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

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

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

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

2.3 GOVERNANCE

The University recognizes the need for the combined participation of the administration, faculty, staff, and students in the efficient management of the internal affairs of the institution. The President's Executive Cabinet, Expanded Cabinet, Executive Council, Faculty Senate, Graduate Council, University-wide Curriculum Committee, General Education Council, Academic Deans Council, and Student Government Association provide essential input into internal policymaking by the University.

2.3.1 The President's Executive Cabinet

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

2.3.2 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 President's Expanded Cabinet is an advisory body to the President designed to ensure University-wide discussion of policies, procedures, and activities. It is chaired by the President or a designee and generally meets the last Wednesday of each month.

2.3.3 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 body composed of five administrators, five faculty members, five staff members, and five students. The administrators, appointed by the President, generally include the five Vice Presidents. The President appoints five staff members based upon their expertise on the subject under consideration. The Faculty Senate elects four faculty representatives who serve for two years with overlapping terms. The President of the Faculty Senate serves as the faculty's fifth representative. The Student Government Association selects the five student members for a one-year term. The President of the University chairs the Executive Council.

2.3.4 The Faculty Senate

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

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

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

- Make recommendations to the administration in the area of faculty welfare, including tenure, promotions, fringe benefits, and other matters of general faculty concern.
- Review and make recommendations on all proposed changes to the *Teaching Faculty Handbook*.
- Review and make recommendations on all proposed policy changes that involve faculty affairs.
- Review and make recommendations on all proposed policy changes which involve University matters, in general, and academic matters, in particular.
- Serve as a channel through which faculty opinion may be identified and

communicated to the administration.

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

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

Number of Full-Time Faculty in Department	Number of Representatives
1 – 15	1
16 – 35	2
36 – 59	3
60 – Above	4

For Faculty Senate membership rules, see Faculty Senate Constitution and By-Laws.

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

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

2.3.5 Academic Council

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

2.3.6 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. The Graduate Council establishes, with the approval of the Provost and appropriate dean, the criteria for the certification of graduate faculty. The dean of the School of Graduate Studies and Research or designee serves as chair of the

Graduate Council.

In addition to the dean of the School of Graduate Studies and Research, membership on the Graduate Council consists of one representative (i.e., director or coordinator) from each graduate program offered at Norfolk State University, as well as one person from each of the following units: Faculty Senate, Office of the Provost and Vice President for Academic Affairs, Lyman Beecher Brooks Library, Graduate Student Association, and Office of Extended Learning. Provisional membership may be granted to one representative from a program seeking to offer graduate-level courses.

2.3.7 The University Curriculum Committee

The University Curriculum Committee consists of the following voting members:

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

This committee also includes the following non-voting members:

- one (1) representative from the Registrar's Office,
- one (1) representative from the Library,
- one (1) representative from the University Assessment Advisory Committee,
- one (1) vice provost (responsible for curriculum management).

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

2.3.8 General Education Council

The General Education Council's work is extremely important as the campus, led by the faculty, engages in processes to:

- examine the currency of the general education program;

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

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

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

2.3.9 University-Wide Committees

University-wide committees at Norfolk State University review and recommend policies and procedures that affect the governance and operation of the University. Committees consist of faculty, staff, students, and, in some instances, administrators and alumni. The composition of each committee will be consistent with the charge and purpose of the committee. Committee membership is initiated at the Faculty Senate level with final approval by the President of the University. Recommendations for faculty and student committee memberships are made by the Faculty Senate and the

Student Government Association, respectively. The committees are to be formed in the fall of each year, and members may serve up to two academic years. Membership may be staggered, as appropriate. All committees are responsible to the President of the University.

University-wide committees perform vital functions at the University. The University-wide committees' handbook provides information to the University community. It sets forth the composition and general charge of each committee, details its respective functions, and outlines procedures for conducting business. Administrators, faculty and students within the University community volunteer their time and expertise to serve Norfolk State University as committee members.

The Committee on Committees assists the Provost and President with oversight of University-wide committees. The Committee on Committees performs the following:

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

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

2.3.10 School and Departmental Committees

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

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

2.3.11 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.

2.3.12 Student Government Association

The Student Government Association (SGA) is an organization for undergraduate students. The Association promotes student participation in institutional decisions that affect students by assigning SGA members 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 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: (i) tenure/tenure-track and (ii) term. Term faculty appointments include multi-year, adjunct, visiting scholars, clinical, and research.

The 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 makes the final decision for recommendation to the President and Board of Visitors.

Tenure granted by the Board of Visitors to the University President is exempted from the above approval requirements and is also exempted from all the other provisions of this *Teaching Faculty Handbook* so long as the person remains as President.

3.1.1 Teaching Faculty

The primary responsibilities of teaching faculty include instruction, scholarly activities, advising and mentoring students, and professional and University service. Academic rank is assigned based on earned academic credentials, teaching experience, scholarly activity, 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 professional development and service. Academic rank is assigned on the basis 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, or the University-at-large. These appointments usually extend up to one year but may exceed one year at the discretion of the Provost.

3.1.4 Professor Emerita or Emeritus

The title emerita or emeritus may be awarded by the Board of Visitors to a distinguished, tenured faculty member upon retirement at the rank of professor, with at least 15 years of full-time service to the University. Professors emeriti/ae 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 Provost and the President.

3.1.5 Adjunct Faculty (Part-time)

Adjunct faculty 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. With faculty consultation, the department chair is expected to articulate the goals of the department and maintain adequate records of implementation and pursuit of set objectives. The 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:

- 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.
- Compliance with accreditation standards and University, state, and federal regulations.
- Course management, with faculty input, including editing and preparing the course schedules with times and places for classes to meet.
- Curriculum oversight, program review, and program assessment.
- Departmental compliance with University policies and procedures.
- Evaluation of academic faculty and the departmental staff.
- Faculty and staff workload assignment, to include academic advising, teaching schedules, etc.
- 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.
- Maintaining the personnel records of faculty and staff.
- Other duties as assigned by the dean.
- Oversight of departmental committees to include the departmental evaluation committee.
- Report preparation and submission.
- Reporting to the dean whenever problems cannot be resolved at the departmental level.

3.2.2 Appointment of Department Chair

The tenured and tenure-track faculty of the department shall participate in the election of the department chair in accordance with established criteria described below. As such, they will be defined as the departmental voting faculty. The name of the individual selected shall be submitted for approval by the college or school dean.

Department chairs are teaching faculty with temporary administrative responsibilities and shall serve for one or two consecutive three-year terms. Reappointment to a second term is not automatic, and chairs must be reelected to that position by departmental voting faculty. Faculty may serve a maximum of two consecutive terms as department

chair. The department chair who has served two consecutive terms may be re-elected for another term after someone else serves for at least one term.

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

3.2.3 Procedure for Appointment and Reappointment

When considering an appointment, the following guidelines are to be observed:

- The criteria for department chairs are as follows: terminal degree in the discipline or related field, associate professor or higher, full-time, and tenured.
- Only tenured or tenure-track faculty of the department shall elect qualified candidates based on a careful application process, as such, they will be defined as the departmental voting faculty. The election shall be by majority vote with a runoff between the top two candidates if no candidate in the first ballot receives a majority vote.
- The name(s) of the elected candidate(s) shall be submitted to the college or school dean.
- The dean will forward the name, along with a recommendation for appointment, to the Provost 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 departmental voting faculty believe that the dean's reasons for unacceptability are valid, they will recommend to the departmental voting faculty that a new election be held. If the impasse is not resolved, the Provost will make the final decision.
- If a chair does not complete a term, the dean, with the concurrence of the Provost, shall appoint an acting chair until new elections are completed.
- 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 external candidate is recruited by a department to serve as department chair, the individual will be reviewed by the departmental voting faculty and will be qualified to receive tenure. [See 5.1 for faculty hiring procedures.]

3.2.4 Removal of Department Chair

Departmental faculty may petition to have a department chair's term of office truncated. A department may seek to remove the chair by a petition to the dean by two (2) or more of the voting faculty of a department. 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, if it is determined to be in the best interest of the department or the University. With the concurrence of the Provost, 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 will meet with department faculty. The Provost 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 voting faculty and with the concurrence of the Provost, shall appoint an acting chair, until new elections are 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. A department chair returning to a teaching position will be converted back to 9-month status. The decrease will be as specified in the conversion contract; if not specified, the compensation will be prorated to 75% of the 12-month compensation level. 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 college/school dean shall be responsible for:

- ensuring the annual faculty evaluation of the department chair,
- evaluating the department chair's effectiveness as a leader and administrator (to be included in the portfolio of the chair), and
- monitoring the three-year review and the election of the department chair by secret ballot.

The full-time faculty will evaluate the chair's administrative and leadership capabilities each year as part of the departmental faculty evaluation process. These evaluations shall be anonymous; shall be treated as confidential personnel records; and shall be kept confidential and not released other than to the individual evaluated. The departmental Evaluation Committee will forward the chair's evaluation to the college/school dean.

3.2.7 Appointment of Deans

Deans are administrative faculty. 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 college or school-wide election. The Provost will appoint additional search committee members. Candidates considered for the position must meet the qualification requirements as specified in 2.2.1.

The search committee shall recommend two to three unranked candidates, along with a summary of the candidates' evaluations, to the Provost who will select from the recommended candidates or direct the search committee to continue its search.

Deans are appointed by and serve under the Provost with the concurrence of the President.

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

3.2.8 Evaluation of Academic Deans

The full-time faculty in each college/school will evaluate the dean's administrative and leadership capabilities each year as part of the annual evaluation process. These evaluations shall be anonymous; shall be treated as confidential personnel records; and shall be kept confidential and not released other than to the individual evaluated. The Office of the Provost and Vice President for Academic Affairs will initiate the process of the respective college/school dean's evaluation.

3.3 TYPES OF CONTRACTS

3.3.1 Tenure

A tenure contract represents an ongoing status with the University unless and until terminated by resignation pursuant to Section 8.4, retirement pursuant to Section 8.5, or other faculty member initiated severance pursuant to Section 8.2; dismissal for cause pursuant to Section 8.3.3; or termination pursuant to Section 8.3.4. Tenure is conferred by the Board of Visitors after the member has completed a period of probation and satisfied well-defined requirements regarding teaching, scholarship, and service. Such status protects the tenured faculty member against arbitrary dismissal. Faculty members with tenure appointments hold the rank of 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. Depending 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 comply with the University, college/school, and departmental standards for faculty review. Each School or College Compliance Committee will review and approve the standards for each department. These standards will be disseminated to the faculty by October 15 prior to the year in which performance will be evaluated.

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

In extenuating circumstances, the tenure-track faculty member may 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. If any of the units disapproves the request, the extension is not granted.

3.3.3 Term Faculty Appointments

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

3.3.3.1 General Provisions

- Term contracts are usually awarded for a one (1)-semester to a three (3)-year period and expire at the end of the contract period. They may be renewed for additional periods if required by the needs of the University.
- Term appointments are not permanent. Term faculty are usually hired to provide tenured and tenure-track faculty with release time for research or grantsmanship, or 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 but is

meant as a temporary measure.

- Term faculty members with teaching responsibilities hold academic rank (not to exceed instructor or lecturer) 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.
- Term faculty are to be evaluated based on the guidelines set forth in the *Teaching Faculty Handbook* under 6.1 Faculty Evaluation.
- Term faculty members are *not* eligible to serve as program coordinators, center directors, department chairs, associate/assistant deans, or deans.
- Term faculty are not eligible to vote in the election of the department chair.

3.3.3.2 Adjunct Faculty

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 based on the guidelines set forth in the *Teaching Faculty Handbook* under 6.1 Faculty Evaluation.

3.3.3.3 Visiting Scholar

- Visiting scholars are individuals who hold a terminal degree in their field or are widely recognized as experts in their field. Their primary purpose for residence on the NSU campus is to conduct independent research or provide specialized instruction based on their expertise.
- The length of stay for a visiting scholar is at least one month and appointments are granted for not more than one year at a time, with a maximum cumulative appointment time of two years.
- Visiting scholars are granted a variety of privileges, including access to the University library and access to certain campus parking facilities.
- Visiting scholar status does not guarantee assignment of an office or workspace. These must be negotiated with the sponsoring department or research unit.
- Visiting scholars do not hold academic rank or tenure, serve on the Faculty

Senate, or vote in departmental elections.

3.3.3.4 Teaching Term Faculty

- Teaching term faculty are appointed at the rank of instructor or lecturer and teach specific undergraduate courses, primarily at the introductory level. A teaching term faculty member holds a minimum of a master's degree in the teaching discipline and is expected to demonstrate effectiveness primarily as a teacher. Each teaching faculty member undergoes an annual review in the same manner as the tenure-track faculty in the area of teaching.
- Instructors or lecturers do not hold tenure or vote in department chair elections.

3.3.3.5 Research Faculty

- Research faculty are considered members of the regular faculty. Research professors can be appointed in departments and perform their work in centers or institutes, or they can be appointed directly in institutes and may have affiliations with departments as appropriate.
- Research faculty are annually reviewed according to their job description and are expected to obtain external funding through grants and contracts to support their research programs that are administered by the University.
- Research faculty do not normally receive a salary from education-and-general (E&G) fund sources at the University unless they receive special compensation for classroom teaching or service to the home unit, if such compensation has been confirmed in the appointment letter.
- While research faculty will mainly be affiliated with departments or institutes on campus, many may have affiliations with local federal laboratories although, in most cases, their research funding is administered by the University.
- Research faculty do not hold academic rank or tenure, serve on the Faculty Senate, or vote in departmental elections.

3.3.3.6 Clinical Faculty

- Clinical faculty positions may carry a wide range of responsibilities. For example, a clinical faculty member may teach some courses but also coordinate a unit's undergraduate or other program. A clinical faculty member's primary responsibilities are clinical supervision and/or clinical instruction.
- Clinical faculty do not hold academic rank or tenure, serve on the Faculty Senate, or vote in departmental elections.

3.3.4 Interim/Acting Appointments

Interim/acting appointments are those positions filled on a temporary basis while a

search is being conducted or reorganization is taking place.

In order to maintain the integrity of the intended principle of shared governance and to ensure proper input from faculty, interim, acting, or other temporary appointments that have not been vetted through a peer-review process will be limited to two years. At the end of the second year of the interim/acting appointment, the appointee will have to apply for the position through a competitive search process or receive a formal vote of confidence from the faculty who are subordinate to the temporary appointee. This process will, at a minimum, be applicable for appointments at the level of department chair or higher.

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

Appointment at the rank of professor requires the earned doctorate or equivalent terminal degree from an accredited institution in the appointee's teaching discipline (or a related discipline as justified by the department chair and approved by the dean at the time of hiring) and at least seven years (7) of outstanding teaching, scholarship, and service with a minimum of five (5) years of teaching at the associate professor level. Outstanding scholarship may be demonstrated through refereed publications, creating and performing artistic and creative works, 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 is expected at the academic rank of professor.

3.4.2 Associate Professor

Appointment at the rank of associate professor requires the earned doctorate (or equivalent terminal degree from an accredited institution in the appointee's teaching discipline or a related discipline as justified by the department chair and approved by the dean at the time of hiring) and at least five years (5) of excellent teaching, scholarship, and service with a minimum of three (3) years of teaching at the assistant professor level. Excellent scholarship may be demonstrated through scholarly publications in one's area(s) of specialization or creative works and performances in the arts. 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 equivalent terminal degree from an accredited institution in the appointee's teaching discipline (or a related discipline as justified by the department chair and approved by the dean at the time of hiring). The appointee must show strong potential for development as an excellent teacher, scholar, and contributor to the discipline, to the University, and to the professional community.

3.4.4 Instructor/Lecturer

The earned master's degree with a minimum of 18 graduate credit hours in the appointee's teaching area from an accredited institution is required for appointment to the rank of instructor or lecturer. Instructors and lecturers do not hold tenure.

3.5 PROMOTION

The Board of Visitors may promote persons to a higher academic rank. In making these promotion decisions, the Board will consider peer and administrative assessments of a faculty member's record of professional achievement for the purpose of recommending a change in academic rank according to the appropriate school's established criteria. Faculty members promoted to a higher academic rank will receive monetary recognition of the new rank.

Major consideration will be given to documented evidence of performance consistent with University, college/school, and departmental established rubrics, standards, and guidelines in the following areas:

- Teaching,
- Research—scholarly activity and grantsmanship, and
- Service—professional and University service

3.5.1 Eligibility Requirements

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

3.5.1.1 Promotion to Associate Professor

1. An earned doctorate or equivalent terminal degree from an accredited institution in the appointee's teaching discipline (or a related discipline as justified by the department chair and approved by the dean at the time of hiring).
2. Prior to submission of the application, a minimum of five (5) years of full-time

teaching at the college/university level with at least three (3) years at the rank of assistant professor at Norfolk State University.

3. Documented evidence of excellent ratings in teaching, research (scholarly activity and grantsmanship), and service (professional and University service).

3.5.1.2 Promotion to Professor

1. An earned doctorate or equivalent terminal degree from an accredited institution in the appointee's teaching discipline (or a related discipline as justified by the department chair and approved by the dean at the time of hiring).
2. Prior to submission of the application, a minimum of seven (7) years full-time teaching experience at the college/university level with at least five (5) at the rank of associate professor at Norfolk State University.
3. Documented evidence of outstanding ratings in teaching, research (scholarly activity and grantsmanship), and service (professional and University service).

3.5.2 Joint Appointment

Joint appointments in more than one department can promote multi/interdisciplinary research and education and help faculty interested in such efforts. Joint appointments are commonly split 50%-50%, 75%-25%, or 100%-0% between units. Appointments may be between departments within a college or departments from different colleges.

A faculty member with appointments in more than one department, being knowledgeable of both and able to bridge the disciplines, can promote collaborations between the departments, thus contributing to the professional diversity of both departments. The faculty may benefit from the ability to better collaborate with faculty in both departments and teach and advise students in both departments.

When a joint appointment is created, a Memorandum of Understanding (MOU) between the two units will be written and signed; signatories should include the heads of the units involved as well as the faculty member. This will detail how key procedures related to the faculty member's academic career will be carried out. Details will include procedures for performance evaluations, teaching load, and assignment of University service. The goal should be that the faculty member's obligations across the two units are not greater than those of others who are full-time in their unit.

Units will agree on a single, joint process for preparing performance evaluations, especially at times of annual evaluations, tenure, and promotion. Such agreement ensures that both units have input on the evaluations, streamlines the process so both units are not independently preparing a review, and reduces the risk of conflicting feedback being communicated to the faculty member.

The MOU will state which of the units agrees to act as the administrative home department of the faculty member. The home department will take the lead on performance evaluations.

3.5.3 Application Process for Promotion

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 within its discipline that are also consistent with University standards. The criteria for promotion and tenure will be consistent with those used for the annual evaluation and any additional standards appropriate to the rank sought. These criteria, inclusive of rubrics, must be vetted by the departmental faculty and approved by the dean and Provost and Vice President for Academic Affairs. The criteria must be provided to faculty at the time of their appointment.

Each department will designate a Tenure and Promotion Review Committee composed of the senior (associate and full professors), tenured faculty in the department. In departments where there are fewer than three tenured members, the chair, in consultation with the dean, will appoint enough additional tenured faculty members from other departments within the same college/school to form a committee of at least three. The departmental Tenure and Promotion Review Committee shall employ standards for measuring the quality of teaching activities consistent with University policies, University, and college/school, departmental rubrics. The quality will be measured through, but not limited to, any of the following:

- Peer evaluations
- Innovations in teaching methods
- Creation of innovative curriculum
- Incorporation of latest knowledge into teaching
- Academic advising
- Incorporation of critical thinking and workplace skills into course content
- Expertise within the content of instruction
- Creation of a productive learning environment
- Proficiency in instructional delivery, instructional design, and the effective use of instructional technology
- Student evaluations [only when the surveys are statistically valid]

The departmental criteria shall employ standards for measuring the quality of scholarly activities consistent with University policies. The quality will be measured through, but not limited to, any of 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 scholarly contributions to local, national, or international communities

The departmental criteria shall employ standards for measuring the quality of service activities consistent with University policies. The quality will be measured through, but not limited to, any of 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 or the professional performance of colleagues
- Presentations offered by faculty to the University community that are not included in scholarly activity
- Participation in academic advising
- Mentoring within a department

The process for applying for promotion and tenure is described below. Only tenure-track faculty can apply for tenure, and only tenured or tenure-track faculty can 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 only awarded 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 form from the University website and submits the completed application to the departmental Tenure and Promotion Review Committee via the department chair by February 15 of each calendar year. The completed application shall include annual review data and requested supportive documents. Applicants should ascertain that all materials provided in their electronic portfolios are accessible to the reviewers. If there are technical issues that prevent the reviewers from accessing the materials within the portfolios due to missing links, invalid links, or links that do not open, the reviewers should alert the applicants so that they can resolve such issues and make the necessary edits within one (1) working day before a full review is conducted.
- 4 The chair and the departmental Tenure and Promotion Review Committee conduct independent reviews of the tenure and promotion documents and complete separate written assessments (i.e., recommendations and justifications) by the end of February of each calendar year. If the department chair is an applicant for promotion, all chair responsibilities for reviewing their application for promotion will be delegated by the dean to a chair from another department within the same college/school. The substitute chair must be familiar with the policies, practices, assignments, and duties of the applicant's department, and if they are already a member of the University Review Committee, they should recuse themselves from the deliberations or votes regarding the applicant.
- 5 On or before March 4 of each calendar year, the chair forwards the promotion and/or tenure documents, along with the departmental recommendations and justifications, to the dean. The chair forwards a copy of the recommendations and justifications to the faculty member.
- 6 The dean reviews the promotion and/or tenure documents and the department's recommendations and justifications and ensures that the department followed established procedures and guidelines. The dean sends the tenure and promotion documents, along with all recommendations and justifications from the committee, chair, and dean, to the University Review Committee on or before March 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/or tenure documents, along with the recommendations and justifications to the Provost on or before March 31 of each calendar year. The University Review Committee forwards a copy of the recommendation and justification to the faculty member.
- 8 The Provost reviews the promotion and/or tenure documents and the recommendations and justifications of the department, dean, and the University Review Committee. The Provost sends the tenure and promotion documents,

along with a recommendation and justification, to the President. The Provost forwards a copy of the recommendation and justification to the faculty member on or before April 30 of each year.

- 9 The President reviews the recommendations received from the Provost 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 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 criteria and any additional criteria appropriate for the rank sought.

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 probationary period 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 excellent performance and the expectation that this performance will continue. 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:

- Teaching,
- Research – scholarly activity and grantsmanship, and
- Service – professional and University service.

Tenure is awarded based on the assessment of the following:

- Contributions to the University and to the public through services of appropriate intellectual content
- Quality of, and commitment to, student instruction (including teaching, course design, course materials, and other mechanisms for enhancing student learning)
- Quality of, and productivity in, scholarship, research, and/or creative activity
- Satisfaction of specific criteria for the rank at which tenure is to be considered
- Successful completion of prescribed probationary period
- The length of the probationary period as determined by the rank of the faculty member at the time of the initial appointment

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. 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 [only when the surveys are statistically valid], peer evaluation, and evaluation by the department chair. Service is a term encompassing a faculty member's activities related to one's discipline or to the teaching profession.

The University will award tenure only to those full-time faculty members who have demonstrated excellence in teaching, scholarship, and service. They must hold the necessary academic credentials in their teaching area or related area 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 contribution to the University. The granting of tenure, in particular, is tantamount to a "second hiring." Each candidate must make a strong positive case.

3.6.2.1 Assistant Professor

An assistant professor must have the earned doctorate or equivalent terminal degree from an accredited institution in the appointee's teaching discipline (or a related discipline as justified by the department chair and approved by the dean at the time of hiring) and may apply for tenure and promotion no earlier than the fall semester of the fourth year, but no later than the fall semester of the sixth continuous academic year at Norfolk State University. Granting of tenure requires documented evidence of excellence in teaching, research (scholarly activity and grantsmanship), and service (professional and University service).

3.6.2.2 Associate Professor

An associate professor who is not yet tenured must have the earned doctorate or equivalent terminal degree from an accredited institution in the appointee's teaching discipline (or a related discipline as justified by the department chair and approved by the dean at the time of hiring) and may apply for tenure no earlier than the fall semester of the third year, but no later than the fall semester of the fourth continuous academic year at Norfolk State University. Granting of tenure requires documented evidence of excellence in teaching, research (scholarly activity and grantsmanship), and service (professional and University service).

3.6.2.3 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 equivalent terminal degree from an accredited institution in the appointee's teaching discipline (or a related discipline as justified by the department chair and approved by the dean at the time of hiring) and may apply for tenure no earlier than the fall semester of the second continuous academic year at Norfolk State University. Granting of tenure requires documented evidence of excellence in teaching, research (scholarly activity and grantsmanship), and service (professional and University service).

3.6.3 Application for Tenure Procedures

The tenure application process has two stages, the mid-tenure-track review and the formal application for tenure.

3.6.3.1 Mid-Tenure-Track Review

The tenure application process begins with a mid-tenure-track review in January of the faculty member's third year of employment. For associate professors, the mid-tenure-track review begins during the second year of employment. For full professors, the mid-tenure-track review begins during the end of the first year of employment. The

following timeline must be observed:

1. By February 15, the faculty member submits mid-tenure-track review documents to the departmental Tenure and Promotion Review Committee via the department chair.
2. By the end of February, the departmental Tenure and Promotion Review Committee will meet with the applicant to discuss the documents and determine one of the following options:
 - Recommend the continuation of service until the faculty member becomes eligible to apply for tenure;
 - Recommend a plan for improvement for the subsequent two years if deficiencies are noted; or
 - Recommend termination of the tenure-track appointment and give a one-year terminal contract.
3. By March 15, the departmental Tenure and Promotion Review Committee and the dean will sign and submit to the Provost 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.

If a tenure-track faculty member is hired in the spring semester, the timeline for mid-tenure-track review will be adjusted accordingly based on the starting date of appointment.

Before submitting an application for tenure, it is the responsibility of the eligible faculty member to 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 college/school dean.
2. The applicant downloads the Application for Tenure from the University website and submits the completed application to the departmental Tenure and Promotion Review Committee via the department chair by February 15 of each calendar year. The completed application shall include annual review data and requested supportive documents. Applicants should ascertain that all materials provided in their electronic portfolios are accessible to the reviewers. If there are technical issues that prevent the reviewers from accessing the materials within the portfolios due to

missing links, invalid links, or links that do not open, the reviewers should alert the applicants so that they can resolve such issues and make the necessary edits within one (1) working day before a full review is conducted.

3. The chair and the departmental Tenure and Promotion Review Committee conduct independent reviews of the tenure and promotion documents and complete separate, written assessments (i.e., recommendations and justifications) by the end of February of each calendar year. In the case of a newly hired department chair, if the department chair is an applicant for tenure, all chair responsibilities for reviewing their application for tenure will be delegated by the dean to a chair from another department within the same college/school. The substitute chair must be familiar with the policies, practices, assignments, and duties of the applicant's department, and if they are already a member of the University Review Committee, they should recuse themselves from the deliberations or votes regarding the applicant.
4. In the case of a newly hired dean, if the dean is an applicant for tenure, all dean responsibilities for reviewing their application for tenure and/or promotion will be delegated by the provost to a dean from another college/school at NSU or a dean from a similar college/school at another institution. This substitute dean must be familiar with the policies, practices, assignments, and duties of the applicant's college/school.
5. On or before March 4 of each calendar year, the chair forwards the promotion and/or tenure documents, along with the departmental recommendations and justifications, to the dean. The chair forwards a copy of the recommendations and justifications to the faculty member.
6. The dean sends the tenure documents with all recommendations and justifications from the committee, chair, and dean to the University Review Committee on or before March 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 justifications of the department and the dean. The University Review Committee sends the promotion and tenure documents, along with the recommendations and justifications to the Provost on or before March 31 of each calendar year. The University Review Committee forwards a copy of the recommendation and justification to the faculty member.
8. The Provost reviews the promotion and/or tenure documents and the recommendations and justifications of the department, dean, and the University Review Committee. The Provost sends the tenure and promotion documents, along with a recommendation and justification, to the President. The Provost forwards a copy of the recommendation and justification to the faculty member on or before April 30 of each year.
9. The President reviews the recommendations received from the Provost 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 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 criteria and any additional criteria appropriate for the rank sought.

3.6.4 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 will provide the faculty member a written statement listing the reasons for denial of tenure. The individual will not be eligible for another tenure-track appointment at the University.

3.7 UNIVERSITY REVIEW COMMITTEE

The University Review Committee (URC) consists of one elected tenured professor from each college and school. Full-time teaching faculty from each academic college/school will elect a representative by a majority vote. The URC will select a chair among its members. The URC members serve for two (2) years. New members will be selected no later than October 15 of each academic year. A committee quorum consists of five (5) members.

The University Review Committee (URC) shall review all promotion and tenure applications, changes in workload, contract type, leave, and sabbatical cases. After reviewing such cases, if the URC finds any inconsistencies with the adherence to processes and/or policies, the URC will outline its findings in a report and provide a written recommendation to the Provost.

In cases where the applicant, departmental faculty, chair or dean of the college/school disagree regarding the promotion and tenure recommendation, any of these parties may request in writing to the chair of the URC, review by a URC grievance sub-committee. The URC grievance sub-committee shall consist of the following nine (9) members:

- The five (5) URC members.
- One (1) tenured professor or associate professor selected by the applicant.
- One (1) tenured professor or associate professor selected by the department of the applicant who may or may not be a member of the department's initial tenure and promotion review committee.
- One tenured professor or associate professor from the applicant's College/School Compliance Committee as selected by the College/School Compliance Committee.
- The President of the Faculty Senate or designee.

The grievance sub-committee's recommendation to the Provost shall be by majority vote of the entire sub-committee. The Provost may or may not accept the sub-committee's recommendation regarding promotion, or tenure, leave, and sabbatical cases. If the sub-committee's recommendation is not accepted, the Provost must provide written justification.

3.8 POST-TENURE REVIEW

Once a faculty member has attained tenure, there is a potentially lifelong relationship between the University and the faculty member. Post-tenure review (PTR) measures a tenured faculty member's continuing commitment to teaching, scholarship, and University service. The post-tenure review process is to be used as a tool to ensure continuous quality and high performance in teaching, research, and service if there are indications in the annual evaluation process that the faculty member is deficient in one or more of the three areas.

3.8.1 The Post-Tenure Review Process

Post-tenure review shall be triggered by two (2) consecutive or three (3) non-consecutive annual evaluation ratings of "Improvement Required" or "Unsatisfactory." NSU faculty members are reviewed annually by their departments according to the following categories:

- Teaching,
- Research – scholarly activity and grantsmanship, and
- Service – professional and University service.

A review of annual evaluations by the Post-Tenure Review (PTR) Committee should not reveal discrepancies between the expectations defined in the departmental standards and the scores assigned.

3.8.2 Timeline

By March 15 of the year following the post-tenure review trigger, 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 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 (PTR) Committee. This committee will be composed of:

- one (1) tenured faculty member of the reviewed faculty member's department (excluding the reviewed faculty member) selected by the department chair or unit head,
- one (1) tenured faculty member selected by the reviewed faculty member from that faculty member's college/school or department, and
- one (1) tenured faculty member selected by the dean of the college or school.

The chair of the PTR committee will be elected from among the three (3) faculty members. The entire PTR committee will be responsible for drafting its conclusions by April 15.

3.8.3.1 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 review by the chair of the committee.

If in disagreement with the PTR Committee's findings after a successful review, the dean is entitled to submit a written dissenting opinion to the Provost, with a copy provided to the committee. The Provost 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 30 of the review year.

3.8.3.2 Deficient Faculty Performance

Failure to achieve the approval of at least two (2) committee members results in a recommendation for remediation. The identified weaknesses will require a Plan of Action Report (i.e., individualized remediation process) including expectations, guidelines and timelines 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 30 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.

By May 1 of the second year of the Plan of Action, a faculty member subjected to remediation must submit a new self-evaluation which includes supporting materials that provide evidence of improvement in the areas mentioned in the Plan of Action. If the faculty member is determined by the PTR Committee to have failed to meet expectations, a report by the committee chair will be submitted to the respective College or School Compliance Committee for validation. Notification to the dean by the respective College or School Compliance Committee will occur by May 15. The dean will then notify the faculty member of the University's intent to initiate Dismissal for Cause according to the appropriate section of the *Teaching Faculty Handbook*.

3.8.4 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 *Teaching Faculty Handbook*.

3.9 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 Faculty Recognition Review Committee, unless specified otherwise. The committee will forward its recommendations to the Provost. If the committee's recommendation is not accepted, the Provost must provide written justification.

The Faculty Recognition Review Committee shall also review academic leave and sabbatical requests (with and without compensation) after department and college/school reviews but before review by the Provost. In this capacity, the committee is charged with reviewing the sabbatical or leave proposal and certifying to the Provost 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

college/school.

The membership of the Faculty Recognition Review Committee shall consist of seven (7) members: four (4) appointed by the Faculty Senate and three (3) appointed by the Provost. At least three (3) 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 presented in the *Teaching Faculty Handbook*.

3.9.1 Distinguished Faculty

The Distinguished Faculty Awards Program is an internal program designed to recognize and honor faculty who have distinguished themselves in teaching, scholarship and grantsmanship, and University service. The program is managed by the Office of the President.

3.9.1.1 Selection Committees

The President shall appoint selection committees for each award, the membership of which will not be announced.

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.

3.9.1.2 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/her designee.

3.9.1.3 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 a closed session 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 made in that specific category for the academic year.

3.9.2 Professor Emerita or 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 Faculty Recognition Review Committee will review nominations of faculty to receive the emerita/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.

3.9.2.1 Committee Membership

The membership of the Faculty Recognition Review Committee as specified in Section 3.9 will serve as the committee for emerita/emeritus designation.

3.9.2.2 Guidelines

The following guidelines are to be used:

- Each person who accepts the nomination must have been a full-time employee of the University and have a minimum of fifteen (15) years of service, must be retired, and must have held the rank of professor for at least five years immediately prior to retiring.
- By October 15 of each academic year, the Provost will make available to the

Faculty Recognition Review Committee the names of all persons who are eligible for consideration.

- 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.
- 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.
- Upon receipt of an affirmative vote, the committee will forward the recommendation to the Provost. The Provost 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 will publicize the final decision to the candidate(s) and to the University at fall Convocation.

SECTION IV. FACULTY RESPONSIBILITIES AND RIGHTS

4.1 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:

- 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.
- Consistently follow all administrative requirements in relation to class rosters, student learning, and grading practices.
- Develop and assess measurable learning outcomes for courses taught ensuring curriculum coherency and alignment.
- Engage in scholarly activity, grantsmanship, professional development, and service commensurate with type of faculty appointment.
- Make sure that student letters of evaluation and recommendation are written with candor, fairness, and promptness.
- Meet all classes on time and hold the class for the duration of the period.
- Remain available to students for academic advisement and mentoring and announce and keep office hours that are convenient to both students and teacher.
- Strive to develop among students respect for others and their opinions by demonstrating his or her own respect for each student as an individual.
- Submit syllabi in accordance with University syllabi guidelines to the department chair and distribute to class during the first week of instruction.

4.1.1 Meeting Classes and Absences from Classes

Faculty 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, the instructor must file a report with the department chair. 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. If after one week a faculty member is unable to meet his or her classes, the department chair will arrange for other faculty members to provide coverage for their absent colleague. Faculty providing coverage for colleagues absent for a duration of more than two weeks will be compensated on a prorated basis.

4.1.2 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 two weeks of instruction, faculty members should document student attendance to make sure that students who attend their classes are registered. Also during the first class meeting, students must be given a course syllabus (in electronic or paper format) 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.

4.1.3 Academic Records and the Grading System

Each semester every instructor is expected to keep and submit to the department 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.

4.1.4 Assignments and Examinations

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

Beginning of Term: During the first class meeting, instructors are to provide a syllabus with 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 (to include 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. 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 must be made available to students who request to review them.

4.1.5 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.

4.1.6 Course Evaluations Completed by Students

Course evaluations are conducted by each department using the format approved by the Provost. The forms are distributed each semester to students enrolled in all classes taught by each faculty member. Evaluation forms are distributed, completed, and submitted to the departments and then reviewed with the faculty member and the evaluation committee to assess strengths and areas that may need improvement. These evaluations are not designed to be punitive to faculty members and should not be used except as a guide to faculty members to improve their teaching methodologies and techniques.

4.1.7 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.

4.2 ACADEMIC FREEDOM AND RESPONSIBILITIES

Norfolk State University recognizes, appreciates, and supports the concept of academic freedom, and the First Amendment rights of members of the academy. 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):

- a. 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.
- b. 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. 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.
- c. 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 always be accurate, exercise appropriate restraint, show respect for the opinions of others, and make every effort to indicate that they are not speaking for the institution.

(Source: BOV Policy #28 (2018) – Academic Freedom)

Faculty members should avoid using the name of Norfolk State University (NSU) or expressing their personal views on University letterhead or via the University’s electronic means of communication without express approval from the NSU Office of Communications and Marketing.

The University is a member of the American Association of Colleges and Universities, 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:

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 aligned with their views or to prevent the student from holding a view opposed to theirs.
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 derive 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 disciplinary action, up to and including dismissal.

4.3 ACADEMIC INTEGRITY

The University's commitment to the growth and learning of our 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 regarding 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.

4.4 CONFLICT OF INTEREST

As state employees, faculty members are subject to the Virginia Conflict of Interests Act, are responsible for reading and understanding that act, and must be mindful of the potential for conflict-of-interest situations and act in a manner that does not conflict with state law 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 by the employee or members of the employee's household with NSU or 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. 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.

4.5 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 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 of 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

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

The recruitment and recommendation of faculty are the responsibility of the department chair, the dean, and the Provost. 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, (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 form 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 faculty appointments shall be effected through 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:

- Writing and distributing advertisements for positions through the Office of Human Resources;
- Receiving and reviewing application materials;
- Establishing the criteria for determining the ranked finalists;
- Interviewing;
- Observing a presentation, which will be used to determine the qualifications and

- competency in oral and written communications;
- Submitting to the dean, who will forward the recommendation to the Provost, 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. 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. 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 for approval. If the Provost does not approve the appointment, the materials are returned to the dean with explanation of disapproval. If the Provost approves the appointment, the dean notifies the department chair who will forward the following materials to the dean:

- Memo of endorsement, certification of credentials, state application, current curriculum vitae/resume, 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.
- 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 for final approval. The Provost then initiates the offer letter.

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

following documents:

- A current curriculum vitae.
- 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).
- A certification of credentials.
- A letter of application.
- An official Commonwealth of Virginia application form.
- Three (3) letters of recommendation or documentation of references checked.
- Permission to verify previous employment.
- 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 Commission on Colleges (SACSCOC) 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 SACSCOC *The Principles Of Accreditation: Foundations for Quality Enhancement*, Section 6: Faculty). Utilizing the SACSCOC guidelines, it is the responsibility of the hiring unit to obtain and certify credentials prior to employment.

All teaching faculty must have on file in the offices of the department and dean of the appropriate college or school a current residential or cellular 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, college/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. The annual salary for a 9-month faculty member is paid in 24 semi-monthly installments. Faculty members are expected to adhere to the academic calendar.

Department chairs typically hold 12-month appointments. However, upon the recommendation by the college or school dean and approval by the Provost, 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.

Twelve-month faculty (with administrative duties) 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. 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. If not specified, the compensation will be prorated to 75% of the 12-month compensation level.

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 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 and creative activity and grantsmanship, and professional development and University 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 two out of three annual ceremonies: convocation, fall commencement, and spring commencement each academic year. 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.

5.4.1 Teaching Faculty

The full-time 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 faculty teaching equivalency levels (FTE), as provided by state guidelines, have been met. For faculty actively producing scholarly

work, the concept of an 18-credit hours teaching workload for undergraduate faculty will be supported if it 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. The dean of each college/school will forward his/her recommendation to the Provost for review and approval. The template for the teacher-scholar model justification will include each department's rubric for measuring scholarly or creative productivity.

Thus, the standard teaching workload for tenured and tenure-track faculty actively involved in scholarship or creative productivity is 18 credit hours for undergraduate, 15 credit hours for a combination of undergraduate and graduate, and 12 credit hours for graduate faculty per academic year, provided the faculty teaching equivalency levels (FTE), as provided by state guidelines, has been met. The department chair, dean, or Provost may also assign an adjusted teaching load for ancillary duties and responsibilities. These teaching loads apply to both on-campus and online courses.

Faculty who are teaching part-time at another institution are not eligible for course reductions.

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 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 faculty teaching equivalency levels (FTE), as provided by state guidelines, have been met.

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. This recommendation will be based on the candidate's demonstrated current proficiency in scholarship, research, or creative work. For guidelines and certification procedures, please see section 5.4.5 on certification of graduate faculty.

5.4.2 Other Workload Measures

Time in class and credit hours are only two parameters that may be used to measure workloads 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 (e.g., grading written assignments, academic conferencing on a one-to-one basis, etc.). At the undergraduate level, a department chair may assign variations in workloads,

such as a 15/9 credit-hour distribution during two successive semesters to meet fluctuating student demands or other extenuating circumstances.

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. Department chairs will be responsible for maintaining proper records. 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 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 will determine approval of such requests, upon the recommendation of the college/school dean.

5.4.4 Graduate Faculty

Graduate faculty are members of the University faculty who (1) have achieved the most advanced degree in their fields; (2) are actively involved in research or scholarly activities; and (3) have been assigned responsibilities for graduate education.

Graduate faculty members shall:

- Conduct research or perform other scholarly activities which are artistic, literary or clinical in nature
- Advise graduate students at the master's and doctoral level
- Chair or serve on theses and doctoral committees, adjudicate artistic, literary or clinical performances
- Hold the minimum rank of assistant professor in a full-time position or research

assistant professor or visiting faculty at the University.

Graduate faculty membership shall be restricted to those faculty members who meet the criteria specified for full, associate, or non-members or as appointed by the provost and vice President for academic affairs.

5.4.4.1 Full Graduate Faculty Membership

These criteria apply to regular faculty (tenured or tenure-track), research faculty and other faculty with graduate faculty experience in higher education.

Selection Criteria for Full Graduate Faculty Membership

1. Must hold the terminal degree or have equivalent experiences in the candidate's principal area of faculty appointment.
2. Must be actively involved in research.
3. Must be recommended by the Graduate Program Coordinator (the Graduate Program Curriculum or Policies and Procedures Committee) and approved by the department chair and the college/school dean.
4. Must be approved by the Dean of the School of Graduate Studies and Research.
5. Appointed by the Provost and Vice President for Academic Affairs.
6. Must satisfy criteria A. and B. below within the last five (5) years:
 - A. Scholarly Teaching in graduate education in at least two of the following areas:
 - i. Have taught at least two graduate courses at the 500 level and above
 - ii. Have served as a graduate student advisor
 - iii. Have supervised graduate student research
 - iv. Have served on two (2) thesis/dissertation or project committees seen through to completion.
 - B. Scholarly Activities in at least two of the following areas:
 - i. Publications and/or sponsored research (either of the following):
 - a. Have published a scholarly book requiring independent review
 - b. Have published one (1) article or essay in a peer-reviewed academic journal
 - c. Edited a book or contributed a chapter to a non-self- published book
 - d. Acquired funded grants or research contracts
 - e. Have had peer reviewed or invited performance, composition, recording, film, or exhibition related to one's teaching field or area of specialization.
 - ii. Professional presentations as evidenced by at least one of the following:
 - a. Invited presentations or workshops
 - b. Paper/abstract/poster presentations or performances at international, national, regional, state, or local professional conferences or workshops.
 - iii. Record of professional activities at the appropriate level in one's discipline

(e.g., renders professional assistance in one's area of expertise to educational or other agencies, serving on boards or accreditation team, and/or service as an officer in a professional organization).

5.4.4.2 Associate Graduate Faculty Membership

These criteria apply to regular faculty who do not meet the criteria for Full Graduate Membership. Associate Graduate status cannot exceed six (6) years.

Selection Criteria for Associate Graduate Faculty Membership

1. Must hold the terminal degree or have equivalent experiences in the candidate's principal area of faculty appointment.
2. Must be actively involved in research.
3. Must be recommended by the Graduate Program Coordinator (the Graduate Program Curriculum or Policies and Procedures Committee) and approved by the department chair and the college/school dean.
4. Must be approved by the Dean of the School of Graduate Studies and Research.
5. Must be appointed by the Provost and Vice President for Academic Affairs.

5.4.4.3 Teaching and Service by Non-Members of the Graduate Faculty

Non-members of the graduate faculty may be assigned to teach graduate level courses if qualified by SACSCOC criteria.

Restriction: Non-members of graduate faculty group may not direct master's theses or doctoral dissertations but may serve as a committee member.

5.4.5 Graduate Faculty Certification

Graduate faculty members are certified by the provost and vice President of academic affairs. Recommendations for certification begin at the department level. This recommendation will be based on the candidate's demonstrated current proficiency in scholarship, research, or creative work. Graduate faculty members are appointed for five-year renewable terms.

- Each graduate faculty candidate must initiate an application for graduate faculty status at the departmental level by submitting an application form and supporting documentation to the department chair or equivalent no later than February 1.
- Applications of candidates for graduate faculty status are reviewed by the department chair and submitted to the college/school dean. Approval by the college/school dean is required before the application can be submitted for review by the dean of the School of Graduate Studies and Research.

- Names and the credentials of candidates approved by the dean of the School of Graduate Studies and Research will be forwarded to the Provost for final certification.
- An applicant for graduate faculty status may appeal an unsatisfactory decision by the college/school dean, requesting that his/her application be reviewed by the dean of the School of Graduate Studies and Research. If a disagreement still exists after the dean's review, the Provost will render a final decision.
- Failure to reapply for certification by February 1 of the year after the five-year term will result in automatic revocation of graduate faculty status at the end of the spring term.

All graduate faculty status decisions will be reported to the college/school deans. These findings may be used by department chairs for workload purposes.

5.4.6. Recertification of Graduate Faculty

By February 1 of the year following the five (5) year cycle, graduate faculty members must submit an application for re-certification. Graduate Faculty must meet both criteria A. and B. (see full Graduate Faculty Membership) within a five (5) year period to retain active status.

Failure to reapply for recertification by February 1 of the year after the five-year term will result in automatic revocation of Graduate Faculty status at the end of the spring term. Faculty must reapply for Graduate Faculty status as indicated above for the initial appointment.

5.4.7 Graduate Faculty Responsibilities

- Meet all requirements for graduate faculty certification
- Mentor graduate student in research, encouraging them to publish and present in professional venues
- Serve as chair or members of graduate student committees (Advisory, Thesis, Dissertation, and Terminal Project).
- Serve as role models and mentors for other faculty and students.
- Develop and evaluate comprehensive and qualifying examinations
- Teach graduate and undergraduate courses, integrating the most current research and pedagogical methods in their areas of expertise

5.5 TEACHING OVERLOAD

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.

Compensation for overloads is guaranteed by the Provost and will be determined by the specific assignment (such as independent study or a regular class load) at the current rate of compensation for adjunct faculty. Teaching overloads are limited to six credit hours per semester and can only be assigned to faculty members without a course-load reduction. An exception can be made for faculty who have been approved for the teacher-scholar reduced workload, to teach an extra course upon recommendation by the department chair. Exceptions must be approved by the Provost.

5.6 OFFICE HOURS

All full-time faculty members are required to schedule weekly office hours as determined by their respective departments for student advisement and consultation. These office hours will follow the general formula of two (2) hours per week for every three-credit-hour course assigned. Faculty with reduced teaching loads will have reduced office hours accordingly. Office hours must span at least three working days, excluding Saturdays and Sundays unless online and weekend classes are part of the 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 three working days of on campus 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 websites. All faculty members are to schedule additional hours by appointment as 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 two (2) 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, 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.

5.7 SUMMER SESSION EMPLOYMENT AND COMPENSATION

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.

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 the Provost.

The department chair, in consultation with faculty, makes summer session assignments with the concurrence of the dean and Provost. First priority accrues in the following order:

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

The department chair will make every effort to rotate summer employment on an equitable basis so that interested faculty within the same priority class 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 sessions will be self-supporting. Payment for faculty will be calculated based on rank and on a formula that incorporates the total number of students enrolled per section. 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.

5.8 SUMMER GRANT/CONTRACT PAY

Research employment compensation is based upon the terms of the grant or contract and may not exceed the equivalent of the full-time faculty member's salary (i.e., one-month base salary per employment contract period) as verified by the Office of Grants and Contracts.

5.9 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 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.

5.10 PROFESSIONAL GROWTH AND DEVELOPMENT

Funds to support faculty development will be made available through the Office of the Provost and Vice President for Academic Affairs 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 things are factored into the consideration of 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.

5.11 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.

Copies of all file items must 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:

- Letter of application;
- Appointment and acceptance letters;
- State Application;
- 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;
- Performance reviews, evaluations, and other appropriate documents relating to employee performance;
- Current official transcript of highest degree earned or master's degree with a minimum of 18 graduate semester hours in teaching discipline;
- Certification of Credentials;
- An updated curriculum vitae.

SECTION VI. FACULTY PERFORMANCE

6.1 FACULTY EVALUATION PROCESS

Norfolk State University is committed to implementing an annual faculty evaluation process that recognizes and rewards achievement. It is expected that the review will provide feedback that will help faculty identify their strengths and any areas that need improvement for the purpose of enhancing teaching effectiveness and student learning. It is also expected that the reviewers will exercise professional judgment, integrity, and ethics in conducting the evaluations so that the standards are applied equitably and fairly to all faculty. Faculty who refuse to participate in the annual evaluations without just cause will be subject to disciplinary action.

The annual review of faculty is conducted for the purposes of contract renewal, promotion, tenure, change in contract type, and post-tenure review. All faculty are required to review and adhere to the evaluation criteria as outlined by the *Teaching Faculty Handbook* and by each department's specific criteria. Annual reviews become a part of the teaching faculty member's permanent personnel file.

The University employs a multi-faceted assessment approach that includes faculty portfolios, student ratings, peer evaluation (departmental evaluation committee), department chair's evaluation, and dean's comments. The data are used to make decisions regarding change of academic status, merit-pay, and retention. Additionally, annual review 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 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 Faculty Evaluation Guidelines, which can be found on the Office of the Provost and Vice President for Academic Affairs' website. Evaluation committees are expected to adhere to these guidelines to ensure maximum fairness, reliability, and validity. The guiding principle is that performance should be rewarded based upon professional to exemplary levels of performance, achievement, and productivity.

The following procedures should guide academic departments and schools:

- Each faculty member shall receive an annual peer performance review for teaching effectiveness.
- Teaching faculty portfolios are required and must be submitted by the date specified on the annual evaluation calendar.

- Multiple sources to assess teaching effectiveness may be used.
- Student evaluations should be used only when the surveys are statistically valid.
- The department evaluation committee must review the teaching faculty portfolio and supporting documents submitted. Supporting documents may include syllabi, examinations, and other materials required by the school and departments.

Faculty members who do not comply with the faculty evaluation procedures will not be eligible for promotion, tenure, or salary increases. Failure to comply will also trigger a review of untenured faculty members and a post-tenure review of those faculty members holding tenure.

Faculty members should ascertain that all materials provided in their electronic portfolios are accessible to the reviewers. If there are technical issues that prevent the reviewers from accessing the materials within the portfolios due to missing links, invalid links, or links that do not open, the reviewers should alert faculty members so that they can resolve such issues and make the necessary edits within one (1) working day before a full review is conducted.

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/her comments, in addition to the comments by the peer faculty, chair, and faculty member to the College/School Compliance Committee for resolution.

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 seven (7) business days and permitted to submit a response within seven (7) business days.

6.1.2 Criteria for Evaluation Categories

The categories for evaluation of faculty are teaching, research (scholarly/creative activity and grantsmanship), and service (professional and University service). These categories comprise the foundation for evaluating the professional performance of teaching faculty at the University. These three categories will be assessed by the departmental evaluation committees and department chairs, with oversight by ~~and~~ deans.

6.1.2.1 Category I: Teaching

Teaching is evaluated in terms of “excellence in teaching,” which is defined as a specifically designed teacher-student interaction that enables the student to attain critical thinking and application skills needed to be competitive in the workplace. As such, excellence in teaching requires faculty members to possess not only expertise in their teaching discipline 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 instructional technology.

To demonstrate “excellence in teaching,” a faculty member must show proficiency in the following areas: 1) Instructional Delivery Skills, 2) Instructional Design Skills, 3) Content Expertise, and 4) Course Management. These areas are defined below.

1. Instructional Delivery Skills are those human interactive skills and characteristics that
 - make for clear communication of information, concepts, and attitudes; and
 - promote or facilitate learning by creating an appropriate learning environment.
2. Instructional Design Skills are those technical skills in
 - designing, sequencing, and presenting experiences which induce student learning; and
 - 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.

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.

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 include research, conference presentations, publications, and grantsmanship.

Each department will be responsible for writing a definition of an active scholar in the field. This definition is to be supported by at least three (3) examples of standards of scholarly productivity that peer institutions with similar teaching loads use for annual evaluation, tenure, and promotion. The College/School Compliance Committee will review each department's rubrics to ensure that the departmental standards are comparable to those of peer institutions.

The following premises should guide academic departments and schools:

- A scholarly publication is a published research or creative work that is refereed or peer reviewed.
- Credit for journal articles can be awarded for either the year of publication or the year of acceptance, but not both.
- All authors on co-authored, peer-reviewed research articles, papers, books, and chapters in books receive full and equal credit, provided that academic integrity standards have been met.
- Articles published in conference proceedings are considered scholarly activities, but will receive less credit than a published, refereed article.
- 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 receive less credit than a published, refereed publication.
- Book and journal reviews are considered scholarly activity, but will receive less credit than a published, refereed article.

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:

- 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.
- Renewal grants should be given the same consideration as the initial submission.
- The value of unfunded proposals submitted to funding agencies should be half

that of funded grants.

- Lending “significant assistance” to the author of a funded grant involves making a significant contribution to a funded grant, for example, serving as co-principal investigator (Co-PI) or co-investigator (Co-I) or having intricate involvement in the planning phases of the grant.

6.1.2.3 Category III: Service and Professional Development

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 evaluation purposes, academic departments and schools should consider the following activities:

- Participation in organizational or professional meetings, symposia, seminars, and colloquia other than those included under Scholarly Activity.
- Leadership in professional organizations to include Executive Boards, Organizational Committees, Panels of Judges, etc. Examples: National Alumni Associations, AAUP, VA Academy of Science, Sigma Xi, American Cancer Society, National Honor Society, Accreditation Commissions, etc.
- Invitations to serve on review committees and boards for peer-reviewing. Examples: Journals, National Science Foundation, U.S. Department of Energy, U.S. Office of Education, U.S. Department of Health and Human Services, National Institutes of Health, National Institute of Mental Health, etc.
- Professional service contributions to various sources such as print and broadcast media.
- Professional recognition through honors and awards.
- Service as an unpaid consultant in one’s areas of expertise.

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

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

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

- Service on University-wide committees (including search and ad-hoc committees) and in the Faculty Senate, Robert C. Nusbaum Honors College, International Programs, Commencement/Convocation, special task forces, etc. with the nature and scope of the task to be considered and weighted accordingly.

- Voluntary participation in support of any departmental, school, or University-approved program or committee.
- Submission of ideas or grant-proposals for external funding that is not included in Scholarly Activity.
- Voluntary 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 academic advising.

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 evaluation purposes, academic departments and schools should consider the following activities:

- Attending state/national honors programs, seminars, symposia, workshops, and professional meetings.
- Studying toward a higher degree (e.g., Ph.D.).
- Serving as an unpaid consultant in one's specialized area.
- Completing courses and other training programs.

6.1.3 Performance Levels

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 the following:

- Specific feedback as to which standards of professional performance were not met.
- Suggestions for improvement.
- A written commitment to assist the individual in accessing resources required for improvement.

Improvement in performance is required within 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":

- Received an "IR" rating for the previous rating period but did not make the improvements required.
- Consistently violated one or more of the institution's standards of professional performance.

6.1.4 Procedures

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 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. An annual evaluation portfolio template will be made available through the Office of the Provost and Vice President for Academic Affairs' website.
4. Once the entire evaluation process is complete, supervisors shall return the annual portfolios to the faculty members by May 1st.

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 weight of 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 surveys will be distributed each semester to students enrolled in all classes taught. The results are made accessible 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. Any student survey results that are not representative of the class enrollment or otherwise not statistically valid should not be included in the calculations.

6.1.4.4 Departmental Evaluation Committee

Peer evaluation is conducted by the departmental evaluation committee. The departmental evaluation committee is comprised of no fewer than three (3), but not more than seven (7), tenured faculty members in the department who are chosen according to the following order:

1. Highest professional rank.
2. Length of tenured service at the University.
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 chair who will 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 will review all teaching faculty portfolios and student course ratings during the evaluation period. All portfolio materials are to remain on site. The teaching faculty portfolio and student course ratings of each faculty member will be reviewed by no fewer than three (3) 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 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 prior to the year in which performance will be evaluated. The departmental evaluation committee shall be prohibited from using evaluative instruments not duly approved and distributed as described.

6.1.4.5 Department Chair's (Dean's) Evaluation of Peers

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 department chair will separately evaluate the faculty member on his/her adherence to their departmental responsibilities.

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 to provide a rating for each teaching faculty member being evaluated.

The departmental evaluation committee members and department chairs (or deans) should be knowledgeable concerning the evaluation, interpretation, and use of the data gathered from the various evaluation sources.

6.1.4.6 Summary Composite Rating

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

Teaching faculty meet with the departmental evaluation committee chair 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 regarding the 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.

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 *Teaching 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 members of the compliance committee will be elected by the faculty of the respective departments and will include one tenured faculty (excluding the chair) from each department in the college or school. Members of each committee will select the chair. Members' terms will be two years.

Compliance committees will have the following responsibilities:

- Review the evaluation criteria of each department in order to assure fairness, consistency, and equivalence in evaluation procedures within the college or school.
- Oversight of the evaluation cycle.
- Random review of selected evaluations from each department to ascertain compliance with the guidelines.
- Consideration of evaluation appeals from faculty.
- Recommendations for improvements to the evaluation process.

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

6.1.4.8 Appeal Process

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 departmental evaluation committee results, the next stage of the process will be to request a compliance review by the College/School Compliance Committee, which serves as the appeals committee.

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

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 POLICY

Faculty who plan to be away from the University during assigned class periods must 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 must 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 faculty (with administrative duties) 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 faculty (with administrative duties) 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 a minimum of three (3) years of continuous service at Norfolk State University.

7.2.1 Procedure

- 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.
- Applications must be approved by the department chair, college/school dean, and Provost. Notice of approval will be sent through the supervisory channel.
- Applications for academic leave scheduled to begin in the fall semester must be

submitted to the Provost by February 1 of the previous academic year and for the spring semester, by August 1 of the same academic year.

- Applications will be reviewed by the University Faculty Recognition Review Committee. Recommendations will be submitted to the Provost 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 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 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.

The Provost 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 3.9 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 (6) consecutive years of service at Norfolk State University at the end of the term in which the application is submitted.

7.3.1 Procedure

- 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.
- Application must be approved by the department chair, dean, Provost, and the Board of Visitors. Notice of approval will be sent through the supervisory channel.
- Applications for sabbaticals scheduled to begin in the fall semester must be submitted to the Provost by February 1 of the previous academic year and the spring semester by August 1 of the same academic year.
- Applications will be reviewed by the Faculty Recognition Review Committee. Recommendations will be submitted to the Provost 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 full-time 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 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.

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 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 (1) year at a time and no more than two (2) 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 for 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 9-month faculty and 12-month (with administrative duties). 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.

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, twelve-month faculty (with administrative duties) and faculty administrators; Virginia Sickness and Disability Program (VSDP) for all Virginia Retirement System (VRS) employees; Norfolk State University Sick Leave Plan for nine-month 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 (with administrative duties) faculty, administrators, and nine-month 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 members will not be paid for any unused leave credited when they separate or terminate 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, more than five (5) consecutive working days, and for illnesses with restrictions.

Family and personal leave can be used for short-term absences because of 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 (5) consecutive working days must be approved by a supervisor.

SECTION VIII. SEPARATION

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:

- Assure faculty members of their academic freedom and due process rights.
- Protect the University's rights and its responsibility to recruit and retain the best qualified faculty within its means.
- Ensure that all severance actions taken are in accordance with established policies and guidelines, are based on professional and ethical judgment, are applied equitably and fairly, and are 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 employment by the University through the process of resignation or retirement.

- To decline an offer of reappointment, notice should be given in writing no later than May 1 preceding the academic year of severance.
- 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.
- 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 when a satisfactory agreement for separation can be achieved between the faculty member and the University.
- 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 to probationary status shall be given in writing and the faculty member will be given a one-year terminal contract.

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:

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

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:

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

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 faculty member's position is terminated because of retrenchment, the provision of State Workforce Transition Act governs re-employment rights.

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 should be notified.

8.6 ELIGIBILITY OF ADMINISTRATORS WITH ACADEMIC RANK TO

RETURN TO TEACHING FACULTY

Twelve-month administrative or teaching faculty who were hired with academic faculty rank and served as members 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 Policy on Administrators' Salary Conversion to Teaching Faculty

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 basis.

The conversion salary is as specified in the initial contract of appointment. If not specified, then the adjustment process for salary conversion of administrators or 12-month faculty who return to 9-month faculty salary is as follows:

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

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

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

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:

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

“Administrative officer,” as used in this document, refers to any individual exercising administrative authority including, but not limited to, a dean, a department chair, or a program director.

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 by administration 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).

The grievance procedure is administered by the Faculty Senate Grievance Committee.

8.7.1 Faculty Senate Grievance Committee

8.7.1.1 Composition of the Committee

The primary vehicle for processing formal faculty grievances is the Faculty Senate Grievance Committee, which shall consist of five (5) full-time, tenured faculty members. The Faculty Senate President or his/her appointee serves as an ex officio member, serving as an adviser to the committee. The committee composition will be announced and posted on the Faculty Senate webpage.

8.7.1.2 Elections and Terms of Service

Each college or school will elect a committee member in August. Colleges will hold elections in odd years and schools in even years, allowing for the staggering of members’ service. Members will serve two consecutive years, commencing September 1 and ending on August 31 of the second year thereafter, and can be re-elected for

another two years. The committee will elect a chair during its first meetings in the month of September. If a vacancy in a position on the committee occurs during midterm, a new election will take place to identify a new college or school representative. The individual designated to fill the position shall serve until the expiration of the original term. 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 two (2) committee meetings during the course of a year.

It is the responsibility of the Faculty Senate President or his/her designee to maintain the records of Committee membership terms and expiration dates while ensuring their publication on the Senate's website.

8.7.2 Faculty Grievance Procedure: Initial Step

A faculty member who chooses to grieve under this procedure shall first complete and submit the Request for Grievance Meeting – Initial Step Form (Appendix, A-1) 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 ten (10) working days of the receipt of the request form. The grievant has the right to bring a third party, such as but not limited to the departmental Faculty Senate representative or a member of the college or school Compliance Committee, to the meeting as an observer. Minutes shall be taken and approved by all attending parties. After the meeting, the administrative officer will record the administrative officer's response to the grievance and meeting outcomes on the Faculty Grievance Resolution Form (Appendix, A-2). Both the administrative officer and the grievant will sign the form. The grievant shall receive a copy the signed initial step form including the minutes from the meeting no later than three (3) working days after the meeting. 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 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 and the Office of the Provost and Vice President for Academic Affairs. All involved parties will receive copies of all documents.

If, after the discussion(s), the faculty member believes that the matter has not been resolved, or if a discussion has not occurred within the ten (10) working day period, the faculty member may proceed to the second step of the grievance procedure as outlined below.

8.7.3 Faculty Grievance Procedure: Second Step

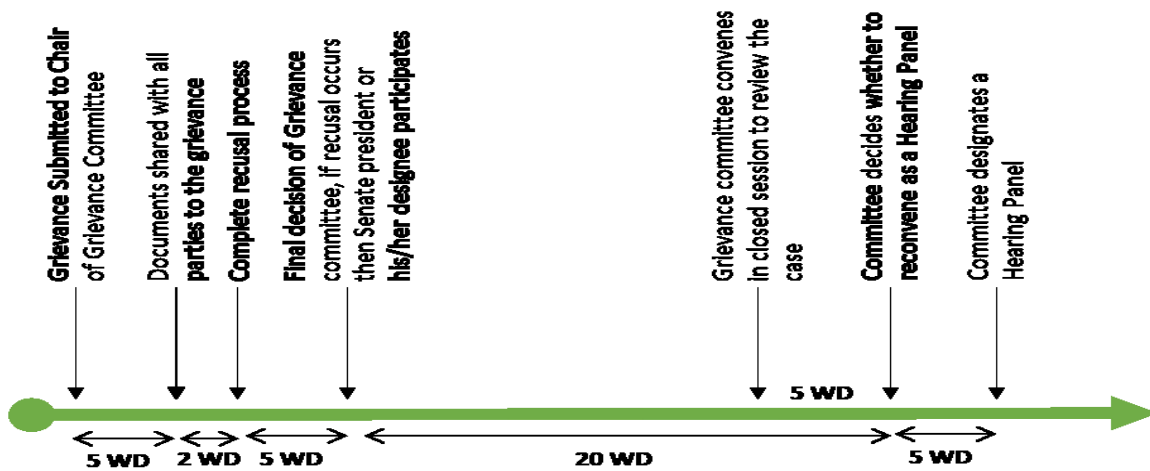
1. A faculty member shall initiate the second step of the grievance by filing a written statement of grievance with the chair of the Faculty Senate Grievance Committee.
2. The written statement filed electronically by the faculty member shall contain, as a minimum, the following:
 - a. A statement of the injury suffered by the faculty member and the date thereof;
 - 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 statement of the remedy sought by the faculty member;
 - d. The forms and minutes from the "Faculty Grievance Procedure: Initial Step"
 - e. A description of the action about which the faculty member is grieving including the events leading to the action.
3. The written statement must be no longer than 1,000 words, and the faculty member should attach copies of any relevant documentation. If the Faculty Senate Grievance Committee determines that the written statement of grievance does not meet the requirements described in item 2 and 3 above, the grievant shall be advised of the deficiencies in the statement and shall be provided a reasonable time, as determined by the committee, within which to forward a statement that follows the requirement to the chair.
4. Except in cases involving personnel actions, the written statement of grievance shall be filed with the chair of the Faculty Senate Grievance Committee within sixty (60) working 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 grounds for grievance within sixty (60) working days, the Grievance Committee may extend this period to one hundred and twenty (120) working days. If the faculty member's grievance concerns a series or pattern of injurious decisions, the period shall run from the date of the latest alleged injury; however, the committee may review all of the decisions in the alleged series or 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.
5. In a case involving a personnel action, e.g., a non-reappointment, 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 twenty (20) working days of the date that the faculty member is provided notice of action taken after administrative and academic review procedures have been exhausted.
6. If the period described in item 4 or 5 above would expire ordinarily between the University's fall and spring semesters, the period shall be extended and shall expire twenty (20) working days after the beginning of the next semester.
7. If the committee determines that the written grievance was not filed in a timely manner or that the matter described in the grievance is not within the authority of the committee to review (see item 11 below), the committee shall not review the

grievance. The faculty member shall be notified of the committee's decision and the reasons thereof within five (5) working days of its final decision.

8. The faculty member may withdraw the matter at any time during the committee's proceedings by submitting a written statement to the Faculty Senate Grievance Committee chair. Such action removes the matter from the jurisdiction of the Faculty Senate Grievance Committee and closes the case.
9. The Faculty Senate Grievance Committee or Hearing Panel (see Section 8.7.4) may take whatever steps it deems necessary and appropriate to encourage settlement.
10. The chair of the Faculty Senate Grievance Committee will distribute the names of the members of the Faculty Senate 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 potential bias or conflict of interest. Also, a member of the Faculty Senate Grievance Committee may request recusal from the committee regarding a specific grievance as a result of potential bias or conflict of interest. This action should be completed no later than two (2) working days from said notification. The remaining Faculty Senate 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 such request. If the request is granted, the remaining Faculty Grievance Committee members shall act on the matter, and the Faculty Senate President or his/her representative shall participate fully in deliberations and recommendations.
11. The Faculty Senate Grievance Committee shall convene in closed session within twenty (20) working days of receipt of the grievance to review the written complaint and supporting documentation submitted by the grievant. The Faculty Senate Grievance Committee, at its discretion, may request additional materials and/or written clarifications from the parties to the grievance and shall specify the timeline for submission. The proceedings and deliberations of the Faculty Senate Grievance Committee are documented for record keeping. There shall be no oral presentations or testimonies by parties to the grievance or on the behalf of parties to the grievance. A summary of the proceedings and deliberations will be prepared to support the committee's determination on whether or not to reconvene as a Hearing Panel. The Faculty Senate Grievance Committee may proceed with a Hearing Panel unless the merits of the case are based upon one or more of the following:
 - a. If the grievant has made inadequate attempts to resolve the concerns through consultations with appropriate administrative officers, the committee will refer the grievant to the appropriate officers.
 - b. If the concerns are not supported by existing policies and procedures, either published or accepted as the norm, the grievance will be dismissed.
 - c. If the concerns are in litigation and/or have been referred to entities external to the University (e.g., EEOC), the matter will be outside the purview of the committee.
 - d. If the grievance matter falls within the jurisdiction of another resolution

mechanism within the University, the committee will identify such mechanism to the grievant.

12. Once the Faculty Senate 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 five (5) working days of its determination. The Hearing Panel will convene within fifteen (15) working days of its constitution.
13. If the recommendation is not to refer the grievance to Hearing Panel, the Faculty Senate Grievance Committee shall submit its rationale and the meeting minutes to the grievant and to the Faculty Senate President in writing. The meeting minutes and recommendation(s) of the Faculty Grievance Committee will be retained in the Office of the Provost Vice President for Academic Affairs and the Faculty Senate Office as directed by Administrative Policy #33-04 (2018) – Records Management Program.



Grievance Committee Timeline

8.7.4 The Hearing Panel

8.7.4.1 Composition of the Hearing Panel

It shall be the responsibility of the chair of the Faculty Senate Grievance Committee to ensure that members of the Hearing Panel are eligible to serve on the panel. The Hearing Panel shall be composed of the Faculty Senate Grievance Committee members and two Faculty Senate Executive Committee members as selected by the chair of the Faculty Senate Grievance Committee. The members of the panel will select a chair for the panel. All panel members must be tenured.

8.7.4.2 Procedures of the Hearing Panel

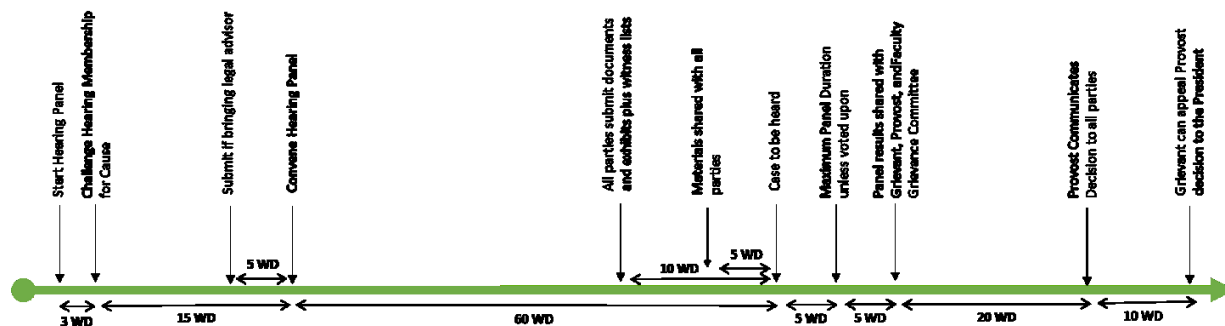
1. Either party in a case may challenge the membership of the panel for cause. Cause may include holding a prejudicial public position on the matter to be heard; a personal interest in the matter to be heard; or a close, personal, or direct professional relationship with either party. No peremptory challenges shall be permitted. The Faculty Senate Grievance Committee shall decide disputes over the legitimacy of a challenge. Members of a Hearing Panel should voluntarily recuse themselves from hearing matters which may raise for them grounds for challenges for cause, whether or not such challenges have been made. 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 recuse himself/herself from serving on that case. This membership challenge and/or recusal process must be concluded within three (3) working days of panel constitution.
2. Advisors: Each party to the grievance may be accompanied in the hearing by a non-participating adviser, 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 five (5) working days prior to the convening of the Hearing Panel so that other parties to the grievance, including the Hearing Panel, may invite legal counsel as well. The parties to the grievance may consult with non-participating advisors during the hearing; however, non-participating adviser(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 advisers.
3. The Hearing Panel must convene within fifteen (15) working days of referral of the grievance from the Faculty Senate Grievance Committee.
4. The Hearing will be held no later than sixty (60) working days from convening as a Hearing Panel. Upon agreement of all parties, and/or, in extraordinary cases as determined by the chair of the Hearing Panel and University Legal Council, a hearing may be held later than sixty (60) working days.
5. The chair of the Hearing Panel shall set the date, time, and place of the hearing. Insofar as it is possible, 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) working 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. 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, at the chair's sole discretion, to proceed with the hearing in that party's absence. If the chair of the Hearing Panel decides to proceed,

the party's absence shall not invalidate the hearing.

7. At least ten (10) working days prior to a panel hearing, all parties must submit all updated written documents and exhibits to be considered at the hearing to the chair of the Hearing Panel. The chair of the Hearing Panel will distribute, or otherwise make available, all materials to both parties at least five (5) working days before the hearing.
8. 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.
9. 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 ten (10) 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.
10. The Hearing Panel's proceedings are not open to the public, and the hearing shall not exceed five (5) 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.
11. All parties to the grievance and their non-participating advisers may be present at the hearing when testimony is being heard. Witnesses, however, may be present when giving testimony only. Only Hearing Panel members and counsel to the Hearing Panel members can attend deliberations of the Hearing Panel. Deliberations of the Hearing Panel are not recorded. Witnesses cannot be advisers.
12. 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.
13. Only members of the Hearing Panel may question witnesses. The Hearing Panel will permit the parties to the grievance to submit written questions to the chair who will ask them of adverse witnesses, unless a question is entirely irrelevant to the proceeding or has already been asked and addressed.
14. The Hearing Panel goes into the deliberation phase after testimony is heard and evidence is submitted. The deliberation phase is not recorded and is closed to everyone except members of the Hearing Panel and counsel to the Hearing Panel, if requested by the Hearing Panel. The Panel may render findings and recommendations for each issue or recommend dismissal of each issue.
15. 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 panel to the parties to the grievance, the Faculty Grievance Committee, and the

Provost and Vice President for Academic Affairs.

16. 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 twenty (20) working days. The Provost will then render a final decision. If the Provost and Vice President for Academic Affairs is one of the parties to the grievance, then he/she must recuse himself/herself, and the President is to designate a replacement. The designee will make the final decision.
17. If the grievant feels the decision of the Provost and Vice President for Academic Affairs or his/her replacement is unacceptable, he/she may appeal to the University President within ten (10) working days of receiving the Provost's decision . The President may request additional materials or information or take such other action as he/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 the University Counsel.
18. 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 for no less than three years [see Administrative Policy #33-04 (2018) – Records Management Program].



Hearing Panel Timeline

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 to the Provost sanctions for faculty-student grievances related to the following:

- Allegations of discrimination based on race, nationality, religion, or physical disability,
- Charges of academic dishonesty,
- Charges of faculty inaccessibility and unwillingness to listen to reasonable

- suggestions and problems,
- Other acts covered in the University Standards of Conduct, and
- Physical abuse.

Membership on the Faculty-Student Grievance Committee consists of three (3) faculty appointed by the Faculty Senate, three (3) students appointed by the Student Government Association, and a committee chair appointed by the Provost and Vice President for Academic 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.

It should be noted that reports of sexual assault, sexual exploitation, intimate partner violence, stalking, sexual or gender-based harassment, complicity (with such behaviors), or retaliation (for reporting such conduct) are governed by NSU's BOV Policy #05 (2017) on Sexual and Gender-Based Harassment and Other Forms of Interpersonal Violence as directed by the *Title IX Handbook for Students and Employees* which was approved by the Board of Visitors on September 15, 2017. [See <https://www.nsu.edu/policy/titleix-handbook>].

SECTION IX. POLICIES AND PROCEDURES

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

9.1 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 or emergency contact information for each student, mode of transportation, and itinerary. Approval for trips must be received in writing before departing the campus. Prior to departure, notification of approval of off-campus field trips must be given to the appropriate department chair and college/school dean.

It is the responsibility of the instructor or adviser 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.

9.2 INCLEMENT WEATHER

Norfolk State University will authorize campus closings or delayed openings when hazardous weather conditions are predicted or occur that present a serious threat to the institution's safe and efficient operation and the well-being and safety of its students and employees. The purpose of the policy is to establish procedures to close or cease portions of operations on campus due to hazardous weather conditions and provide continuity of essential operations during inclement weather.

The Vice President for Finance and Administration, in consultation with the President's Executive Cabinet, is authorized to make the decision to close the University, delay opening or close early due to inclement weather. Deans, department heads, directors, supervisors and Vice Presidents are not authorized to make closing decisions in their areas of responsibility. The order of priority of individuals authorized to make the decision to close or delay opening the University, in consultation with the President's Executive Cabinet, is as follows:

1. Vice President for Finance and Administration
2. Provost and Vice President for Academic Affairs
3. Vice President for Student Affairs
4. Vice President for University Advancement

A decision to close the University because of inclement weather will be communicated to the public by way of the Office of Communications and Marketing. The Office of

Communications and Marketing will contact the news media concerning the announcement of the closing (see Presidential Policy #03 (2014) – Inclement Weather).

9.3 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).

9.4 SMOKING

This Policy applies to University facilities, property, and vehicles, owned or leased, regardless of its location. Smoking is not permitted in any enclosed place, including but not limited to, all offices, classrooms, hallways, waiting rooms, restrooms, meeting rooms, community areas, performance venues, and residential space within University or University-affiliated housing. Smoking shall also be prohibited outdoors in certain areas on Norfolk State University campus property, including, but not limited to, parking lots, loading docks, paths, fields, sports/recreational areas, and stadiums. Smoking is permitted outdoors on University grounds, plazas, sidewalks, malls, and other similar open pedestrian-ways, provided smokers are at least 25 feet from an air intake, entrance or exit of any facility and ash containers or urns are located to deposit ashes and other smoking remnants. This policy (Presidential Policy #02 (2014) – Campus Smoking Policy) applies to all students, faculty, staff, and other persons on campus, regardless of the purpose of their visit.

9.5 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 and Title IX Handbook For Students and Employees at <https://www.nsu.edu/policy/titleix-handbook>).

9.6 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.

9.7 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 only be utilized for legitimate University business and initiatives.

9.8 POLITICAL ACTIVITIES

Faculty members who are considering running for political office must consult with the Provost about possible conflicts of interest and University policy pertaining thereto. This directive applies also 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.

9.8.1 On-Campus

The University shall maintain a non-partisan posture regarding political parties and/or candidates. When taking political positions, faculty members must take care to ensure that it is clear that they are speaking in a personal capacity, and not for the University. 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.

9.8.2 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.

9.9 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, Conflict of Interest Act, and University policy.

All procurement shall be subject to a purchase requisition through the University's accounting system unless otherwise authorized in advance by the vice President for finance and administration. Faculty should contact the Office of the Vice President for Finance and Administration for details and guidance.

9.10 REPORTING THE LOSS OR THEFT OF UNIVERSITY PROPERTY

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

9.11 LICENSURE REQUIREMENTS FOR COMPUTER SOFTWARE

All computer software must be installed and used in accordance with all applicable licensure requirements.

9.12 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.

9.13 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 prior to travel. The University is governed by State Travel Regulations for reimbursements of travel expenses; therefore, faculty must familiarize themselves with these regulations.

9.14 COMMUNICATIONS AND MARKETING

The Office of Communications and Marketing is the chief liaison office for all media contacts. It is the responsibility of the Office of 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 of Communications and Marketing is primarily responsible for responding to the majority of news media queries, Norfolk State University 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 of 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 of Communications and Marketing as soon as possible. This enables the Office of Communications and Marketing staff to track news stories where Norfolk State University faculty have been featured or quoted. For more information on dealing with the media, or the dissemination of public information (see NSU Policy 50-01 Dissemination of Public Information).

9.15 UNIVERSITY SEAL, LOGO, AND ATHLETICS 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 of Communications and Marketing (see Use of University Seal, Logo, and Athletics Logo Policy).

9.16 OTHER POLICIES AND PROCEDURES

The Office of Human Resources is the source for benefits, 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.

Academic units should be notified of any changes pertaining to these policies and procedures. 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
- Title IX (see NSU BOV Policy #05 (2017) - Title IX; Sexual and Gender-Based Harassment and Other Forms of Interpersonal Violence; Title IX Handbook at <https://www.nsu.edu/policy/titleix-handbook>)
- Verification of Employment
- Workers' Compensation
- State Vehicle Use/Motor Pool

SECTION X. RESEARCH AND PUBLICATIONS

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.

10.1 INSTITUTIONAL REVIEW BOARD (IRB)

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 dean of the School of Graduate Studies and 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, college/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 University's HR-1 form process. 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. 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 of 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. TEACHING FACULTY HANDBOOK AMENDMENT PROCESS

11.1 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 *Teaching Faculty Handbook*, described as follows:

1. The *Teaching Faculty Handbook* is a living document, which reflects the evolving needs of the faculty and the University. The Office of the Provost and the Executive Committee of the Faculty Senate shall appoint a *Teaching Faculty Handbook* Revision Committee as a standing committee. All recommendations for amendments should be forwarded to this Committee.
2. The *Teaching 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 *Teaching Faculty Handbook* Revision Committee within twenty (20) working days of the submission of the committee's report and shall file its recommended action with the provost and vice President for academic affairs.
4. The Office of the Provost will review the recommendations and if any minor changes are made, the Faculty Senate will receive copies of those changes with opportunity for discussion. Following the discussion, the Office of the Provost will submit its recommendations to the University legal review team. Any substantive changes, by the administration or legal review team, that alter the consensus reached in step 2, would require the document to be returned to the Faculty Senate for consideration as in step 3.
5. The above is the generally followed process. The Board of Visitors, however, reserves the right to make changes to this *Teaching Faculty Handbook* at any time.

11.2 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.

11.3 PROPOSED REVISION

Revision proposals governed by the policy can be made by the *Teaching Faculty Handbook* Revision Committee or any person or group (e.g., committee, board, counsel)

connected with the University. Although the manner of making such proposals is a matter of individual style and custom, the following procedures nevertheless are 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.

11.4 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 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 in the Office of the Provost and Vice President for Academic Affairs and in the Lyman Beecher Brooks Library.
5. The University Review Committee shall conduct an annual review to ensure that the *Teaching Faculty Handbook* policies and procedures are applied consistently.

APPENDIX. FACULTY GRIEVANCE FORMS

(See Section 8.7 FACULTY GRIEVANCE PROCEDURE)

- Request for Grievance Meeting – Initial Step (A-1)
- Faculty Grievance Resolution Form (A-2)



NORFOLK STATE UNIVERSITY

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: _____



FACULTY GRIEVANCE RESOLUTION FORM

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:

Administrator's Name: _____



NORFOLK STATE
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**Office of the Provost and Vice President
for Academic Affairs**

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