

Faculty Handbook

2017-2020
SOUTHERN UNIVERSITY and A&M COLLEGE
BATON ROUGE

Approved by the Southern University Board of Supervisors
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CHAPTER I

General Information

1.1 Brief Historical Sketch of Southern University

The history of Southern University extends over a period of more than one hundred years. The institution was chartered in January 1880 by the General Assembly of the State of Louisiana in accordance with a bill sponsored in 1879 by Pickney B. S. Pinchback, T. T. Allain, and Henry Demas.

The University opened its doors to twelve students on March 7, 1881, in New Orleans, Louisiana, where it remained until 1912 when it was closed by Act 118 of the Louisiana Legislature. Act 118 also authorized the reorganization of the University, and it reopened in Scotlandville, Louisiana, on March 9, 1914, under the presidency of Dr. J. S. Clark. The Scotlandville location is the present site of the Baton Rouge Campus.

The years that followed have brought growth for the University in the quality and scope of its programs, as well as in enrollment. The University was recognized as a land-grant college in 1892. In 1940 the College of Arts and Sciences was departmentalized. Subsequently, the Law School (1948), the Graduate School (1958), the New Orleans Campus (1956), and the Shreveport Bossier City Campus (1964) were established. In 1975 the Legislature created the Board of Supervisors for the Southern University System. The Southern University Agricultural Research and Extension Center was established in 2001.

Dr. J. S. Clark was succeeded as president in 1938 by his son Dr. Felton G. Clark, who served as president until his retirement in 1968. Dr. F. G. Clark was succeeded by Dr. G. Leon Netterville, who was succeeded after his retirement in 1974 by Dr. Jesse N. Stone, Jr. Dr. Joffre T. Whisenton in 1985. Dr. Joffre T. Whisenton was succeeded by Dr. Dolores R. Spikes in 1988. On January 1, 1997, Dr. Leon Tarver II was appointed system president. He was succeeded by Dr. Ralph Slaughter (2006). He was succeeded by Attorney Ronald Mason (2010). Dr. Ray Belton was selected as President/Chancellor in 2015.

Dr. Roosevelt Steptoe served as the first Chancellor of Southern University at Baton Rouge from 1977 to 1982. He was succeeded by Dr. James J. Prestage in 1982. Dr. Wesley Cornelious McClure was selected to serve as the third Chancellor of Southern University at Baton Rouge in 1985. Other Chancellors of the Baton Rouge campus have been Dr. Dolores R. Spikes, (interim 1988-1991); Dr. Marvin Yates (1991-1998); Dr. Edward R. Jackson (1998-2007); Dr. Kofi Lomotey (2008-2010); Dr. James Llorens (2011-2015). In 2015 the responsibilities for system president and campus Chancellor were combined to reflect the position of President-Chancellor. Dr. Ray Belton was selected as the President of the Southern University System and Chancellor for the Baton Rouge Campus.

1.2 Mission

Southern University serves a unique and diverse population of Louisiana, the nation, and the world through the nurturing, creation and the holistic development of its students by creating leaders that are entrepreneurs, negotiators, visionaries, collaborators, and lifelong learners ready to meet the needs and contribute to the success of the global workforce.

1.3 Statement on Non-Discrimination

In compliance with Title IX of the Education Amendments of 1972, Title VI and VII of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, and other federal, state, and local laws, Southern University and A&M College forbids discriminating or harassing conduct that is based on an individual's race, color, religion, sex, ethnicity, national origin or ancestry, age, physical or mental disability, sexual orientation, gender identity, gender expression, genetic information, veteran or military status, membership in Uniformed Services, and all other categories protected by applicable state and federal laws. This commitment applies but is not limited to decisions made with respect to hiring and promotion, the administration educational programs and policies, scholarship and loan programs, and athletic or other College administered programs. Discriminatory acts of any kind are strictly forbidden.

1.4 Accreditation

Southern University and A&M College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC, 1866 Southern Lane, Decatur, Georgia 30033-4097: Telephone number (404) 679-4501) to award certificate, baccalaureate, master's, and doctoral degrees.

In addition to this regional accreditation, which covers all programs, certain programs enjoy accreditation by the following professional accrediting associations:

SUBR Programs	Degree	Accrediting Agency Names REV 1/15/2016
Urban Forestry		SAF: Society of American Foresters
Mass Communications		Accrediting Council on Education in Journalism and Mass Communications
Computer Scientific	Science-	Computing Science Accreditation Board; Accreditation Board for Engineering and Technology
Computer Information System	Science-	Computing Science Accreditation Board; Accreditation Board for Engineering and Technology
Educational Leadership		Council for the Accreditation of Education Programs

Special Education	Council for the Accreditation of Education Programs
School Counseling	Council for the Accreditation for Counseling and Related Educational Programs
Elementary Education Gr 1-5	Council for the Accreditation of Education Programs
Science/Mathematics Education	Council for the Accreditation of Educator Preparation
Engineering	Accreditation Board for Engineering and Technology
Civil Engineering	Accreditation Board for Engineering and Technology
Electrical Engineering	Accreditation Board for Engineering and Technology
Mechanical Engineering	Accreditation Board for Engineering and Technology
Electronics Engineering Technology	Accreditation Board for Engineering and Technology
Family And Consumer Sciences	Council for Accreditation of the American Association of Family and Consumer Sciences (AAFCS)
Chemistry	American Chemical Society
Clinical Mental Health Counseling	Council for the Accreditation for Counseling and Related Educational Programs
Public Administration	National Association of Schools of Public Affairs and Administration
Social Work	Council on Social Work Education
Music	National Association of Schools of Music
Speech-Language Pathology	Council on Academic Accreditation in Audiology and Speech-Language Pathology
Rehabilitation Counseling	Council on Rehabilitation Education
Nursing	Commission on Collegiate Nursing Education
Family Nurse	Commission on Collegiate Nursing Education
Nursing Practice	Commission on Collegiate Nursing Education
Business Management	Association to Advance Collegiate Schools of Business
Business Administration	Association to Advance Collegiate Schools of Business
Accounting	Association to Advance Collegiate Schools of Business
Finance	Association to Advance Collegiate Schools of Business
Marketing	Association to Advance Collegiate Schools of Business

CHAPTER II

The Administration of the University

2.1 Governing Boards

2.1.A The Louisiana Board of Regents (<http://www.regents.la.gov/>)

The Louisiana Board of Regents was created in 1975 by the Constitution of the State of Louisiana to coordinate all public higher education in the State. It consists of fifteen members appointed by the governor with the consent of the State Senate. They serve overlapping six year terms.

2.1.B The Board of Supervisors (<http://www.sus.edu>)

The Board of Supervisors of the Southern University System is composed of sixteen members appointed by the governor with the consent of the State Senate. The sixteen member Board consists of two members from each of the State's Congressional Districts, one member from the State at large and one student member. The members of the Board of supervisors serve overlapping terms of six years, with the exception of the student member, whose term is for one year.

The Board of Supervisors, subject to the powers vested in the Board of Regents, supervises and manages the institution, its statewide agricultural programs, and other programs administered by the Southern University System.

2.2 The Administrative Organization of the University

The organizational chart in (Appendix A) shows the administrative organization of the Baton Rouge Campus and the Division of Academic Affairs. In addition to these organizational charts, most units of the University have internal organizational charts which are available to concerned persons.

2.3 The Chief Administrative and Academic Officers of the Campus.

The chief administrative officer of university governance is the Chancellor. The academic officers, in order of rank, are Provost (chief academic officer), Vice Provost, academic Deans, directors and departmental chairpersons. Generally, matters pertaining to individual faculty members are to be resolved within the departments through each departmental council under the leadership of the Department Chairperson, and in consultation with the Dean, if needed.

2.4 Duties and Responsibilities of Administrative, Academic and Instructional Officers of the Campus

2.4.A Chancellor of Southern University - Baton Rouge

The Chancellor is responsible for all campus operations, including: academic, nonacademic, fiscal and related programs, and support services, including intercollegiate athletics. The Law Center and the Agricultural Research and Extension Center, although located physically on the Baton Rouge Campus, have their own Chancellors. They are not the responsibility of the Chancellor of the Southern University - Baton Rouge Campus. The Chancellor is directly responsible to the President.

2.4.B Provost

The Provost is responsible for all academic programs of the University, including curriculum, faculty, academic publications, accreditation, and other related programs. The Provost provides assistance to the Chancellor in the formulation of broad academic policies at the university. The Provost reports to the Chancellor.

2.4.C Vice Provost

The Vice Provost reports directly to the Provost and functions in a senior leadership position to provide direction and coordination of academic support programs. This officer will also function as the senior officer in planning and assessment for academic areas and assists the Provost with the administration of academic policies and other matters.

2.4.D Vice Chancellor for Finance and Administration

The Vice Chancellor for Finance and Administration is the principal financial and business officer for the campus. This officer reports to the Chancellor and supervises the operation of a number of auxiliary activities including the bookstore, central stores, police, F. G. Clark Activity Center, purchasing department, post office, duplicating services, facilities planning, and vending and concessions. Responsibilities also include (1) the distribution of state policies relative to purchases, travel, and budget; (2) giving assistance in the formulation of broad fiscal policies of the institution; and (3) developing operating procedures and coordinating business operations for the campus.

2.4.E Vice Chancellor for Student Affairs and Enrollment Management

The Vice Chancellor for Student Affairs and Enrollment Management reports to the Chancellor and is responsible for providing leadership in the conduct of all non-academic matters relating to students: housing, food service, student organizations, Lyceum programs, and other student activities. Additionally, he/she is responsible for supervising, planning, managing, administering and budgeting activities for the enrollment management function of the university. This officer is responsible for achieving the enrollment management and retention goals of the university through the administration of the following functional areas: admissions, recruiting, registration, registrar's office, records, retention, financial aid, freshmen year experience, and the TRIO Programs (Upward Bound, Talent Search and Student Support Services). Other responsibilities

include supervision of the Smith-Brown Memorial Student Union and the Student Health and Counseling Center.

2.4.F Associate Vice Chancellor for Enrollment Management/University Outreach

The Associate Vice Chancellor for Enrollment Management/University College reports to the Vice Chancellor for Enrollment Management and is responsible for providing leadership for the academic programs through the University College. The Associate Vice Chancellor's responsibilities are consistent with those of the Vice Chancellor for Enrollment Management and serves in that capacity in the absence of the Vice Chancellor.

2.4.G Vice Chancellor for Research and Strategic Initiatives

The Vice Chancellor for Research and Strategic Initiatives (RSI) is the chief research officer of the university and reports to the Chancellor. The Office of RSI is composed of the following divisions: Research Administration, Strategic Engagement, and Institutional Effectiveness & Research. This officer is responsible for recommending research policy and procedures; providing administrative management and supervision in planning, implementing and coordinating all aspects of research, research development programs, and strategic initiatives at the university; guides accuracy in data and reporting to ensure quality in the University's institutional effectiveness, research and planning; and assists university personnel and students in identifying funding opportunities for sponsored and elective research and creative works.

2.4.H Director of Athletics

The Director of Athletics reports directly to the Chancellor and is responsible for planning, supervising, and coordinating the intercollegiate athletic programs of the University. The Director of Athletics ensures compliance with current rules and regulations of the NCAA and relevant Conference.

2.4.I Director of Institutional Research and Assessment

The Director of Institutional Research and Assessment reports directly to the Vice Chancellor for Research and Strategic Initiatives and is responsible for collecting and analyzing information, including statistical information, about the University and its various units, and for providing such information to appropriate persons and officers. This officer is also responsible for developing and updating an assessment plan and for recommending courses of action for the University.

2.4.J Deans of Colleges/Schools

The authority and responsibilities of Deans are delegated to them by the Chancellor, who is responsible for the total operation of the University. The duties of the Deans are to advise the Chancellor, through the chief academic affairs officer, on personnel, financial, and student academic needs; recommend, plan, and manage activities of the departments/divisions under their supervision; make recommendations and decisions to maintain accreditation and high academic and research standards applicable to their colleges/schools; ensure that students have the proper guidance and counseling of the faculty to provide maximum growth and development opportunities; prepare, present, and

execute approved budgets for their colleges or schools; and, after consultation with their faculties, make recommendations on personnel matters relating to the members of the staff under their direction. The college/school Dean helps provide for faculty and student participation in the determination of college and departmental policies and practices in course content, instructional procedures, budgets, and areas of obvious pertinence.

2.4.J.1 Some Generalizations

1. Deans are expected to possess educational vision and to exercise sound judgment.
2. Deans are expected to administer their programs in accordance with University policies.

2.4.J.2 Teaching Deans are expected to teach a minimum of three (3) credit hours each year.

2.4.J.3 Administrative Routines

The College/School Dean

1. Assists with the preparation of schedules of course offerings;
2. Ensures that the registration of students *is* in accordance with the University's registration plan;
3. Approves students' requests for program changes;
4. Assists with the preparation of budgetary recommendations for his/her college/school;
5. Approves catalog materials for his/her college/school;
6. Secures and submits professional personnel data and teaching loads for each instructor;
7. Certifies that students have met requirements for the degree, (orders for both undergraduate and graduate diplomas will be processed through the registrar's office);
8. Assists the registrar in securing final grades from teachers (all official transcripts are to be housed by the registrar);
9. Ensures that all teachers distribute to each student a course outline describing the objectives, nature, and requirements of the course, announce and maintain conference hours for student conferences, meet all classes as scheduled, begin classes on time, provide a full period of organized instruction, dismiss classes ten minutes before the hour, and keep an accurate record of class attendance;
10. Ensures adherence to class attendance regulations;
11. Acts on travel requests;
- 12 Acts on purchase requisitions; and
13. Encourages research initiatives by faculty and students.

2.4.J.4 Student Personnel Relations

The College/School Dean

1. Approves applications for admission to college or school concerned;
2. Monitors the evaluation of transcripts of transfer students;
3. Ensures the administration and supervision of a student advisement program by

- a. Keeping up with student progress,
- b. Advising students in the selection of courses, and
- c. Advising students who have academic difficulties;
4. Promotes job placement of graduates; and
5. Ensures the implementation of an alumni assessment program.

2.4.J.5 Teaching Personnel

The College/School Dean

1. Prepares recommendations for faculty appointments, retention, promotions, tenure, and salaries;
2. Assists in determining the class loads and other responsibilities of teachers; and
3. Promotes faculty participation in the determination of departmental policies and practices in
 - a. Course content,
 - b. Instructional procedures,
 - c. Budget, and
 - d. Other areas of obvious pertinence.

2.4.J.6 Programs

The College/School Dean

1. Assists in evaluating proposals for program changes;
2. Ensures periodic examinations of course objectives in terms of the general objectives of Southern University programs;
3. Studies and examines proposals for changing and revising course offerings;
4. Supervises the program of instruction in all departments;
5. Monitors the development of syllabi and other instructional materials for all course offerings;
6. Approves plans for evaluation of teaching practices;
7. Schedules periodic college/school meetings and
8. Promotes the securing and maintenance of research grants and funds for sponsored initiatives.

2.4.J.7 Others

The College/School Dean

1. Ascertain physical needs, equipment, and supplies needed for instruction;
2. Reviews periodically library requirements and standards for all areas of the instructional program;
3. Serves as an appeal station for students with academic problems;
4. Promotes a climate that stresses teaching, learning and investigation through research and other initiatives; and
5. Provides leadership for division and Department Chairpersons.

2.4.K Duties and Responsibilities of a Director/Associate Dean

The Director of a School or Associate Dean will serve in an administrative capacity in coordination with the Dean plus have faculty teaching responsibilities. The Director or Associate

Dean will be responsible for several areas including oversight of the school/college strategic plan, curriculum development, assessment of learning outcome, accreditation, grant proposals development and implementation, international programs, external relations, and program development and review. In addition, the Director or Associate Dean will teach courses in his/her area as determined each period in discussion with the Dean. He/she will work closely with Department Chairpersons and the Dean of the school/college to implement policies, solutions, standards, and processes for continuous improvement.

The Director or Associate Dean reports to the Dean and has the following major areas of duties and responsibilities:

Leadership

- a. Ensures the integrity, excellence and ongoing development of all academic programs offered by the school/college;
- b. Ensures the integration/coordination of academic programs and initiatives;
- c. Coordinates the procedures for periodic review of all academic programs and centers in the school/college as deemed appropriate;
- d. Coordinates accreditation maintenance and compliance activities of the school/college, especially the Southern Association of Colleges and Schools (SACS-CoC) and professional accreditation;
- e. If the school/college has graduate program(s), the Director or Associate Dean assumes responsibility for graduate instruction in the school/college, acting as liaison to the Graduate School; and
- f. Represents the college at various university events, campus administrative meetings and other functions that the Dean is unable to attend.

Strategic Planning

- a. In consultation with the Dean and Department Chairpersons provides leadership in the development and implementation of strategic planning and benchmarking initiatives;
- b. Works collaboratively with department Chairpersons of school/college to connect strategic planning, budgeting and measurable institutional objectives;
- c. Assures that departments within the school/college develop departmental strategic plans;
- d. Works with Chairpersons to articulate program mission, goals and departmental strategic plans; and
- e. Represents the school/college in the university strategic planning process.

Budget Oversight

- a. Assists the Dean and the Chairpersons in the preparation, justification, and allocation of
- b. Departmental budgets; and

- c. In coordination with the dean and department Chairpersons, provide strategic financial planning in context of the mission of the school/college.

Curriculum Planning, Implementation, and Evaluation

- a. Coordinates evaluation of current program curricula of the school/college to ensure the continuous improvement of courses, majors, and programs;
- b. In collaboration with Department Chairpersons, integrates the curricula and operations of each department with that of the school/college as a whole;
- c. Assures curriculum of school/college is consistent with university's long-range plan and institutional initiatives and the requirements of accrediting agencies;
- d. Assures the school/college programs are in compliance with all standards of regional and professional accrediting agencies;
- e. Represent the school/college in curricular delivery, funding and new course development related issues; and
- f. Plan, organize, and integrate activities to further academic mission of the school/college.

Assurance of Learning

- a. Provides overall leadership and coordination of all assurance of learning activities within the school/college.
- b. Assures student learning outcomes are achieved and measurable in both qualitative and quantitative forms.
- c. Oversees ongoing departmental assessment process, including submission of all required reports.
- d. Works with Chairpersons to assure course syllabi clearly articulate student learning and professional development outcomes.

External Funding

- a. Coordinates federal, state and private sector funding opportunities;
- b. Coordinates the School/College relationship with its external stakeholders to secure support funds, internship and placement opportunities for the school/college's students; and
- c. Assists department Chairpersons and individual faculty in the process of grant proposal development and implementation of funded grants.

External Relations and International Programs

- a. Coordinates the school/college external relations with its constituencies and external stakeholders to secure support funds, internship and placement opportunities for the school/college's students;

- b. Facilitates development and implementation of policies and procedures for study abroad and exchange programs;
- c. Directs international programs, study abroad and exchange programs including planning, development, and oversight of budgets;
- d. Coordinates and facilitates faculty and student "study abroad" programs; and
- e. Represents the school/college in the community and other off-campus activities and events.

Scheduling and Course Management

- a. Responsible for an integrated schedule of the school/college course offerings and faculty assignments;
- b. Coordinates with Department Chairpersons to plan and determine the necessary course allocations for the school/college course offerings;
- c. Assures the school/college course schedules and faculty assignments are reviewed and turned to the appropriate university unit in a timely fashion;
- d. In concert with department Chairpersons, review and approve program and scheduling content;
- e. Works with Chairpersons in a substantial revision of active courses. Determine that pre-requisites are accurate, remove discontinued courses, and edit descriptions of inactive that have not been offered in two years; and
- f. Assures all departments have developed a clear and updated program description for the university catalogue.

Faculty Hiring and Management

- a. Coordinates with dean and analyze all attrition data and develop strategies to retain staff and faculty.
- b. Collaborate with Department Chairpersons in planning for faculty full-time hiring needs within the school/college and making full-time hiring requests to Dean.
- c. Coordinates with dean and analyze all attrition data and develop strategies to retain staff and faculty.
- d. Collaborate with Dean and Department Chairpersons and coordinate the search, interview and selection of new faculty members.
- e. Assists Department Chairpersons in administering training, orientation and mentoring programs for new hires.
- f. Assists department Chairpersons in their effort to implement state and federal reporting requirements by enhancing recruitment, retention, graduation and placement of the School/College students.

Administrative Responsibilities

- a. Coordinates with dean and analyze all attrition data and develop strategies to retain staff and faculty.
- b. Coordinates the process to implement or revise curricula and plans appropriate course schedules for each campus
- c. Collaborate with dean and department Chairpersons and coordinate the search, interview and selection of new faculty members;
- d. Associate Dean would coordinate college-wide Tenure, Promotion and Retention committee for the College;
- e. Assists Department Chairpersons in administering training, orientation and mentoring programs for new hires;
- f. Assists department Chairpersons in their effort to implement state and federal reporting requirements by enhancing recruitment, retention, graduation and placement of the School/College students;
- g. Works closely with the Chairpersons to encourage the development of new instructional strategies;
- h. Represents the School/College in the community and off-campus recruitment functions;
- i. Serves on a variety of College and Campus committees;
- j. Represents the School/College at events and activities when the dean is unavailable;
- k. Provides leadership for the development and implementation of the school/college policies, procedures, and guidelines; reviews process for program quality and completion; and

Performs additional responsibilities as assigned by the dean of the School/College.

Qualifications

Required qualifications include:

- a. An earned doctorate degree in one of the programs of the school/college.
- b. Tenured professor with at least associate professor rank.
- c. A strong record of scholarly achievement.
- d. A demonstrated commitment to excellence in teaching, research and service;
- e. Experience in program and curriculum development preferably academic related administrative experience in higher education such as an academic Department Chairperson, program director, etc.
- f. A demonstrated record in grantsmanship.
- g. Possess effective interpersonal, organizational and communication skills.

Selection and Appointment

- a. Directors and Associate Deans are selected from within or recruited externally by a committee of which a majority minus one of its members are appointed by the Faculty

Senate.

- b. The selection of the committee chairperson will be conducted based on the guidelines of the Faculty Handbook.
- c. The Chancellor appoints the Director or Associate Dean after receiving recommendations, with overall ratings, from the Vice Chancellor of Academic Affairs.

Term of Appointment

- a. The Director or Associate Dean will be appointed as a 12-month employee.
- b. The Associate Dean's appointment will be for a period of 3-years; however, the term may end at the discretion of the Vice Chancellor for Academic Affairs and the Chancellor with documented evidence for cause.

2.4.L Department Chairpersons

2.4.L.1 Duties and Responsibilities of Department Chairperson

The Department Chairperson is responsible for the academic, administrative and fiscal affairs of the department under the supervision of the School /college Dean. He/ She formally represents the department in its dealings or communication with the administration of the university. The Chairperson is expected to maintain a collegial environment, which will promote professional development of the faculty and promote optimal career patterns. The Chairperson should be especially sensitive to the needs of an increasingly diverse faculty, especially Assistant Professors. Further, the Chairperson is expected to be committed to and enforce the policies that promote the fulfillment of the University and College Missions. The Chairperson reports to the Dean.

As leader of the department, the Chairperson will perform the following duties and responsibilities:

Leadership

- a. Is in charge of planning the departmental teaching, research and other functions in collaboration with the Program Leader;
- b. Coordinates and involves faculty and Program Leader(s) in the development and implementation of the department's strategic plan, periodic program reviews, assessment activities, and accreditation reviews based on the College's and the University's policies;
- c. In collaboration with Program Leader and faculty, develops the department's special niche, strategic initiatives and choices to raise the program(s) to the next level of excellence;
- d. Coordinate student recruitment, advisement, mentoring, retention, professional development, internships, and graduation and career placements for the Department;
- e. Encourages professional growth and maintains morale; and

f. Provides overall leadership for the department's faculty, staff and students.

External Resources

- a. In collaboration with the college Dean, Associate Dean, Program Leader(s) and faculty develops strategies to generate external resources from the department's stakeholders, alumni, and other benefactors; and
- b. Encourages and provides necessary information to faculty to engage in developing grant proposals to state and federal funding agencies.

Teaching

- a. Keeps abreast of the goals, contents, and instructional effectiveness for each program offered in the department;
- b. In collaboration with Program Leader(s), develops strategies for the improvement of instruction, for program development, and for maintaining academic excellence in the department;
- c. In collaboration with Program Leader(s), Oversees the assessment of learning outcomes and accreditation maintenance efforts for the department's program(s);
- d. In collaboration with Program Leader(s), conducts annual review and evaluation of departmental faculty, including review of faculty annual plan reports, workload, and performance;
- e) Promotes the general welfare of faculty members in the degree program;
- f) Appoints the Retention Tenure and Promotion committee from members of the related program faculty;
- g. Ensures that all faculty understand their teaching responsibilities as detailed in the Faculty Handbook;
- h. Ensures that the department's faculty are aware of university policies that relate to teaching (such as policies and procedures on sexual harassment, privacy protection, ADA policies, grade disputes and grievances procedures);
- i. Encourages faculty to share resources related to teaching strategies, successes and resources;
- j. In collaboration with Program Leader(s), conducts annual review and evaluation of departmental faculty, including review of faculty annual plan reports, workload, and performance;
- k. Ensures that all junior faculty benefit from having a mentor in the department;
- l. In consultation with Program Leader(s), evaluates full-time departmental faculty for tenure and promotion; and
- m. Promotes the general welfare of faculty members in the department.

Curriculum Planning, Implementation and Evaluation

- a. In coordination with the Program Leader(s), coordinates curriculum planning as well as periodic departmental reviews and SACS accreditation matters;
- b. Based on the recommendation of the Program Leader(s), coordinates Departmental teaching assignments in accordance with the university policy and other faculty assignments as required for the orderly functioning of the department;
- c. In collaboration with Program Leader(s), ~~maintains~~ oversees the currency of the department's curriculum through continuous improvements of form, content and structure;
- d. Prepares and submits reports in accordance with University procedures;
- e. Assumes responsibility for the custody and authorized use of university property assigned to the program;
- f. Based on the recommendation of the Program Leader(s), reports to the Dean failure of staff or academic appointees to carry out their responsibilities and, if appropriate, recommends disciplinary action in accordance with the University policy.

Research

- a. In collaboration with the Program Leader(s), coordinates the department's research activities by promoting and maintaining a climate conducive to learning, hospitable to creativity, and open to innovation;
- b. Motivates and helps faculty, in particular junior faculty, by clarifying the requirements for scholarly activities and what the research expectations are in their discipline;
- c. Encourages faculty to participate in sponsored projects and funding opportunities as a means for conducting research; and
- d. Makes the department's faculty aware of the valuable resources in the college and on campus to facilitate research.

Administrative Responsibilities

- a. In consultation with and upon recommendation from Program Leader(s) coordinate recruitment, selection, and retention of all new faculty for the department;
- b. Supervises and coordinates the activities of all departmental Program Leader(s);
- c. In collaboration and recommendation from the Program Leader(s), coordinate the hiring, assigning, supervising, counseling, evaluating of adjunct departmental faculty;
- d. Is receptive to questions, complaints, and suggestions from the department's faculty, staff, and students and should take necessary action and/or reports further to the Associate Dean and Dean as appropriate;
- e. Co-ordinates efforts of Program Leader(s) in the building/rebuilding of programs;

- f. In consultation with Program Leader(s) reports failure of staff or academic appointees to carry out their responsibilities and, if appropriate, recommend disciplinary action in accordance with university policy;
- g. In collaboration and upon recommendations from the Program Leader(s), prepares annual budgets and coordinate the financial affairs of the department, to insure that monies are spent in accordance with department and program(s) priorities and with university regulations and procedures;
- h. Upon recommendation from the Program Leader(s) assigns and monitors maintenance of workspace, office and facilities;
- i. Assumes responsibility for the custody and authorized use of university property assigned to the department and, in consultation and with the Program Leader(s), is responsible for assigning department office, laboratory or conference space and facilities in accordance with university policy and campus rules and regulations;
- j. Reports promptly the resignation, death or serious illness of a faculty or staff member to the Dean;
- k Holds regular departmental meetings throughout the semester and involves faculty in decision-making and assign faculty to college committees;
- l. Reviews and makes recommendations regarding complaints and grievances of faculty and students;
- m. Maintains department records, prepares and submits reports in accordance with university procedures;
- n. Provides orientation and professional development opportunities for faculty and staff; and
- o. Performs other administrative duties, and assignments that may be assigned.

2.4.L.2 Qualifications

The successful applicant for a Department Chairperson will have the following minimum qualifications:

- a. Possess a terminal degree in one of the disciplines within the department (as outlined by the Southern Association of Colleges & Schools Commission on Colleges [SACS-CoC]) or fulfill degree specific accreditation requirements.
- b. Hold the rank of no lower than Associate Professor and have tenure. Otherwise, refer to Faculty Handbook policy.
- c. Show evidence of prior management experience (decision-making, problem-solving, planning and organization).
- d. Have excellent written and verbal communication skills.
- e. Have the ability to collaborate effectively with faculty, administrators and other academic units.
- f. Show evidence of scholarly activities.

2.4.L.3 Election and appointment

- a. Chairpersons are elected by the department's tenured and tenure-track faculty from within or recruited externally.
- b. The election of the Chairperson will be conducted based on the guidelines of the Faculty Handbook.
- c. The Chancellor appoints the elected Department Chairperson after receiving a recommendation from the Dean of the school or college (see Procedure for Election of Chairpersons, Section 4.3.b.2).

2.4.L.4 Term of appointment

- a. Department Chairpersons will normally be appointed to three-year terms, although the appointment may be for shorter period in special circumstances.
- b. They may be reappointed for successive terms.
- c. The Chairperson will be appointed for a 12 months' fulltime position with half the regular course load. Additionally, he/she shall receive a stipend.
- d. The Department Chairperson is automatically the Program Leader for the program in which he/she is housed.

2.4.M Program Leaders

2.4.M.1 Duties and Responsibilities of Program Leader

The Program Leader is responsible for the structure and function of the degree program including, academic, administrative and fiscal affairs of the degree offering program. The Program Leader works in collaboration with the Department Chairperson. As leader of the program, he/she will perform the following duties and responsibilities:

Leadership

- a. Takes charge of planning his/her degree program in teaching, research and other functions;
- b. Leads and involves degree program faculty in the development and implementation of the program's strategic plan, periodic program reviews, assessment activities, and degree specific/specialized accreditation reviews based on the accreditation agency guidelines and the College and the University policies;
- c. In collaboration with program faculty, develops the degree program's special niche, strategic initiatives and choices to raise the program to the next level of excellence; and
- d. Assumes leadership responsibility for student recruitment, advisement, mentoring, retention, professional development, and graduation and career placements of the degree program.

External Resources

- a. In collaboration with the program faculty develops strategies to generate external resources from the program's stakeholders, alumni, and other benefactors; and
- b. Encourages and provides necessary information to the degree program's faculty to engage in developing grant proposals to state and federal funding agencies.

Teaching

- a. Keeps abreast of the goals, contents, and instructional effectiveness for each course offered in the degree program;
- b. In collaboration with Department Chairperson, develops strategies for the improvement of Instruction, for program development, and for maintaining academic excellence in the academic degree program;
- c. Oversees the assessment of learning outcomes and accreditation maintenance efforts for the academic degree program;
- d. In collaboration with the Department Chairperson, provides input in the annual review and evaluation of degree program faculty members, including review of their annual reports, workload, and performance;
- e. Promotes the general welfare of faculty members in the degree program.

Curriculum Planning, Implementation and Evaluation

- a. Oversees curriculum planning as well as periodic program reviews and accreditation matters affecting the academic degree program;
- b. In accordance with the approved curriculum, prepares course schedules including time and place of class meetings;
- c. Prepares teaching assignments for faculty members of the degree program in accordance with the University policy and other faculty assignments as required for the orderly functioning of the program. Tenured and tenure-track faculty shall be assigned full loads prior to any additional hires of Adjuncts and Instructors; and
- d. Maintains the currency of the program's curriculum through continuous improvements of form, content and structure.
- e. Reports to the Department Chairperson failure of staff or academic appointees to carry out their responsibilities and, if appropriate, recommends disciplinary action in accordance with the University policy.

Research

- a. In collaboration with the Chairperson, leads and exercises general oversight of the program's research activities by promoting and maintaining a climate conducive to learning, hospitable to creativity, and open to innovation;
- b. Encourages program faculty, particularly junior faculty, to participate in research and scholarly activities, and to seek sponsored funding for research, teaching, mentoring and service; and

- c. Encourages faculty to participate in sponsored projects and funding opportunities as a means for conducting research.

Administrative Responsibilities

- a. Recommends the hiring of new faculty and staff for the program;
- b. In conjunction with the Department Chairperson, supervises and coordinates the activities of all program's faculty and staff;
- c. Manages the assigning, supervising, counseling, in consultation with the Department Chairperson;
- d. Is receptive to grievances, complaints, questions, and suggestions from the program's faculty, and staff, and takes necessary action and/or reports further to the Chairperson as appropriate;
- e) Leads efforts to build/rebuild programs; and
- f. Reports to the Department Chairperson failure of staff or academic appointees to carry out their responsibilities;
- g. Provides input to the Department Chairperson data pertaining to annual budgets;
- h. Provides input to the Department Chairperson data pertaining to the maintenance of workspace, office, and facilities; and
- i. Performs other administrative duties, and assignments that may be delegated by the Department Chairperson.

2.4.M.2 Qualifications

The Program Leader will have the following minimum qualifications:

- a. Possess a terminal degree in the academic program area (as outlined by SACS-CoC) or fulfill degree specific accreditation requirements.
- b. Hold the rank of no less than Associate Professor and have tenure. Otherwise, refer to Faculty Handbook policy.
- c. Show evidence of prior management experience (decision-making, problem-solving, planning & organization, academic degree accreditation).
- d. Have excellent written and verbal communication skills.
- e. Have the ability to collaborate effectively with faculty, administrators and other academic units.
- f. Show evidence of scholarly activities.

2.4.M.3 Election and appointment

- a. Program Leaders are elected by the degree program's tenured and tenure-track faculty from within.
- b. The election of the Program Leaders will be conducted based on the guidelines of the Faculty Handbook and are the same as those for the election of Chairpersons (ref: Chapter IV, sec. B.2).
- c. The Chancellor appoints the elected Program Leader(s) after receiving a recommendation from the Dean of the school or college.

2.4.M.4 Term of appointment

- a. Program Leaders will normally be appointed to three-year terms, although the appointment may be for longer period of time in special circumstances.
- b. The Program Leader may be reappointed for successive terms.
- c. The program Leader will be appointed for a 9-months position with half the regular course load. Additionally, he/she shall receive a stipend.

2.4.N Registrar

The Registrar reports directly to the Provost and is responsible for the maintenance of the academic records of all students. This officer is charged with the responsibility of working closely with administrative, academic, and business offices in preparing enrollment materials for submission to the Information Systems Division and for releasing copies of students' records (with the students' consent or as otherwise appropriate) to authorized agencies.

2.4.O Executive Director of Admissions and Recruitment

The Executive Director of Admissions and Recruitment reports directly to the Vice Chancellor for Enrollment Management. The Admissions and Recruitment Director is responsible for recruiting and providing prospective applicants with the data and forms necessary to matriculate at the University; receives and evaluates applications; and certifies qualified applicants for admission.

2.4.P Dean of Library Services

The Dean of Library Services, who reports to the Provost, is in charge of the University Library. The dean of library services formulates and administers policies and programs of procurement, technology resources, circulation of books, documents, and other instructional materials to meet the needs of the University and the community.

2.4.Q Director of the Division of Continuing Education and the Center for Service Learning

The Director of Continuing Education and the Center for Service Learning answers directly to the Provost. The director administers all off-campus credit and non-credit academic activities, the evening and weekend programs, as well as those for which continuing education units are earned. The university mandated service learning requirement and the Study Abroad programs are administered through this unit.

2.4.R Directors of the Military Science Programs

Directors of the Military Science programs function in their respective areas similar to College /school Deans.

Commanding Officer/ Professor of Naval Science/Professor of Military Science

In addition to the role of Commanding Officer (CO) of the Navy ROTC Unit at Southern University, the CO also serves as Professor of Naval Science /Military Science and Head of the Naval Science/Army ROTC Department at Southern University. In their capacity

as heads of their respective departments, Professors of Naval Science/Military Science report to the Chancellor through the Provost.

Major Duties and Responsibilities include the following:

1. Administer and manage the Naval/Army ROTC Unit and Department of Naval Science/Army ROTC;
2. Maintain records and files as appropriate for the staff and students assigned, resources allocated, and other matters relating to the command of a Naval/Army activity and the supervision of an academic department at an institution of higher education;
3. Plan for resource and facilities requirements and execute program resource allocation to meet the objectives and goals of the service and the host institution;
4. Supervise the teaching of naval science/military science;
5. Plan and implement improvements and changes in courses to meet the requirements of the Army, Navy, Marine Corps, and the host institution;
6. Encourage professional growth of the naval/military science faculty establish high standards of teaching effectiveness and student achievement, and evaluate the performance of the naval science/military science faculty;
7. Teach naval science/military science courses and lecture on naval science/military science subjects as appropriate;
8. Work with officials of the host institution on Naval/Army ROTC and other matters affecting military education;
9. Serve on committees and boards and participate in planning activities as a faculty member;
10. Supervise the professional and military development of Naval ROTC midshipmen and cadets, ensuring that all qualifications are met for newly commissioned officers in the Army, Navy and Marine Corps;
11. Maintain high standards of performance for staff and cadets/midshipmen;
12. Supervise the planning of academic study programs for cadets/midshipmen to ensure compatibility with the needs of the service and the cadets/midshipmen;
13. Structure and set appropriate student performance goals to achieve full academic potential, and monitor the program of study for each student to meet Army, Navy, Marine Corps and University requirements for graduation and commissioning;
14. Establish academic accreditation procedures for naval science/military science courses (these courses should be accredited academically on terms mutually agreeable to the Army/Navy and the institution regardless of whether degree credit is granted for each course);
15. Maintain liaison with campus and community organizations, military related groups, veterans organizations, active and reserve military commands, and other groups or organizations having interest in the Naval/Army service;
16. Seek assistance from and work with the previously mentioned groups and organizations encouraging their cooperation to improve the Army/Naval ROTC and the national defense posture;
17. Recruit students for the Army/Naval ROTC, serve on selection boards, assist local military recruiters, and participate in recruiting students for the host institution as feasible; seek ways to improve recruiting; and

18. Serve senior military area function and any other duties as requested by military command or the host institution.

Note: A more detailed list of the duties and responsibilities of these positions can be obtained from the Office of the Provost Human Resources, or the John B. Cade Library.

CHAPTER III

Councils, Committees, and Organizations

Many aspects of the University's operations are conducted by or with the advice of councils, committees, and other organizations. Below are listed the councils, standing committees, and faculty organizations together with their functions, terms of membership, and the appointing authorities, where appropriate. Participation on these bodies can serve as points of merit for retention, tenure, promotions and other professional rewards.

Every faculty member should be given the opportunity to serve on councils and committees. Faculty participation shall be solicited by the Office of the Provost during each fall semester. Each faculty member should be limited to serving on no more than two (2) councils and committees concurrently, except in specific situations (i.e., the need for that faculty member's expertise.) The chairperson should be elected by the members of the council or committee to serve a maximum of two years, but may be reelected one more term.

The Provost will request from the President of the Faculty Senate faculty members to represent the Faculty Senate on each council, committee and organization. The number of faculty members so requested shall constitute a majority minus one for specific committees related to academic issues, such as the search for deans.

3.1 Councils

3.1.A The Academic Council

The Deans and Directors of colleges, schools or divisions, the Faculty Senate President, together with other academic officers of equivalent rank responsible to the chief academic officer, constitute the Academic Council. The Academic Council advises the chief academic officer in the administration of the academic affairs of the campus, including curriculum development, program scheduling, preparation of the academic calendar, coordination of programs of various colleges and schools, review of instructional programs and special university regulations for degrees.

The Council meets at least once each semester at the call of the chief academic officer who serves as chairperson.

3.1.B The Graduate Council

The Graduate Council shall consist of ten members of the graduate faculty named by the Chancellor on joint recommendations of the graduate Dean and the chief academic officer of the campus for overlapping three-year terms. Nominations for membership on the Council shall be made by the academic Deans of colleges or schools offering graduate programs. There shall be an additional member from the professional library staff nominated by the Dean of libraries and appointed in the same manner as other members for a three-year term. The Dean of the graduate school shall serve as ex-officio member and secretary of the Graduate Council.

The Graduate Council shall serve as the policymaking body for the entire graduate program of the campus. It shall be concerned with policies governing academic standards, program development and review, faculty qualifications, and the consistency and integrity with which the entire graduate program is operated.

Officers of the Graduate Council shall be a chairperson, vice-chairperson, and secretary. The Council shall elect its chairperson and vice-chairperson who shall serve terms of two years.

The Graduate Council shall meet at the call of the chairperson of the Council. The Council shall meet at least three times per academic year with written notice and agenda sent in adequate time to each member of the Council.

3.1.C The Teacher Education Council

The Teacher Education Council shall consist of representatives from all areas of the University which contribute to the teacher preparation program. It shall be the responsibility of the Chancellor, in consultation with the chief academic officer, to determine the number, term and manner of appointment of the membership. The Dean of the college of education shall serve as ex-officio member and secretary of the Teacher Education Council.

Officers of the Council shall be a chairperson, vice-chairperson, and secretary. The Council shall elect its chairperson and vice-chairperson who shall serve terms of two years. A consecutive two-year term shall not be served. The Teacher Education Council shall be familiar with standards of accrediting agencies and the applicable statutes of Louisiana. It is the Council's responsibility to formulate and propose University policy and procedures whereby there will be maintained a balance between professional preparation, general cultural attainment, and mastery of the subject content field in each curriculum in teacher education. All policies offered by the Council are subject to the approval of the University administration and Board of Supervisors.

The Council shall meet at least once per semester at the call of the chairperson. Minutes shall be kept of all meetings and transmitted to the chief academic officer of the campus. Should the Council fail to meet, such failure shall be called to the attention of the chief academic officer by the secretary.

3.1.D The Athletics Council

The Athletic Council recommends to the Chancellor policies relating to intercollegiate athletics. More specifically, duties to be carried out by the Council shall include, but shall not be limited to, the following activities:

1. Determining the scope of the athletics program;
2. Assuring that student athletes are provided an adequate opportunity to pursue successfully their athletic programs, and receive adequate academic support;
3. Advising the Chancellor on the appointment of the athletics director and head coaches in the various sports;
4. Reviewing recommendations coming from the athletics director concerning the athletic programs; and

5. Reviewing the financial affairs of the athletics department. The membership of this Council consists of representatives from the administration, the faculty, the staff, the students, and the alumni. Representatives from the administration, faculty, and staff shall constitute a majority of the membership. The Council elects its own chairperson from among the faculty members. The Chancellor appoints the majority of the voting members of the Council. Representatives from the Student Government Association, the Faculty Senate, staff and alumni serve with the Chancellor's approval.

3.1.E Recruitment and Retention Council

The Recruitment and Retention Council advises the Vice Provost/Provost on the policies and administration of the college's academic program. The Council members are appointed by the Provost, upon recommendation of the Vice Provost. The membership consists of faculty members representing all degree-granting colleges and schools, students from respective colleges, and the Vice Provost/Provost.

3.1.F Council of Academic Deans

The Deans of the academic colleges constitute the Council of Academic Deans. The Council of Academic Deans reports to the Provost. The Council of Academic Deans advises the Provost in the administration of the academic affairs of the campus, including curriculum development, course offerings, program scheduling, preparation of the academic calendar, coordination of programs of various colleges and schools, review and assessment of instructional programs and special university regulations for degrees.

The Council of Academic Deans meets at least once each semester and at the call of the Provost who serves as chairperson.

3.2 Standing Committees

The standing committees are listed below together with a brief statement of their responsibilities. The term "academic committees" refers to those committees that are appointed by the Provost. Other standing committees are listed in the University Catalog. The term of office for all committee members is two years.

3.2.A The Academic Honors Committee recommends all classifications of academic honors and identifies and recommends persons who are to receive these honors.

3.2.B The Catalog Committee prepares the University Catalog for publication every two years.

3.2.C The Committee on Performance Evaluation of Academic Personnel establishes and recommends effective methods, policies, and procedures for evaluations under the supervision of the Provost.

3.2.D The Self-Study Steering Committee serves as liaison between the University and SACS-CoC and conducts the institutional self-study for SACS-CoC accreditation.

3.2.E The Academic Appeals Committee hears appeals by students who have been suspended for academic reasons and makes recommendations concerning the academic status of such students.

3.2.F The Commencement Committee designs the graduate exercises, executes the activities which support these exercises, and prepares and supervises the printing of the commencement program.

3.2.G The Library Committee (1) advises the Dean of libraries on policies governing the operation of the University libraries; and (2) serves as liaison between the main library and the faculty in seeing that the library serves the needs of the University with regard to the adequacy of the collection and the rendering of appropriate services.

3.2.H The Student Advisement Committee promotes effective student advisement, monitors and evaluates existing student advisement practices, and recommends changes in existing practices.

3.2.I Committee on Diversity. The role of the Diversity Committee is to make recommendations regarding diversity issues within the University. The committee reviews the status of diversity within the organization, recommends methods for enhancing diversity, and advises on how the University can better meet the needs of its diverse members. Diversity is defined from a very broad perspective, which includes diversity in regard to ethnicity, gender identity, gender expression, sex, and sexual orientation as well as diversity in regard to institutional type, size, and employment position.

3.2.J The Strategic Planning Committee for Academic Affairs prepares and updates the Strategic Plan for Academic Affairs, and recommends and assesses strategic goals and objectives.

3.2.K The Retention, Tenure and Promotion Appeals Committee deliberates on appeals from faculty members and recommends to the Provost whether or not the faculty members' appeals are valid.

3.2.L The Faculty Handbook Committee is appointed by the Faculty Senate President, and will biennially review the Faculty Handbook and recommend revisions, additions, or deletions to the Provost.

3.2.M The University Curriculum Committee reviews proposed new courses and/or programs and/or degree offerings submitted from various colleges as mandated by Academic Affairs.

3.3 Organizations

3.3.A The Faculty Senate

The Faculty Senate is the official voice of the faculty and recognized by the administration and the Board of Supervisors. The Senate serves as an advisory body to the University administration on matters pertaining to faculty welfare, governance, professional growth, academic freedom and security. The Senate also promotes and sponsors activities which are of academic and cultural interest to the University. All full-time faculty members below the level of Dean are eligible to become members of the Senate.

3.3.B The American Association of University Professors (AAUP)

The AAUP is a national organization of college and university professors with chapters on campuses. Membership is open to all teaching staff below the position of Dean. Deans may hold associate membership.

3.3.C The American Federation of Teachers (AFT)

The AFT is a national organization of teachers. Membership is open to all faculty members. This organization is commonly known as the Union.

CHAPTER IV

Faculty Personnel Policies and Procedures

4.1 Definition of Faculty

Faculty members are university officers who should contribute to the attainment of the mission of the institution. The departmental faculty consists of all members of the academic staff of a department having the rank of instructor or higher. The chief academic officer is the chairperson, who is a member of the faculty. It is a basic responsibility of the faculty to participate in the development of educational policy through active and constructive involvement in the academic affairs of their respective departments, colleges or schools. Tenure-track faculty members are appointed full-time for at least a one-year period, and a majority percentage of their work for the current year must be in that particular department. Part-time members of the academic staff having the rank of instructor or higher shall be enfranchised in direct proportion to the percentage of their employment.

In the following section, distinction is made between “academic rank” and “appointment.” There are only three academic ranks (see below), and there are three different aspects of appointment relating to a) tenure: tenured, tenure-track, and non-tenure-track; b) workload: full- and part-time; c) length of contractual service: permanent, temporary, and probationary (this last related to tenure only). Thus, for example, a Full Professor would normally be tenured, full-time, and permanent; an Assistant Professor could be on tenure-track, full-time, and probationary.

4.2 Academic Rank

There are four types of Appointments:

a. Continuing non-tenured appointments for full-time, non-tenured faculty:

Clinical Professor
Clinical Associate Professor
Clinical Assistant Professor

b. Tenure-track appointments:

Professor
Associate Professor
Assistant Professor

c. Tenured appointments:

Professor

Associate Professor
Assistant Professor

d. Research appointments:

Professor
Associate Professor

4.2.A Special appointments

The following are the Special Appointments:

Temporary:

Temporary special appointments are those that are awarded for a specific time and in response to a specific need. There is no guarantee of continued employment for persons in this category.

Adjunct faculty:

The title of “adjunct” (e.g. *Adjunct Instructor, Adjunct Assistant Professor, Adjunct Associate Professor, or Adjunct Professor) refers to appointments of persons who serve the University in an advisory capacity, whose principal employer may be other than SUBR (but who make a substantial regular contribution to the academic activities of the University), and/or who fill positions of instruction created by enrollment demand. The qualifications for adjunct rank shall be comparable to those of the corresponding regular faculty ranks. Adjunct faculty are hired on a part-time, temporary basis according to need and are appointed on a semester to semester basis.

Instructor:

Instructors shall receive an offer letter at the beginning of each academic year from the unit that goes through Academic Affairs. Instructors shall be evaluated by their respective Chairpersons at the end of their first, third and fifth consecutive year of full-time employment. Instructors are fulltime faculty hired on a year to year basis. However, the guarantee of fulltime employment for the full academic year is contingent upon course availability.

Visiting faculty:

Lecturer
Laboratory Assistants (Part-time/Full-time)

Graduate faculty:

All full-time faculty of Adjuncts who may be assigned to teach any graduate level course shall be required to obtain a Graduate Faculty Status appointment before any teaching assignment can be made. This allows the University to be in compliance with SACS-CoC standards as well as with University quality standards. The Graduate School and Graduate Council's responsibilities as a policy-making body shall extend to all matters and conflicts related to Graduate students and Graduate faculty members.

4.2.B Instructional and Research Academic Ranks

The University provides for the following academic ranks for instructional and research personnel:

Full-time Positions - Professor, Associate Professor, Assistant Professor, Instructor, Adjunct Professor and Visiting Professor of same ranks. Any instructor who teaches full-time for six consecutive semesters shall be classified as full-time permanent. Termination of employment for full-time permanent instructors shall require a minimum of one full academic year's prior notice.

Part-time Positions: - Professor, Adjunct Professor, Associate Professor, Adjunct Associate Professor, Assistant Professor, Adjunct Assistant Professor, Instructor, Adjunct Instructor and Cooperating Teacher.

All newly hired faculty must receive an offer letter before the appointment can officially begin. The offer letter must originate with the unit and go through Academic Affairs, and must include a statement defining the status of the new employee, his /her duties and responsibilities and pay. In addition, all initial appointees shall be provided with a copy of the SUBR Faculty Handbook and specific guidelines for departments or schools which differ from general university policy.

4.3 Academic Appointments

4.3.A Types of Appointments

1. **Probationary**--Initial faculty appointments at the Assistant Professor, Associate Professor, and Professor rank are typically on a probationary basis. Faculty on a probationary appointment can pursue tenure. The initial written notice of appointment must specify whether the appointment is on a probationary (tenure-track) basis. A probationary appointment shall not exceed a period of seven years, including the period served at the rank of instructor, except as provided by Board policy. If the Board decides to grant credit toward the probationary period for prior service either at SUBR or at other institutions, then inclusion of the credited years shall be made at the time of the initial appointment. Such credit shall not exceed three years.
2. **Tenured**--A tenured appointment is given to a faculty member who has met the requirements for tenure outlined in Section 4.7 below. While tenure is a property

right that affords protection against wrongful termination, the guarantee against termination is not absolute.

3. **Temporary**--A temporary appointment is made to fill a vacancy caused by the absence of a regular faculty member. It is assigned to any full-time or part-time faculty member who is employed to meet a particular short-term need. A temporary appointment should not exceed two years.
4. **Special**--A special faculty appointment does not carry academic rank, is for a limited time period, and does not lead to tenure. Persons from professions, business, or industry who teach for a limited time, i.e., substitute teachers who cover classes in emergencies, and artists-in-residence, are considered special appointments.

4.3.B Procedures for Appointments

4.3.B.1 Teaching Faculty (Exclusive of Chairpersons)

Requests for new positions or for filling vacancies within the faculty shall be made in writing by the chairperson of the department concerned to the Chancellor through *appropriate administrative channels - the Dean of the college/school, the chief academic officer of the campus, and the Chancellor. Such requests shall indicate desired rank, salary (or salary range), and effective date of the proposed appointment, a description of the position, including the requisite qualifications and the duties of the prospective appointee. In order to proceed with the hire the following forms shall be required: the Personnel Vacancy Authorization form (PVA) and Position Vacancy Announcement form; the Proposed Employment Clearance form (PEC); and the Proposed Employment Appointment form (PEA). (Refer to employment guidelines and procedures from the Human Resources website for complete instruction). Once the filling of a vacancy or the adding of a new position is authorized by the President-Chancellor, these procedures shall be followed:

4.3.B.1a Search Process

A search should be conducted in accordance with published guidelines approved by the Board of Supervisors as follows:

- i. Information about the position, including the description, should be circulated on campus, sent to other institutions where interested qualified candidates are likely to be found, and advertised in related professional academic journals, when the availability of funds permit.
- ii. Applications and nominations for the position shall be received by a program search committee composed of tenured faculty, appointed by the Program Leader in consultation with the faculty, who shall review and evaluate them with the departmental faculty. Opportunities for interviewing candidates shall be arranged as deemed desirable. The department, through its chairperson, shall make its written recommendation for appointment to the college/school Dean.
- iii. The college/school Dean, after examining credentials, assessing candidates and conferring with the Department Chairperson shall communicate in writing his/her recommendation of the person to fill the vacant position to the Provost. Upon approval of the chief academic officer of the campus, the recommendation shall be sent to the chancellor for his/her action. If the Chancellor approves the recommendation, he/she or his/her designee shall

make the appointment, subject to the approval of the president and/or the Board, as applicable.

iv. Upon the approval of the Board and/or the president as appropriate, the president shall cause to be issued a contract or contractual letter to the appointee setting forth the terms of the appointment--effective date, rank, salary, and tenure status.

v. At all points in the administrative review, applications requests shall be acted upon and moved along in a timely and expeditious manner. Reasonable explanation for any delay or disapproval shall be communicated to the next higher administrative level and to all persons having heretofore acted upon the request.

vi. All faculty appointments shall be made in accordance with -provisions of* the Bylaws and Regulations of the Board of Supervisors.

vii. All initial appointees shall be provided a copy of the *Faculty Handbook* and any specific guidelines for departments or schools which differ from general University policy.

4.3.B.1b Summer Appointments

The Chancellor is responsible for the academic program during the summer session on his/her campus. Appointments to the faculty for the summer session will be made by the Chancellor, on recommendations made by Department Chairpersons through their respective Deans and the Provost, on the basis of teaching requirements for the summer program. Tenured and tenure-track faculty shall be given precedence in the assignment of courses for the summer session.

Each department shall develop a plan for summer employment that is fair and equitable, taking into consideration the availability of funds, demand for courses, professional experience and qualifications of departmental faculty members. Departmental summer employment plans shall be subject to the approval of the appropriate Dean, the chief academic officer and the President-Chancellor. Compensation for teaching a full load—nine (9) credit hours or fifteen (15) contact hours—during a summer session will normally be two-ninths of the nine-month salary unless otherwise approved by the Southern University Board of Supervisors. Compensation for teaching shall be proportionally based on the number of credit hours or contact hours of the developed courses assigned.

4.3.B.2 Election of Chairperson of an Academic Department:

- a. Upon request of the Provost, the college/school Dean or interim Dean (hereinafter referred to as "the Dean") shall be responsible for announcing the vacancy of the chairperson's position in any academic department. The announcement shall be made at least sixty days before the expiration of the term of the current chairperson. The announcement shall be made immediately, without delay, if the chairperson's position is to become vacant within thirty days or it has become vacant due to other reasons. Summer, intersession, fall, and spring breaks shall not be counted toward aforesaid sixty-day period.

- b. The chairperson's position shall become vacant upon the expiration of his/her term, upon his/her resignation, or upon his/her removal from the office. The chairpersons whose terms have expired shall continue to serve until a duly elected/selected chairperson assumes the office of the chairperson. Elections shall be held during the last two weeks prior to the following semester in the year in which the chairperson's term expires or as soon thereafter as feasible when there are extenuating circumstances. The Provost and Chancellor must approve the postponement of elections for any reason.
- c. The Department Chairperson must meet the academic qualifications for program coordination in the field or discipline of the department as set forth by Commission on Colleges of the Southern Association of Colleges and Schools. Furthermore, the Department Chairperson shall be elected from among the Program Leader(s) within the department. It is recommended that the full time tenured professors and full time tenured associate professors contest for the chairperson's position.
- d. Along with the announcement of the vacancy as provided in subparagraph (a), the Dean shall solicit the nominations in writing from all qualified faculty members for the chairperson's position. The statement of solicitation shall include the date of the closing of the nominations. The nominations shall be due from interested faculty members in writing within ten working days of the vacancy announcement. A working day, for the purpose of this policy, refers to a working day for the faculty members during the fall and/or spring semester and excludes summer, intersession, fall, and spring breaks. The chairperson's position shall be filled using the election process outlined in subparagraph (d) through (p) below.
- e. Upon the closing of the nominations, the Dean shall announce the time and location of the election. The election shall be held within five to ten working days from the closing of the nominations. The Dean shall notify the Faculty Senate President of the time and location of the election. The Faculty Senate President or his/her designee shall observe the election process.
- f. The election shall be held by secret ballot. The individual receiving a majority vote shall be recommended for the position of the Department Chairperson for a three-year term. A majority vote is defined as securing of more than half of the votes cast. In case no candidate receives a majority vote, a run-off election shall be held immediately following the original election.
- g. In case of a tie, a repeat election shall be held immediately following the original election. If the tie is still unresolved, the Dean shall break the tie.
- h. Only full time tenured and tenure-track faculty members are eligible to vote or contest for the chairperson's position, subject to provisions of subparagraph (h) through (j) below.

- i. The faculty members with a joint tenured or tenure-track appointment in the department where the election is being conducted and in some other department/institution are eligible to vote for the chairperson's position.
- j. Administrators who have tenured or tenure-track faculty appointments shall not be eligible to vote or serve as the Department Chairperson.
- k. No tenure-track faculty member shall be elected as the Department Chairperson unless there are fewer than three tenured faculty members in that department. In the latter case (when a tenure-track faculty member is elected as the Department Chairperson), the Dean shall provide the documentation of unavailability of the tenured faculty to serve in that position. If there are three or more tenured faculty members in the department, the chairperson shall be elected from amongst them.
- l. The Dean shall announce the elected person immediately after the election and submit his/her recommendation in writing to the Provost within five working days. If the Dean determines that he/she disagrees with the recommendation of the departmental faculty, he/she must explain, in writing, why he/she disagrees and may solicit another name from the departmental faculty to serve as the chairperson.
- m. The Provost shall submit his/her recommendation in writing to the Chancellor within five working days.
- n. The Chancellor shall send his/her recommendation within five working days to the President who, in turn, shall send his/her recommendation to the Board of Supervisors for approval in the next scheduled meeting. Upon approval by the Board, the Provost shall inform the concerned Department Chairperson.
- o. In the interest of the principle of shared governance, it is critical that once the departmental faculty has arrived at a decision through electoral process, that decision should not be arbitrarily overturned. In the extenuating and exceptional circumstances when the departmental faculty's decision is to be overturned, the concerned administrative officer shall provide detailed reasons supported with proper documentation.
- p. In the circumstance where there is no candidate qualified to serve as Chairperson, the faculty, in consultation with the Dean, may recommend an external search for the position; in which case, subparagraph (q) through (s) shall be followed.
- q. The Dean shall obtain, with input from the concerned departmental faculty, a description of the position, including the minimum qualifications a candidate should possess and the duties of the position. A search committee shall be named by the Dean, largely from among the departmental faculty. Opportunities for interviews of top candidates shall be arranged, with permission from the Chancellor. The chosen candidate shall be recommended by a majority vote, in accordance with the charge to the search committee.

- r. The chosen candidate for chairperson shall be submitted to the Dean, who shall make a recommendation in writing through the Provost to the Chancellor. The Chancellor shall present his/her recommendation to the President for action.
- s. Upon the approval of the President and the Board, if necessary, the Provost shall cause to be issued a contract or contractual letter to the appointee setting forth the terms of the appointment, such as effective date, rank, salary, and tenure status.
- t. The Department Chairpersons shall be evaluated annually by the departmental faculty and their Deans on the basis of their performance of duties and responsibilities as outlined in the evaluation instrument.
- u. At any time after one year into the newly elected/selected chairperson's term, -the department's tenured faculty may at their own discretion evaluate the chairperson's performance and, if necessary, make a recommendation to remove the chairperson with a majority vote with at least three votes in favor of the recommendation to the Dean to remove the chairperson. If there are fewer than three tenured faculty members in the department, the recommendation of the entire departmental faculty shall be taken into consideration. Such recommendation, upon approval of the Dean with the consent of the Provost and Chancellor, shall cause the chairperson's position to become vacant.
- v. The Deans shall keep the records of all election and selection processes and shall diligently perform actions with respect to this policy.
- w. This policy takes effect upon approval by the Board of Supervisors. The terms of all Department Chairpersons, who would have served as the Department Chairperson for three or more years at the end of the semester in which this policy takes effect, shall expire at the end of the aforesaid semester. The terms of all Department Chairpersons who are ineligible to serve as the Department Chairperson under the provisions of this policy shall expire at the end of the aforesaid semester.

4.3.B.3 Selection of Academic Dean

- a. While persons within the University will be given consideration for vacancies in positions, persons outside the University should also be considered.
- b. A description of the vacant position, setting forth its duties and responsibilities in compliance with this Faculty Handbook, shall be prepared by the chief academic officer of the campus in consultation with the Chancellor. Notice of the vacancy and the description of the position shall be appropriately publicized.

- c. The Provost shall name a search and advisory committee to include representatives appointed by the Faculty Senate and no less than one (1) faculty representative from each department within the college whose duties shall be:
1. to compose and circulate an announcement and description of the position to be filled;
 2. to receive applications and nominations;
 3. to review credentials of applicants and nominees;
 4. to recommend to the Provost the top three (3) persons for the position, without ranking them, provided that in the committee's judgment there are at least three qualified candidates.
- d. Acting upon the committee's written recommendation, the Provost shall make his/her recommendation in writing to the Chancellor, who shall act upon the recommendation. The name of the candidate approved by the Chancellor shall be forwarded to the System President.
- e. When the president is prepared to make his/her recommendation to the Board for the appointment of an academic Dean or director, members of the Board shall be given at least ten days advance notification of the recommendation for action.
- f. When the Board has approved the appointment, the president shall cause to be issued to the appointee written notification of appointment, including such details as effective date, salary, period of appointment (specified term or continuing) and duties to be performed.

4.3.B.4 Selection of Non-Academic Administrative Personnel: Deans, Directors, Vice Chancellors, Directors of Athletics, Head Coaches

- a. Each appointment to one of these administrative positions shall be made on the basis of the qualifications and special fitness of the individual for the demands of the position. While persons already employed in the University System are invited to apply and will be given every consideration to fill a new or vacant position, applicants or nominees from outside the University should be considered.
- b. In seeking highly talented persons to fill important positions of leadership, the University shall employ the search and advisory committee concept.
- c. The Chancellor of the campus shall appoint or cause to be appointed appropriate search and advisory committees, each of which shall have members from the faculty who do not hold administrative positions. The Faculty Senate shall recommend two (2) representatives to any such committee. The members of the Athletics Council shall constitute the search and advisory committee for the positions of director of athletics and head coaches.
- d. The duties of the search and advisory committee shall be:
1. to compose and circulate an announcement and description of the position to be filled;
 2. to receive applications and nominations;
 3. to review credentials of applicants and nominees;
 4. to recommend, to the Chancellor at least three persons for the position, provided that in their judgment there are at least three qualified candidates, and to rank these in accordance with their qualifications;

5. to furnish the Chancellor an additional list of all persons found by it to meet the announced qualifications together with all supporting documents.
- e. The President-Chancellor shall make his/her assessment of the candidates and submit to the president a written recommendation along with the dossier of the candidate found to be qualified, and submit the recommendation to the Board for its action.

4.3.B.5 Provost

It shall be the responsibility of the Chancellor to take the initiative in the process of selecting a Provost. To assist him/her, he/she shall appoint a search and advisory committee of nine (9) persons, including at least four (4) members appointed by the Faculty Senate who do not hold administrative positions.

The Chancellor shall review the committee's written recommendations to him/her, make his/her assessment of the nominees or applicants recommended by the committee, and in turn he/she shall make his/her written recommendation to the president.

When the president is prepared to make a recommendation, he/she shall notify members of the Board at least ten days in advance that such recommendation will be made at the forthcoming Board meeting.

When the Board has approved the appointment, the president shall give the appointee written notification of appointment, including effective date, salary and period of appointment.

4.4 Academic Freedom

Academic freedom is the right of members of the academic community to study, discuss, investigate, teach, conduct research, and publish freely as appropriate to their respective roles and responsibilities. Because the common good depends upon the free search for, and exposition of truth and understanding, full freedom in research and publication is essential, as is the freedom to discuss scholarly subjects in the classroom. In all personnel actions related to academic staff, the principle of academic freedom shall be recognized.

4.5 Academic Responsibility

For academic freedom to endure, academic responsibility must be exercised. Faculties at each institution should clearly and explicitly establish minimum levels of expected professional performance and responsibility. A proper academic climate can be maintained only when members of the academic community meet their fundamental responsibilities. When a member of the academic community speaks or writes as a citizen, that person should be free of University censorship or discipline, but as a person of learning he should remember that the public might judge the profession and the institution by his/her utterances.

4.6 Retention of Probationary Tenure Track Faculty

This section describes the procedures for retaining tenure track faculty. The criteria are listed below

4.6.A Probationary Appointment

A tenure-track faculty member's initial probationary appointment will for one (1) year. At the end of the first year will be evaluated to determine eligibility to be retained and to be reappointed to their position.

4.6.A.1 Retention Procedure

The applicant shall prepare a dossier that includes an updated resume and all requisite documents. (See Appendix)-In the event the faculty member does not provide the required items, the faculty member must include a signed statement in the dossier indicating why such documentation is not included.

Applications for retention shall be submitted to the Program Leader who will then submit the dossiers to the Department Chairperson. A list of all materials contained in the dossier will be developed by the applicant to be signed by the Program Leader and the Department Chairperson. The Department Chairperson, in consultation with the Program Leader, shall certify that all required documents are included in the dossier. Copies of the signed list will be made for the Department Chairperson, the Program Leader, and the faculty member. The original shall remain in the dossier.

4.6.A.2 Probationary Retention Evaluation

Each probationary faculty member's evaluation shall be initiated within his/her program by a date established by the Department Chairperson, in consultation with the Program Leader, to determine if the faculty member will be reappointed and to continue on tenure track.

If the faculty member is denied retention, the faculty member must receive notice of termination of the probationary appointment. [T]he faculty member's appointment will terminate on the effective date stated. The appointment of a probationary faculty member not recommended for reappointment after the initial evaluation will terminate on the last work day of that academic year. **The employment of a faculty member whose appointment is not recommended for renewal in the third through the fifth years of the probationary appointment will terminate on the last work day of the subsequent academic year.** The written notice of non-renewal of a probationary appointment shall be issued by **April 1** of the academic year in which the evaluation is made.

4.6.A.3 Levels of Review

Each probationary faculty member shall be evaluated by appointed committees and administrators listed below.

Program Retention Tenure and Promotion Committee Evaluation

Each probationary faculty member shall be evaluated by the Program Retention, Tenure and Promotion (PRTP) Committee by the program criteria published for this purpose.

Upon receipt of the applications, the Program Leader shall convene a PRTP committee to evaluate the prospective candidate and make recommendations to the chairperson for his/her review and recommendation. The PRTP Committee shall be composed of all the tenured faculty members from the academic unit who do not also serve on the College or School RTP Committee.

In the event the program is small and does not have enough tenured faculty to serve on the PRTP, tenured faculty will be appointed from other programs and department within the faculty member's college.

When the PRTP completes the review for retention of each faculty member, the Chairperson of the PRTP Committee shall notify the faculty members of the Committee's recommendation. The notification shall be in writing which shall include all supporting documentation. The Committee's recommendations shall be forwarded to the Program Leader and Department Chairperson within the time period established by the Department Chairperson with consultation from the Program Leader.

Program Leader's Review and Evaluation

- a. The Program Leader shall receive the PRTP Committee's recommendation and will conduct his/her evaluation of each probationary faculty member before forwarding his/her recommendation(s) to the Department Chairperson.
- b. The Department Chairperson, in consultation with the Program Leader, will make his/her recommendation based on his/her review of all supporting documents. Upon completion of the review, the Department Chairperson, in consultation with the Program leader, shall notify the applicants of the results, in writing.
- c. The probationary faculty member's application and all supporting documents, together with evaluations and recommendations of the PRTP and Department Chairperson, in consultation with the Program Leader, shall then be submitted by **October 15th** to the College or Division Dean.

College/School Retention, Tenure and Promotion Committee(C/SRTPC) Evaluation

The College or Division Dean will forward all recommendations, evaluations and documentation received from Department Chairpersons and **all applicants' appeals** to the C/SRTP Committee. The C/SRTP Committee shall have a minimum of five (5) committee members. The Committee members shall be elected at the start of each academic year from the ranks of the tenured faculty members within the College/School. Each **academic department** in the college/school must have at least one representative on the committee, unless there is no tenured faculty member

within the **program**. In this case, such **programs** would not have any representative on the C/SRTP Committee.

The C/S RTP Committee shall examine the applications, the supporting documents, and the evaluations and recommendations of the PRTP committee and the Chairperson to determine whether the probationary faculty is eligible to be retained according to established criteria. The Chairperson of the C/SRTP Committee shall submit the C/SRTP evaluations and recommendations shall be submitted to the College/ School Dean by **November 15**.

College/School Dean's Review and Evaluation

The College/School Dean shall conduct his/her evaluations and render recommendations, based on his/her review of all the supporting documents and recommendations from previous levels of review and appeals from retention applicants. The Dean shall have power to overturn the decisions of all the lower levels of review. This applies both to applications that were favorably approved throughout the process and to those in which there were appeals at some stage in the process. However, this power may only be exercised in extraordinary circumstances (see 4.7.E Dean's Review and Evaluation).

Upon completion of his/her evaluation, the Dean shall notify applicants and the Chief Academic Officer of the results, in writing, by **December 15th**. Copies of the notification shall be forwarded to the appropriate Department Chairperson.

4.6.B Evaluation Guidelines for Retention of Probationary Faculty

Probationary faculty members are those with tenure-track appointments, but who are not yet tenured. For tenure-track faculty, the evaluations provide assessment of their performance and develops information concerning their progress toward promotion and/or tenure. They communicate their areas of strength and alert faculty members to performance deficiencies at the earliest possible time.

Each academic department shall prepare and submit through its administrative hierarchy for approval, a plan for the evaluation for the retention of faculty members with probationary appointments. The tenured members of the faculty in each department shall participate in the development of the department's retention plan and evaluation procedures. The process should provide evaluators with the opportunity to express concerns, observations and recommendations in writing regarding the probationary faculty member's performance in a manner intended to enhance the faculty member's chances of achieving tenure and/or promotion. The absence of a negative evaluation is not a guarantee of being retained or for the granting of tenure or promotion. Occasionally, the evaluation will result in termination of the individual's appointment prior to the critical year. Where appropriate, notice of termination will be given in accordance with provisions in the Faculty Handbook.

Each department shall develop and implement an evaluation and retention plan with procedures, programs and incentives identified that support Southern University's commitment to engaging a

competent faculty that is diverse. Academic units will develop and implement a plan for the evaluation and retention of probationary faculty. The plan shall:

1. Provide for the evaluation of all probationary faculty who have completed one full academic term/year at Southern University. Evaluations will occur at the end of the first, third, and fifth years of appointment.
2. Require all probationary faculty to submit evaluation dossiers for retention consideration.
3. Encourage and promote contact between junior (probationary) and senior (tenured) faculty.
4. Identify a mentoring process to foster the development of new faculty to their fullest potential and provide the means to maximize their success at Southern University. Each probationary faculty will have a Mentor to advise and guide the faculty member through the retention process. The Mentor shall be a tenured faculty member in the same program as the probationary faculty member. Mentor assignments must be approved by the probationary faculty member, mentor, and Program Leader.
5. Incorporate evaluation factors from the faculty tenure and promotion procedures to ensure that probationary faculty move progressively toward tenure and/or promotion goals annually.
6. Explain the role of diversity in the evaluation process.
7. Provide for an interim review of probationary faculty during the initial year of the appointment by senior faculty and/or the Department Chairperson to determine continuation based upon a demonstrated collegiality, fitness, cooperativeness and/or overall performance. Program needs should be included as a factor for consideration.
8. Provide a means for the resultant assessment to be used in setting probationary faculty members' performance expectations for the ensuing academic year so as to guide the faculty member in areas in which improvement may be needed.
9. Provide the opportunity to develop changes in responsibilities assigned probationary faculty that reflect the strengths of the individual and needs of the university.
10. State notice requirements to be utilized in issuing notices of retention and non-retention published in the Faculty Handbook.
11. Provide details of performance expectations for the ensuing years for faculty whose appointments will continue.

4.6.C Evaluation Criteria for Retention

In the interest of maintaining a strong faculty, serious consideration is given to the following in determining the progress made by a candidate in pursuit of tenure:

1. Teaching excellence,
2. Personal professional development,
3. Research, publications, and creative activities,
4. University service,
5. Professional activities, and
6. Student mentoring, including advisement.

4.7 Academic Tenure

4.7.A Definition of Tenure

Tenure is the earned protection of faculty against unwarranted dismissal. It is a property right as defined by state and federal law.

The University subscribes to the principles of tenure for academic staff as set forth in the following statement of the American Association of University Professors:

Tenure is a means to certain ends; specifically; (1) freedom of teaching and research and of extramural activities and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

While the traditional protection afforded by tenure against unwarranted dismissal of teachers has validity, tenure is not, nor should it be, a shield for mediocrity, incompetence, or academic irresponsibility.

Academic tenure is the indispensable cornerstone of academic freedom. Tenure is a means of making the teaching profession attractive to persons of ability and constitutes only one important protection of academic freedom.

The granting of academic tenure shall be based on merit in accordance with established criteria. Religion, national origin, race, gender, handicap or age shall not be factors in the evaluation of an applicant for academic tenure.

4.7.B Provisions of Tenure

The following provisions for tenure, which are in accord with those adopted by the Board of Regents, shall be observed:

1. The Board of Supervisors has the ultimate responsibility for employing academic personnel and for awarding or denying tenure to academic personnel. The precise terms and conditions of every

appointment shall be stated in writing and be in the possession of both institution and employee before the appointment is consummated.

2. Indeterminate tenure shall be earned by full-time probationary academic personnel with respect to academic rank only.

a. Administrators shall not earn tenure except in their capacity as members of the faculty.

b. Faculty members at the rank of instructor shall be on annual appointment and shall not be eligible for tenure. Years served as an Instructor may, however, count towards tenure if that faculty member successfully applies for an advertised probationary appointment.

c. Assistant professors, or the equivalent, shall be eligible for tenure after serving the established probationary period (see **Section 3 below**).

d. Faculty members promoted to the rank of associate professor, professor, or equivalent shall be awarded indeterminate tenure and shall be formally notified in writing within thirty (30) days of Board action.

e. Faculty members initially employed at the rank of associate professor or equivalent shall serve a probationary period of three years

f. Faculty members initially employed at the rank of professor or equivalent shall serve a probationary period of two years.

g. Faculty members appointed to the rank of professor or associate professor while being paid from a grant or contract for services may not be granted indeterminate tenure, but may be granted limited tenure, not exceeding the duration of the grant or contract.

3. Full-time academic personnel below the rank of associate professor or equivalent shall serve a probationary period not to exceed seven years. For the purpose of Computing the maximum seven-year probationary period, service at all ranks may be included. However, faculty members appointed to a probationary rank after serving a minimum of five years of continuous service in a non-probationary, full-time rank at Southern University, shall be eligible for tenure after serving a probationary period of at least two years, but not more than four years.

a. At the end of the fifth year of service, such faculty members shall be evaluated for the purpose of determining eligibility for tenure.

b. At the end of the sixth year, the results of each individual's evaluation shall be provided to that individual. In the event tenure is to be denied to an assistant professor, twelve months written notice of termination shall be given effective at the end of the subsequent academic year. In the event tenure is to be awarded, affected faculty members shall be informed, in writing, by the Provost within two weeks following approval by the Board of Supervisors.

c. For the purpose of the probationary period, credit may be given for up to 4 years for prior service within the Southern University System. Credit may be given for up to three years for prior service at other institutions at the discretion of the Board. A probationary faculty member must serve at least two years in the tenure track position to be eligible to apply for tenure, when service credit is granted.

d. Recommendations of those to be considered for tenure shall originate in the various academic programs. The program committee of all the tenured faculty shall evaluate the prospective candidate and make recommendations to the Program Leader.

4. Tenured faculty members shall retain their status until they retire, resign, or are terminated for cause or discontinuation of their program or department. The termination of tenure due to program or department discontinuation does not apply to faculty members who earned tenure before October 1995. Tenured faculty who face termination or who have been terminated due to program or departmental discontinuation should be given preference among the field of candidates for appointment to other faculty positions for which they are appropriately qualified, all other factors being equal. Notwithstanding the above, faculty in the following core curricula: biology, chemistry, English, foreign languages, history, mathematics, physics, and psychology, shall retain tenure status with respect to the University.
5. The provisions of this policy are as follows:
 - a. All persons holding tenure on the effective date of this policy shall retain their tenure.
 - b. Faculty members not now tenured but were employed must achieve tenure status within the time frames provided in current guidelines governing tenure for the respective ranks. This revised policy is applicable to all persons employed subsequent to June 30, 1997.
 - c. Within thirty (30) days of the effective date of this policy, each tenured faculty member in each affected institution shall be notified of his/her tenure status. Within the same time period, each non-tenured faculty member shall be informed of his/her non-tenure status and shall be informed of existing tenure policy affecting him/her.

4.7.C Procedures for Recommending Academic Tenure

All faculty members whose employment in the Southern University and A&M College System takes place after June 30, 1976, shall normally serve a probationary period before they can be evaluated for tenure. In accordance with the *Bylaws and Regulations* of the Southern University Board of Supervisors, the Board may, under extraordinary circumstances and upon proper recommendations, waive the probationary period. When applicable, the probationary period for each academic rank is listed as follows:

1. Assistant Professor--At this level the faculty member must serve a probationary period of five years, the evaluation for tenure will take place during the sixth year (the critical year). At the end of the sixth year, if tenure is to be denied, written notice of termination, to be effective at the end of the subsequent academic year, will be given. In the event tenure is to be awarded, the faculty member must be informed in writing. At the rank of assistant professor a faculty member can receive tenure by being promoted to associate professor, which provides automatic tenure and written notification thereof within thirty (30) days of the Board of Supervisor's action.
2. Associate Professor--Faculty members initially employed at the rank of associate professor shall serve a three year probationary period, and the evaluation for tenure will take place during the fourth year (the critical year). At the end of the fourth year, if tenure is to be denied written notice of termination, to be effective at the end of the subsequent academic year, will be given. If tenure is to be awarded, written notice will be given.

At the rank of associate professor a faculty member can receive tenure by being promoted to professor, which provides automatic tenure and written notification thereof within thirty (30) days of the Board of Supervisor's action.

3. Professor--Persons initially employed as full professors shall serve a two-year probationary appointment within the Southern University System, and the evaluation for tenure will take place during the third academic year (the critical year). At the end of the third year, in the event tenure is to be awarded, the faculty member will be informed in writing. If tenure is to be denied, written notice of termination, to be effective at the end of the subsequent academic year, will be given.

4. The tenure applicant shall include an updated resume in his/her dossier. All eligible faculty members are responsible for the completeness of all required items to be included in the dossier. Where required items are not provided, it is the responsibility of the faculty member to include a signed statement in the dossier indicating why such documentation is not included.

5. Application for tenure shall be submitted to the Program Leader. A list of all materials contained in the dossier will be developed by the applicant to be signed by the applicant, Program Leader, and the Department Chairperson to certify the inclusion of the materials. Copies of the signed list will be made to Program Leader, the Department Chairperson, and the applicant. The original shall remain in the dossier.

4.7.D Tenure Evaluation Process

In the critical year of his/her appointment, each probationary faculty member's evaluation shall be initiated within the program to determine if the faculty member is eligible for tenure. In the event tenure is denied to a faculty member, appropriate written notice shall be given and the faculty member's appointment will terminate on the last work day of the subsequent academic year. Written notice of denial of tenure should be issued by the end of the academic year in which the application was made.

4.7.E Levels of Review

Each tenure applicant shall be evaluated and/or reviewed by the appointed committees and officials listed below. In case of a negative recommendation at any level of the review process, a statement setting forth the reason(s) for disapproval must be attached to the application, and transmitted to the next level of authority. The applicant should receive written notice of the outcome at each evaluation phase. In addition, the applicant shall be provided the opportunity to submit a written response to a negative evaluation at any phase, which shall be taken into consideration at the next level of review.

Program Retention, Tenure and Promotion Committee Evaluation

a. Every probationary faculty member shall be evaluated by the Retention, Tenure and Promotion (RTP) Committee in his program or academic unit using the criteria published for this purpose.

b. Upon receipt of the applications, the Program Leader shall convene a program RTP committee to evaluate the prospective candidate and make recommendations to the Program Leader for his/her review and recommendation. The program's RTP

Committee shall be composed of tenured faculty members from the academic unit who do not also serve on the RTP Committee for the college or school.

c. For small programs with insufficient tenured faculty to serve, tenured faculty members shall be drawn from other programs within the applicant's department. The committee, based on its evaluation, shall assign points to each of the criteria, and the total points accumulated shall be recorded on the appropriate form. Upon completion of the review, the chairperson of the RTP Committee shall notify the applicants of the results, in writing, and forward recommendations, in writing, along with all supporting documents to the Program Leader on or before the date established by the Program Leader. Negative recommendations may be appealed by the applicant to the Program Leader by the date established by the Program Leader.

Program Leader's Review and Evaluation

- a. The Program Leader shall receive the program RTP Committee's recommendation and, considering it, will conduct his/her evaluation of each probationary faculty member.
- b. The Program Leader will make his/her recommendation based on his review of all supporting documents. Upon completion of the review, the Program Leader shall notify the applicants of the results, in writing.
- c. The application and all supporting documents, together with evaluations and recommendations of the program committee and the Program Leader shall then be submitted to the Department Chairperson for his/her review, who shall then submit all requisite materials by **October 15th** to the Dean of the appropriate college or division for the College/School RTP Committee's evaluation and recommendations. Negative recommendations by the Program Leader may be appealed by the applicant to the Dean by the tenth work-day following receipt of written notification.

College/School Retention, Tenure and Promotion Committee Evaluation

- a. The Dean shall forward all recommendations, evaluations and documentation received from the Department Chairpersons and all applicants' appeals to the College/School RTP Committee. A minimum of five (5) committee members shall be elected at the start of each academic year from the ranks of the tenured faculty members within the College/School and two shall be recommended by the Faculty Senate. Each academic department in the college/school must have, at least, one representative on the committee, unless there is no tenured faculty member within a department. Such departments shall not have any representative on the College/School RTP Committee.
- b. The RTP Committee shall examine the applications, the supporting documents, and the evaluations and recommendations of the department RTP committee and chairperson to determine the eligibility of probationary faculty for retention in accordance with established criteria. The College/School RTP Committee's

evaluations and recommendations shall then be submitted by the chairperson of the College/School RTP Committee to the Dean by November 15th.

Negative recommendations may be appealed by the applicant to the Dean by a date determined to be the tenth day following the receipt of written notification.

Dean's Review and Evaluation

a The Dean shall conduct his/her evaluations and render recommendations, based on his review of all the supporting documents and recommendations from previous levels of review and appeals from retention applicants. Upon completion of his/her evaluation, the Dean shall notify applicants and the chief academic officer of the results, in writing, by **December 15th**. Copies of the notification shall be forwarded to the appropriate Department Chairperson and Program Leader. Negative recommendations may be appealed by the applicant to the Vice Provost and Provost by the tenth workday following written notification.

Executive Vice President and Provost Review and Evaluation

The Provost shall make his/her assessment considering the application, the supporting documents, the evaluations and recommendations of the program committee, the Program Leader and the College/School RTP Committee and Dean and all appeals received from retention applicants. In the case of applicants who have received favorable recommendations at all the previous stages of review and the Executive Vice President and Provost concurs with those earlier judgments, the chief academic officer's recommendations shall be submitted to the President-Chancellor of the campus by **January 30th** of each academic year. This shall be considered the final action required before the applicants may be presented to the Southern University Board of Supervisors for final approval. The retention applicants shall also be notified of the outcome with copies to the appropriate Deans and Department Chairpersons.

The Provost shall have power to overturn the decisions of all the lower levels of review. This applies both to applications that were favorably approved throughout the process and to those in which there were appeals at some stage in the process. **However, this power may only be exercised in the following circumstances:**

- 1.. The Provost demonstrates strong evidence of bias in the deliberative process that shows that the evaluation of a candidate is not based on merit and/or the stated criteria for retention, tenure, and promotion in the Faculty Handbook. This applies to whether the said bias is in favor of the applicant or if the bias leads to an adverse recommendation against the candidate.
- 2.. The Provost determines that either (a) the candidate recommended for tenure or promotion lacks the appropriate qualifications for the position (e.g. requisite graduate hours in the discipline for which applicant is teaching and seeking tenure and /or promotion, applicant lacks the required years of service in order to be eligible for tenure or promotion) or (b) the candidate clearly has the

requisite qualifications and/or meets all other published criteria in the Handbook, but that record was either discounted or downplayed by the departmental RTP committee, the college RTP committee, and/or the Dean.

3. The Provost determines there is clear and convincing evidence that (a) either the departmental RTP committee, the college RTP committee, the Academic RTP Appeals Committee, and/or the Dean violated the candidate's right to due process by not observing the published guidelines and/or deadlines with respect to the tenure and promotion process or (b) either the departmental RTP committee, the college RTP committee, the Academic RTP Appeals Committee, and/or the Dean engaged in discrimination against the candidate (see Section 1.3: Statement on Non-Discrimination).

Chancellor's Review and Evaluation

The Chancellor shall conduct his review and evaluation of the submitted dossiers. The Chancellor will be held to the same requirements as have been placed upon the Provost's review and evaluation. In the event a retention candidate receives a positive recommendation, he shall be so notified, in writing, with copies to the appropriate Program Leader, the Dean and the chief academic officer. If a candidate receives a negative recommendation, the candidate shall be notified, in writing, with the reasons stated. Copies of the notification shall be transmitted to the appropriate Program Leader, the Dean and the chief academic officer. The notification shall specify the effective termination date (see Section C below). The written notice of non-renewal of a probationary appointment should be issued by **April 1** of the academic year in which the evaluation is made. **The Chancellor's decision shall serve as the final action required in the retention review process.**

4.7.F Criteria for Tenure

The materials in support of a recommendation for tenure shall include the following:

- a. A completed application from the faculty member with supporting documents, such as list and copies, when applicable of publications, presentations, exhibits, etc., and proper signatures.
- b. A completed evaluation form from the Program Leader analyzing the work of the faculty member in detail, designating and documenting the areas of competence and excellence which support the recommendation for tenure from the past successive three years.
- c. A summary of student evaluations of faculty member from the **past successive three years or past successive two years for faculty members hired at the rank of professor.**
- d. Completed evaluation forms from other tenured members of the faculty regarding the faculty member's performance (Peer Evaluation) for the past successive three years.
- e. While all criteria cited above are important and will be considered when evaluating applicants for tenure, it is required that each faculty member will achieve a minimum of

eighty (80) percent of the total number of points available for teaching excellence. In the case of specialized accreditation, if the standards are higher, those higher standards shall prevail.

Additionally, candidates for tenure must achieve a minimum number of points for the criterion entitled research, publications, and creative activities as follows:

Associate Professor: 15 points; Professor: 18 points.

Associate Professors who are candidates for tenure must achieve 10 of the 15 points for refereed publications and/or significant creative productions as judged by a panel of peers in the discipline as being of exceptional quality.

Professors who are candidates for tenure must achieve 12 of the 18 points for referred publications and/or significant creative productions as judged by a panel of peers in the discipline as being of exceptional quality.

The remaining points may be derived from any combination of points resulting from documented achievements through involvements with the other subcomponents contained in the criteria. The minimum number of points required for each of the other criterion and complete information on the distribution of points for subcomponents of each criterion are contained in Appendices B, C, D, and E.

The provisions of this policy shall not be retroactive, therefore:

1. All persons holding tenure on the effective date of this policy shall retain their tenure.
2. This policy shall in no way affect any rights acquired by any person employed by Southern University after 1998 and before the effective date of this policy (July 1, 1976; revised 2005; further revised 2016).

Within thirty (30) days of the effective date of this policy, each tenured faculty member shall be notified of his/her tenure status. Within the same time period, each non-tenured faculty member shall be informed of his/her non-tenure status and shall be informed of existing tenure policy affecting him/her.

4.8 Academic Promotion

Promotion from one academic rank to the next shall be based on merit in accordance with established criteria. See also Section 1.3 (Statement on Non-Discrimination). The Board of Supervisors has the ultimate responsibility for promoting or denying promotion to academic personnel. Under exceptional circumstances, with proper recommendations at all levels, the Board may waive the probationary period for promotion.

4.8.A Promotion Procedure

1. The applicant for promotion shall include an updated resume in his/her dossier. All eligible faculty members are responsible for the completeness of all items to be included in the dossier. Where required items are not

provided, it is the responsibility of the faculty member to include a signed statement in the dossier indicating why such documentation is not provided.

2. Application for promotion shall be submitted to the Program Leader. A list of all materials contained in the dossier will be developed by the applicant to be signed by both the applicant and the Program Leader to certify inclusion. Copies of the signed list will be made for the Program Leader and the applicant. The original **shall** be included in the dossier.

4.8.B Promotion Evaluation Process

Each probationary faculty member's evaluation shall be initiated within his program to determine the faculty member's eligibility for promotion. In the event promotion is denied to a faculty member, appropriate written notice shall be given. The written notice of denial should be issued by **April 1st** of the academic year in which the evaluation is made.

4.8.C Levels of Review

Each promotion applicant shall be evaluated and/or reviewed by the appointed committees and officials listed below. In case of negative recommendation at any level of the review process, a statement setting forth the reason(s) for disapproval must be attached to the promotion application, and transmitted to the next level of authority. The applicant should receive written notice of the outcome at each evaluation phase. In addition, the applicant shall be provided the opportunity to submit a written appeal to a negative evaluation at any phase, which shall be taken into consideration at the next level of review.

1. Program Retention, Tenure and Promotion Committee Evaluation

- a. Each applicant for promotion shall be evaluated by the Retention, Tenure and Promotion (RTP) Committee in his program or academic unit using the criteria published for this purpose.
- b. Upon receipt of the applications, the Program Leader shall convene the program RTP committee to evaluate the prospective candidates for promotion and make recommendations to the Program Leader for his/her review and recommendation. Only the tenured members of the program's RTP Committee above the rank of the applicant and who do not also serve on the RTP Committee for the College/School shall evaluate the promotion application.
- c. For small programs with insufficient tenured faculty to serve, tenured faculty members shall be drawn from other programs within the applicant's college. Upon completion of the review, the chairperson of the program RTP committee shall notify the applicants of the results, in writing, and forward the committee's written recommendations, along with all supporting documents to the Program Leader on or before the date established by the program and that provides at least 10 workdays for filing an appeal.

2. Program Leader's Review and Evaluation

- a. The Program Leader shall receive and review the program RTP Committee's recommendation and all appeals from promotion applicants. The Program Leader will conduct an evaluation of each applicant.
- b. The Program Leader makes his/her recommendation based on his/her review of all supporting documents. Upon completion of the review, the Program Leader shall notify the applicants of the results, in writing.
- c. The applications and all supporting documents together with evaluations and recommendations of the program committee and the Program Leader shall then be submitted to the Department Chairperson for his/her review, who shall then submit all requisite materials by **October 15th** to the Dean of the appropriate college or division for the College/School RTP committee evaluations and recommendations. Negative recommendations by the Program Leader may be appealed to the College/School RTP committee by the tenth workday following receipt of written notification.

3. College/School Retention, Tenure and Promotion Committee Evaluation

- a. The Dean shall forward **all** recommendations evaluations and documentation received from the Program Leader and all applicants' appeals to the College/School RTP committee. A minimum of five Committee members, above the rank of the applicant, shall be elected at the start of each academic year from the ranks of the tenured faculty members within the College/School and two (2) shall be recommended by the Faculty Senate. Each academic program in the college must have, at least, one representative on the committee, unless there is no tenured faculty member within a program. Such programs shall not have any representative on the College/School RTP Committee.

The RTP Committee shall examine applications, supporting documents, and evaluations and recommendations of the program RTP committee and Program Leader to determine the eligibility of faculty for promotion in accordance with established criteria. The College/School RTP committee's evaluations and recommendations shall then be submitted by the chairperson of the College/School RTP committee by **November 15th to the Dean**. Negative recommendations may be appealed to the Dean by the second workday following the receipt of written notification.

4. Dean's Review and Evaluation

The Dean shall conduct his evaluations and recommendations, based on his/her review of all supporting documents and recommendations from previous levels of review and all appeals from promotion applicants. Upon completion of his evaluation, the Dean shall notify applicants and the chief academic officer of the results, in writing by **December 15th**. Copies of the notification shall be forwarded to the appropriate Program Leader. Negative recommendations may be appealed to the Provost by the tenth workday following the receipt of written notification.

5. Provost's Review and Evaluation

The chief academic officer shall assess the applications, supporting documents, evaluations and recommendations of the program committee, the Program Leader, the College/School RTP committee, the Dean and all appeals received from promotion

applicants. The chief academic officer's recommendations shall be submitted to the Chancellor of the campus by January 30th of each academic year. The promotion applicant shall also be notified of the outcome, with copies to the appropriate Dean, Departmental Chairperson and Program Leader. Negative recommendations may be appealed to the Chancellor by the tenth workday following the receipt of written notification. The Provost will be held to the same requirements as have been placed upon him/her in the latter's review and evaluation of Tenure Applications.

6. Chancellor's Review and Evaluation

After conducting his/her review of the supporting documents, the evaluations and recommendations of the program committee, the Program Leader, the Departmental Chairperson the College/School RTP committee, Dean, the Provost and all appeals received from promotion applicants, the Chancellor shall then make his evaluations and submit recommendations to the **President by February 25th** of each academic year. The Chancellor will be held to the same requirements as have been placed upon the Provost in the latter's review and evaluation.

7. The President's Review and Evaluation

The President shall make evaluations and submit his recommendations for promotion to the Board of Supervisors. The President, as secretary to the Board of Supervisors, shall communicate to the appropriate parties the actions of the Board of Supervisors immediately following the meeting in which action was taken by the Board.

Materials in support of an application for promotion shall include:

- a. copies of students' evaluations of the faculty member for the last three (3) successive years;
- b. copies of the peer evaluations of the faculty member for the last three (3) successive years;
- c. copies of the Program Leader's evaluations of the faculty member for the last three (3) successive years;
- d. copies of reprints of refereed publications resulting from research, printed materials that substantiate involvement in creative activities, participation in workshops, seminars, professional organizations, etc.;
- e. documentation of honors, awards, recognitions bestowed or received;
- f. Any other documents of professional merit that will facilitate a decision on the request for promotion.

When the applicant for promotion is the Program Leader or Department Chairperson, the following shall also be included in the dossier:

- a. copies of the faculty evaluations of the chairperson for the last three (3) successive years when the chairperson is being considered for promotion in rank;
- b. copies of the academic Dean's evaluation of the chairperson for the last three (3) successive years when the chairperson is being considered for promotion in rank;

Faculty promotion forms and an information sheet can be obtained from the Office of Academic Affairs.

To minimize subjectivity in the evaluation process, evaluators (the program committee through the College Retention, Tenure and Promotion Committee), where applicable, shall assign points in accordance with Appendix B, C, D and E.

4.8.D Promotion Criteria

Promotion from one major rank to the next shall be based on the following criteria:

1. Teaching excellence,
 2. Research, publications, and creative activities,
 3. Professional training and experience,
 4. Professional activities,
 5. University activities,
 6. Student mentoring, including advisement.
- While all criteria cited above are important and will be considered when evaluating each faculty member for promotion, it is required that **each faculty member shall achieve a minimum of eighty percent (32 points) of the total number of points available for teaching excellence.**
 - Additionally, candidates for promotion to the ranks of associate professor and professor must achieve a **minimum of sixty percent (15 points) and seventy-two percent (18 points), respectively, of the total number of points (25) available for the criterion entitled research, publications and creative activities.**
 - For the rank of associate professor, candidates **must achieve 10 of the 15** points for *refereed publications* and significant creative productions as judged by a panel of the applicant's peers.
 - For the rank of professor, candidates **must achieve 12 of the 18** points for *refereed publications* and creative productions as judged by a panel of the applicant's peers.
 - The remaining percentage may be derived from any combination of points resulting from documented achievements as a result of involvements with the subcomponents contained under the criteria (see Appendixes **B, D, and E**).
 - The minimum number of points required for each of the other criteria and complete information on the distribution of points for subcomponents of each criterion are also found in the appendix. In the case of specialized accreditation, if the standards are higher, those higher standards shall prevail.

Instructors at the University are eligible to apply for advertised faculty positions at the rank of Assistant Professor or higher. Instructors considered as viable candidates for such appointments would be the holder of the masters' degree or its equivalent and shall provide evidence that the terminal degree is being pursued in an organized program of study in his teaching discipline and would provide a projected date for completion of all requirements for the degree substantiated in writing by his major professor or advisor. To be deemed eligible the applicant can be no more than two full academic years away from completing the terminal degree. In the case where the applicant is appointed to a tenure track position but fails to complete the terminal degree within two full academic years, the appointment will be terminated though the Program Leader may elect to revert the status of the individual to Instructor.

Assistant professor to Associate professor-Application for promotion shall be **made and considered only after four years (i.e. apply for promotion in the fifth year) of service have been completed in a probationary appointment at the University at the rank of assistant professor**. It is required that an assistant professor considered for promotion would be the holder of the terminal degree in his/her teaching discipline or possess exceptional credentials in lieu thereof. **Associate professor to Professor**--Application for promotion shall be made **only after four years (i.e. apply for promotion in the fifth year) of service have been completed in a probationary appointment at the University at the rank of associate professor**. It is required that an associate professor considered for promotion would be the holder of the terminal degree in his/her teaching discipline or possess exceptional credentials in lieu thereof.

Materials in support of an application for promotion shall include:

- a. copies of students' evaluations of the faculty member for the last three(3) successive years;
- b. copies of the peer evaluations of the faculty member for the last three (3) successive years;
- c. copies of the Program Leader's evaluation of the faculty member for the last three (3) successive years;
- d. copies of reprints of refereed publications resulting from research, printed materials that substantiate involvement in creative activities, participation in workshops, seminars, professional organizations, etc.
- e. documentation of honors, awards, recognitions bestowed or received;
- f. any other documents of professional merit that will facilitate a decision on the request for promotion.

When the applicant for promotion is the Program Leader or Department Chairperson, the following shall also be included in the dossier:

- a. copies of the faculty evaluations of the chairperson for the last three (3) successive years when the chairperson is being considered for promotion in rank;
- b. copies of the academic Dean's evaluation of the Program Leader or Department Chairperson for the last three (3) successive years when the Program Leader or Department Chairperson is being considered for promotion in rank. Faculty promotion forms and an information sheet can be obtained from the Office Academic Affairs.

To minimize subjectivity in the evaluation process, evaluators (the department committee through the College Retention, Tenure and Promotion Committee), where applicable, shall assign points in accordance with Appendices B, D or E. While maximum points per category are thereby stipulated, evaluators shall agree on the number of sub-points to be credited per entry in an itemized list in the respective category.

4.9 APPEAL PROCESS FOR RETENTION, TENURE AND PROMOTION

If a faculty member is denied retention, tenure and promotion, the faculty member can appeal the decision the appeal procedures are listed below:

Negative Recommendations by the Departmental Chairperson must be appealed to the Dean of the respective college. The appeal must be delivered to the Dean's Office by the tenth (10th) working day following the written notification from the Chairperson and Program Leader, Negative Recommendations by the College Dean shall be appealed to the Executive Vice President and Provost and Associate/Assistant Provost by the tenth (10th) after written notification from the College Dean.

The College Deans shall establish a standing committee to hear RTP appeals emanating from the Departments and make recommendations to the Dean. Correspondingly, the Executive Vice President and Provost (EVP&P) shall establish a standing committee to hear RTP appeals emanating from the colleges and make recommendations to the chief academic officer. These committees shall be comprised of a senior faculty member from each of the colleges in the university. Additionally, the Faculty Senate shall be empowered to recommend two (2) representatives to this committee. The Executive Vice President and Provost shall serve as an ex-officio member of these committees. It shall be the responsibility of the EVP&P to insure that every applicant who appeals an adverse decision has the benefit of a fair process.

If the Appeals Committee overturns the negative recommendation, the RTP application proceeds to the next level; if, however, the Appeals Committee upholds the negative recommendation (i.e., overturns the appeal) or if no timely appeal is lodged following a negative recommendation, the process for this RTP application is halted. Note that there is, therefore, no further appeal possible beyond that of the level of the Dean.

Applicants who wish to appeal an adverse recommendation must state their intention in writing within ten working days of receipt of such recommendation. Upon receipt of the appeals, the Dean or Chief Academic Officer shall forward to the appropriate appeals committee all relevant documents to them for their deliberation. The appeals committee shall be required to make their formal recommendations to the Executive Vice President and Provost with respect to all appeals received by **February 15th** of each academic year. The recommendations of the appeals committee shall be forwarded to the applicant, the Dean, and the program and college RTP committees.

The Executive Vice President and Provost shall be required to certify the results of the deliberations of the RTP Appeals Committee by **March 1st** of each academic year. It shall be the role of the EVP&P to either certify that the appeals procedures followed university guidelines and that the applicants were afforded due process. If the chief academic officer determines that the process has been followed, he/she shall certify the decisions of the appeals committee and forward the recommendations to the President-Chancellor. This shall be the final step in the RTP process before the recommendations shall be sent to the Southern University Board of Supervisors for final approval. In the event that the EVP&P determines that the appeals process was not conducted in a manner consistent with university policies or adhered to the principles of due process, he/she shall have power to overturn the decisions of the appeals panel. The EVP&P shall resend his/her recommendations regarding all appeals applications by **March 15th** of each academic year. In either case, the EVP&P shall state in writing the reasons for his/her decisions and send copies of such communications to the applicants, their respective Deans, and the program and college RTP committees and the Academic RTP Appeals Committee.

It shall be the responsibility of the Executive Vice President and Provost to forward the final results of all favorable RTP applications, to the Southern University Board of Supervisors for final approval.

In appeals cases, the burden of proof rests with the applicant who received an unfavorable recommendation to demonstrate that the decision was incorrect and should be reversed. Applicants seeking reversal of an adverse judgment must demonstrate one or more the following criteria in order to prevail in their appeals:

1. The applicant demonstrates strong evidence of bias in the deliberative process that shows that the evaluation of a candidate is not based on merit and/or the stated criteria for retention, tenure, and promotion in the Faculty Handbook.
2. The candidate clearly demonstrates that he/she has the requisite qualifications and/or meets all other published criteria in the Handbook, but that record was either discounted or downplayed by the program RTP committee, the college RTP committee, or the Dean.
3. The candidate demonstrates that there is clear and convincing evidence that (a) either the Department Chairperson and/or his/her program RTP committee, or the Dean and his/her college RTP committee, violated the candidate's rights to due process and/or (b) there is clear and convincing evidence that the above parties engaged in discrimination against the candidate (see Section 1.3: Statement on Non-Discrimination).

4.10 Employment Termination for Tenured Faculty

A tenured faculty member may be terminated for cause, discontinuance of a program, grant, contract or department of instruction, medical reasons, resignation, or retirement or contingent matters directly related to these enumerated, with the exception noted in Section 4.7 B4.

4.10.A Definition of Cause and Establishment of an Investigatory/Tenure Revocation Panel

Cause for termination shall include but may not be limited to those specified by State, System and University laws, conduct seriously prejudicial to the University, conviction for a felony, unethical and immoral behavior; neglect of duty, incompetence or failure to perform duties in a professional manner.

The formal hearing for a faculty member with tenure recommended for discharge or termination will be preceded by: (1) a statement of charges by his Chancellor or his/her designee; (2) an informal inquiry by a duly elected faculty committee chosen by faculty within the academic unit and (3) discussion between the faculty member and the appropriate administrative officer in the academic unit or university originating the complaint with an eye toward a mutual settlement.

If no mutual settlement is reached from the discussions, then a formal hearing by an investigatory panel composed entirely of faculty members will be held whenever the complaint lodged against a tenured faculty member could lead to termination for cause.

An Investigatory Panel must be convened within ten (10) working days after the findings of the elected faculty committee are made known to the Chancellor and no mutual settlement has been made, the Chancellor shall cause to be established an investigatory panel to conduct a formal hearing. The investigatory panel shall be comprised of seven (7) faculty members of which two (2) shall be appointed by the chief academic officer of the campus, four (4) by the Faculty Senate or its equivalent, and one (1) by the Chancellor. The presiding officer of the panel shall be designated by the chief academic officer with the approval of the Chancellor of the concerned campus, and shall be entitled to a vote.

4.10.B Investigatory Panel Procedures

A formal hearing for dismissal will be preceded by a statement of reasons, in writing, and the individual concerned will have the right to be heard initially by the elected faculty hearing committee. Members deeming themselves disqualified for bias or interest shall remove themselves from the case, either at the request of a party or on their own initiative. Each party will have a maximum of two (2) challenges without stated cause.

- A. The faculty member will be suspended, or assigned to other duties in lieu of suspension, if there is no immediate harm to himself/herself or others. However, the Administration will consult with the Faculty Grievance Committee to determine the propriety, length and other conditions of the suspension. A suspension which is intended to be final is a dismissal, and will be treated as such. Salary will continue during the period of the suspension.
- B. The panel may, with the consent of the parties concerned, hold joint prehearing meetings with the parties in order to (i) simplify the issues, (ii) effect stipulations of facts, (iii) provide for the exchange of documentary or other information, and (iv) achieve such other appropriate pre-hearing objectives as will make the hearing fair, effective and expeditious.
- C. Service of notice of hearing with specific charges in writing will be made at least twenty days prior to the hearing. The faculty member may waive a hearing or may respond to the charges in writing at any time before the hearing. If the faculty member waives a hearing, but denies the charges against him/her or asserts that the charges do not support a finding of adequate cause, the hearing tribunal will evaluate all available evidence and rest its recommendation upon the evidence in the record.
- D. The panel, in consultation with the Executive Vice President and Provost and the faculty member, will exercise its judgment as to whether the hearing should be public or private.
- E. During the proceedings the faculty member will be permitted to have an academic advisor and counsel of his/her own choice.

- F. At the request of either party or the panel, a representative of a responsible educational association shall be permitted to attend the proceedings as an observer.
- G. A verbatim record of the hearing or hearings will be taken and a typewritten copy will be made available to the faculty member without cost, at the faculty member's request.
- H. The burden of proof that adequate cause exists rests on the institution and shall be satisfied only by clear and convincing evidence in the record considered as a whole.
- I. The hearing panel will grant adjournments to enable either party to investigate evidence as to which a valid claim of surprise is made.
- J. The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence. The administration will cooperate with the panel in securing witnesses and making available documentary and other evidence.
- K. The faculty member and the administration will have the right to confront and cross-examine all witnesses. Where the witnesses cannot or will not appear, but the panel determines that the interests of justice require admission of their statements, the panel will identify the witnesses, disclose their statements, and if possible provide for interrogatories.
- L. In the hearing of charges of incompetence, the testimony shall include that of qualified faculty members from this or other institutions of higher education.
- M. The panel will not be bound by strict rules of legal evidence and may admit any evidence which is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available.

The findings of fact and the decision will be based solely on the hearing record. All votes of the panel members on each motion or issue shall be recorded and submitted as a part of the panel's report. The panel shall report its findings and recommendations to the accused faculty member and to the Executive Vice President and Provost, who shall study the report, formulate his/her recommendations to the Chancellor of the concerned campus within ten (10) working days of receipt of the report of the panel. The chief academic officer shall also transmit his/her recommendations to the accused at the same time. The Chancellor shall, within ten (10) days of receipt, review the record and the report transmitted to him/her by the chief academic officer, formulate recommendations, and submit them to the president. The Chancellor shall transmit his/her recommendations to the accused faculty member at the same time. The president shall review the entire record, and shall within ten (10) working days make whatever disposition is warranted by the evidence, and he/she shall report his/her findings and actions, in writing, to the concerned faculty and the Southern University Board of Supervisors.

Private Hearings.

In the event a hearing is private, except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements and publicity about the case by either the faculty member or administrators will be avoided until the proceedings have been completed, including consideration by the Southern University Board of Supervisors. The Chancellor, through the Provost, and the faculty member will be notified of the decision in writing and will be given a copy of the record of the hearing.

4.10.C Financial Exigency or Discontinuation of Program

Board of Supervisors' policy on financial exigency is included in Appendix F.

4.10.D. Medical Reasons

Termination of an appointment with tenure, or of a probationary or special appointment before the end of the period of appointment, for medical reasons, will be based upon clear and convincing medical evidence that the faculty member cannot continue to fulfill the terms and conditions of the appointment. The decision to terminate will be reached only after there has been appropriate consultation and after the faculty member concerned, or someone representing the faculty member, has been informed of the basis of the proposed action and has been afforded an opportunity to present the faculty member's position and to respond to the evidence. If the faculty member so requests, the evidence will be reviewed by an appropriately appointed committee, a majority of whom will be recommended by the Faculty Senate, before a final decision is made by the Board of Supervisors on the recommendation of the administration. The faculty member will be given severance notice as prescribed in Section 4.9.

4.10.E. Administrative Review

Any proposed termination of tenured faculty based on financial exigency, discontinuance of a program or department of instruction, or medical reasons shall be reviewed by a committee of tenured faculty, a majority of whom shall be recommended by the Faculty Senate, before a course of action is decided. Recommendations developed by the Committee shall be transmitted through appropriate channels to the Board of Supervisors. Tenured faculty may appeal to the Board of Supervisors, which shall be the final authority. The remaining members of the committee of tenured faculty shall be appointed by the chief academic officer and approved by the Chancellor who is provided with complete information pertaining to the matter under consideration. Additionally, appropriate University officials may make themselves available to the Committee for the purpose of responding to questions and concerns which facilitate the structuring and comprehension of recommendations.

Following a decision not to reappoint an individual for other than cause, the University will make every effort to assist the affected faculty member to secure a suitable position elsewhere. If within a period of three years from the date of termination there should become available at the University a position for which a faculty member terminated because of financial exigency is

suited, that faculty member will be offered the position and will be given a reasonable period of time in which to accept or to reject the offer.

4.10.F. Action by the Governing Board

If dismissal or other severe sanction is recommended, the president will, on request of the faculty member, transmit to the governing board the record of the case. The governing board's review will be based on the record of the committee hearing, and at its option, provide the opportunity for argument, oral or written or both, by the principals at the hearings or by their representatives. The decision of the hearing committee will either be sustained, or the proceeding returned to the committee with specific directions. The Committee will then reconsider, taking into account the stated directions and receiving new evidence if necessary. The governing board will make a final decision only after a review of the committee's reconsideration.

4.10.G. Procedures for Imposition of Sanctions Other Than Dismissal

1. If the administration believes that the conduct of a faculty member, although not constituting adequate cause for dismissal, is sufficiently grave to justify imposition of a severe sanction, such as suspension from service for a stated period, the administration may institute a proceeding to impose such a severe sanction.

2. If the administration believes that the conduct of a faculty member justifies imposition of a minor sanction, such as a reprimand, it will notify the faculty member of the basis for the proposed sanction and provide the faculty member with an opportunity to persuade the administration not to impose the proposed sanction. A faculty member who believes that a major sanction has been incorrectly imposed under this paragraph, or that a minor sanction has been unjustly imposed, may, pursuant to Section 5.11, petition the faculty grievance committee for review and action as may be appropriate.

4.11 Notification of Termination

4.11.A Temporary Faculty Members

No notice of termination is required for a temporary faculty position. The letter of appointment for such a position contains the termination date of the appointment, and no additional notice should be expected.

4.11.B Probationary Faculty Members

Written notice of termination of a probationary faculty member shall be provided in accordance with the following schedule:

1. No later than March 1 of the first academic year of service.
2. No later than December 15 of the second academic year of service.
3. At least one full academic year before the expiration of an appointment after two or more years of service.

4. A faculty member who has been denied reappointment may request that the reasons given for the non-renewal be confirmed in writing and that the matter be reviewed by a faculty committee not previously involved.

4.11.C Tenured faculty members

When notice of the termination of a tenured faculty member is imminent, it must be preceded by a tenure review process which examines the cause for such termination as set forth in the policies and procedures of the Board of Supervisors.

4.12 Resignation

1. Except by agreement with the institution, a faculty member should not leave or be solicited to leave his position during an academic year for which he has accepted an appointment.
2. A faculty member should not resign in order to accept other employment as of the end of the academic year, later than May 15 or 30 days after receiving notification of terms of his continued employment the following year, whichever date occurs later. When emergencies occur, a request to waive this requirement is in order.
3. Negotiations for appointments for the following fall semester should begin and be completed as early as possible in the academic year. It is recommended that the faculty member who has been approached with regard to another position inform the appropriate officers when such negotiations are in progress. The conclusion of a binding agreement for the faculty member to accept an appointment elsewhere should be followed by prompt notice to the University.
4. To permit a faculty member to give due consideration and timely notice to the University in the circumstances outlined, an offer of appointment for the following fall at another institution should not be made after May 1. The offer should be a "firm" one, not subject to contingencies.

4.13 Leaves of Absence

4.13.A Procedures

University personnel may be granted leaves of absence when there is reason for doing so. Except in an emergency, requests for leaves of absence shall be made in writing on the appropriate form in sufficient time to obtain approval before the date the leave is to commence.

1. Failure to obtain authorization before leaving may be considered cause for disciplinary action and may result in the denial of any rebate which is due.
2. Forms for requesting leave of absence may be obtained from the departmental chairperson, immediate supervisor, or the Human Resources Office.
3. The completed form is submitted to the department head or immediate supervisor for action.
4. The form is transmitted to each level of authority until it reaches the officer having final authority to grant leaves. This officer shall act upon the form and shall expeditiously communicate the action to the originator of the request for leave.
5. When a request is disapproved, the disapproving officer shall communicate in writing to the applicant and to the officer at the next level of authority the reason for disapproval.

6. An applicant who expects to travel at University expense during the requested leave of absence should complete also a Travel Request Form (SU615) and submit it to the department head or immediate supervisor.

a. Travel funds are assured only with prior authorization by the Vice Chancellor for administration.

b. Such authorization is granted only upon certification by the Office of the Comptroller that funds are available in the account to which the charge will be made.

7. Compensation during periods of leave shall be in accordance with provisions stated in Executive Order #56 (January 1, 1974), Act 241 (1974 Regular Session), and Act 313 (1975 Regular Session), Chapter XI of the State Civil Service Rule and Regulations and Part III, Chapter III, of the Bylaws and Regulations of the Southern University Board of Supervisors (October 20, 1984).

4.13.B Types of Leave

Leaves of absence fall into the following categories: academic, sabbatical, annual, sick, maternity, civil, emergency, special, military, compensatory, and other. Full-time academic employees at the rank of instructor (or equivalent) or above who have completed three or more consecutive years of service on the campus may petition for academic leave for study leading to the terminal degree or independent study and research, the object of which is to increase professional efficiency and usefulness to the University. Adequate justification setting forth the plans for each academic leave shall be stated, and a report of the accomplishments under each leave granted shall be made promptly upon return from academic leave. Persons employed on a twelve-month basis are eligible for twelve months of leave with three-fourths (of yearly salary) pay or six months of leave with three-eighths (of yearly salary) pay if such persons have completed six consecutive years of service. Persons who have completed three years of consecutive service are eligible for leave benefits at one-half of the rate granted otherwise. Persons employed on a nine-month basis are eligible for nine-months of leave with three-fourths (of the nine-months salary) pay or one-semester leave with three-eighths (of the nine-months salary) pay, provided that such persons have completed six consecutive years of service. Persons who have completed three consecutive years of service are eligible for leave benefits at one-half of the rate granted otherwise. The president-chancellor shall, after receiving requests from the chief academic officer or other administrative heads, make recommendations for academic leave to the Board. Before the leave period, persons approved for leave shall be informed in writing of the status of their fringe benefits and the conditions of their leave.

4.13.B.1 Academic Leave

By executing a Permission to be Absent Form faculty members may secure authorization to be absent to attend professional meetings, to serve on committees, to engage in recruitment activities for the University, or to engage in other activities which may serve the interest of the University. The Board of Supervisors makes the following provision for leaves of longer action:

a. Faculty members at the doctoral level shall enjoy the same privileges as those who do not hold the doctorate, except that such persons may engage in independent study or research. In those cases where the faculty members receive outside compensation for such study or research, then they are not eligible for leave with pay under this policy. No faculty member with less than a

doctor's degree shall be entitled to a leave with pay in order to engage in independent study or research.

b. Every application shall specify:

(1) the period for which leave is requested,

(2) whether leave is requested for the purpose of professional or cultural improvement, or rest and recuperation,

(3) the precise manner, insofar as possible, in which such leave, if granted, will be spent,

(4) the semesters spent in active service in the college from which leave is requested, and

(5) a statement over the signature of the applicant that he or she agrees to comply with the provisions of the enactment. Every application for leave for the purpose of rest and recuperation shall be accompanied by statements from two physicians certifying that the health of the applicant is such that the granting of such leave would be proper and justifiable.

c. Any applicant who, at the expiration of the semester in which he or she applies, shall be ineligible for the leave requested, or who has not complied with the provisions listed above, shall have his/her applications rejected. All other applicants may have their applications granted provided that all leaves requested in such applications can be taken without violating the following provision: at no time during any semester of the academic year shall the number of persons on leave exceed five percent of the faculty, except in cases of sick leave, where these percentages may be exceeded.

d. After each leave period is finished, evidence must be submitted to indicate that the purpose for which the leave was granted has been achieved. For those not holding the doctorates, official transcripts must be sent to the appropriate academic Dean; for those holding doctorates, adequate written evidence must be submitted to the appropriate Dean by the individual, and, whenever possible, corroborated by the institution(s) concerned.

e. The normal compensation for the period of leave approved shall be at the rate of seventy-five percent of the salary that the individual received during the preceding fiscal year for the period of time the leave is applied for and granted. The individual shall contribute to the retirement system on the basis of annual salary rate. Compensation payable to persons on leave shall be paid at the times at which salaries of the other members of the teaching staff are paid and in the same manner.

f. In accepting a leave of absence with pay, the faculty member shall be understood to assume a moral obligation to return to this University for at least one year of further service.

Persons desiring leave under these provisions shall execute a Request for Leave of Absence Form-Southern University System.

4.13.B.2 Sabbatical Leave

Members of the SUBR faculty with tenure at the time of submitting the application for sabbatical leave, and the rank of assistant professor or above, may be granted sabbatical leave after six complete academic years of continuous service at SUBR (continuous service shall not include leaves of more than two months). Sabbatical leave is granted on the basis of application by the faculty member and recommendation by the Sabbatical Leave Evaluation Committee (which is appointed by the Provost) and upon approval by the Provost and the Chancellor. Recommendations will be forwarded to the President of the Southern University System and the Southern University Board of Supervisors, as appropriate. At no time during any semester of an

academic year shall number of persons on sabbatical leave exceed five percent of the total faculty in any academic unit or the University.

Purpose. The primary purpose of a sabbatical leave is to enhance the faculty member's value to SUBR. Specifically, a sabbatical leave is to be used for one or more of the following purposes:

- A. Research, scholarship, creative work and/or study intended to result in publication, exhibition, presentation, innovation or invention.
- B. Refresher courses or a program of study, work, or travel designed to keep the faculty member abreast of the latest developments in his or her area of specialization.
- C. Work toward an advanced degree.

Period of Leave and Salary. A sabbatical leave may be granted for the following periods and salary levels, depending on whether a nine- or twelvemonth appointment is held by the faculty member or administrator with faculty status:

- A. one semester at full pay (9-month appointees)
- B. six months at full pay (12- month appointees)
- C. an academic year at half pay (9-month appointees)
- D. twelve months at half pay (12-month appointees)

Normally, sabbatical leaves will be taken over a period of consecutive months. When it is in the best interest of the University as determined by the Chancellor, the period of the sabbatical leave may be split such that it is not taken over a continuous time period. However, the sabbatical leave, from beginning to end must be completed within 18 months and cannot extend beyond the total approved time period.

Additional Compensation. Faculty members granted sabbatical leaves may be permitted to receive additional compensation for study and research if written approval for such compensation is granted by the Chancellor of SUBR. The following conditions apply:

- A. Sabbatical leave pay may be supplemented by fellowships, grants, or other sources provided the total compensation does not exceed the regular full-time salary rate as apportioned for the period of the leave, and provided that activities resulting from additional compensation are not in conflict with the purposes for which the sabbatical leave was granted.
- B. Normal consulting arrangements may be continued provided they do not conflict with the purpose and spirit of the sabbatical leave program and comply with SUBR's policies governing outside employment.
- C. Grants or stipend adjustments to defray relocation cost reimbursements, cost-of- living allowances, and/or research expenses may be accepted, provided such reimbursements, allowances, and/or expenses are not for personal compensation.
- D. Faculty members are encouraged to seek external funds (i.e., as from the host institution) to cover part or all of the cost of their salary and benefits during the sabbatical leave. While the acquisition of such funding is not part of the evaluation process, it clearly could lead to the granting of leaves that may not otherwise be possible because of fiscal constraints.

Fringe Benefits. The University will continue its contributions to health plans based upon existing coverage. The retirement contributions will be paid by the employee and employer upon completion of the leave providing the faculty member chooses to contribute. Appropriate leave

shall accrue during the period of sabbatical leave if the leave is with pay, however, it shall not be vested until the leave ends and the faculty member returns to SUBR. If disability occurs during a sabbatical leave with full or part pay, the leave will terminate the day prior to the day upon which disability begins and sick leave benefits will start in accordance with personnel policies.

Residence. Faculty members on sabbatical leave are expected to choose a residence in a location which is appropriate to achieving the purposes of the sabbatical leave as described in *Section 2. Purpose*.

Other Conditions. The decision as to the acceptability of a sabbatical leave application will not be based on whether additional compensation may be received, but rather on the probability that the faculty member will enhance his or her value to SUBR. A sabbatical leave for teaching elsewhere or working in research laboratories of industry or government may be approved if such activities can be expected to contribute significantly to the acquisition of useful ideas and practices. In no case will leave be granted primarily for the purpose of augmenting the applicant's income. The benefit to SUBR shall be foremost in the consideration leading to approval of the leave.

Annual Faculty Evaluation by Chairpersons. Faculty members on sabbatical leave will be included in the annual University evaluation process. The performance evaluation by the faculty member's chairperson shall reflect the faculty member's achievement of the stated purpose and goals while on sabbatical leave.

Obligations of Faculty Members. Any faculty member taking sabbatical leave has the following obligations.

A. Sign an agreement or contract with the University stipulating that as a condition of the sabbatical leave, the faculty member will return to the active service of SUBR for at least one year after completion of the leave. The signed agreement or contract is required for a faculty member's position to be held open for his/her return. Failure to return to the University for the requisite period will require repayment of all monies received from SUBR, the sum of which will be deducted from the faculty member's terminal pay, last payroll check and/or through other legal means.

B. Within six weeks after returning, submit to the departmental chairperson an original and four (4) copies of a complete report of his or her activities while on leave. The report should provide evidence that the purpose for which the leave was granted has been achieved. The copies shall be distributed to the Dean, Provost, Chancellor and the chairperson of the SLEC.

Application for Leave. Six copies of an application shall be submitted to the SLEC, along with recommendations from the departmental chairperson and the Dean. The application should present the benefits to be derived from the proposed leave by the applicant and SUBR clearly and convincingly, and should be prepared with the care and thoroughness of a paper submitted for publication.

The application should consist of the following.

A. Cover Page. Include a title indicative of the proposed sabbatical activity, the period of requested leave, name and rank of the applicant, and signatures of the administrators attesting to their receipt and review of the application. Administrators may attach pertinent comments.

B. Abstract. Maximum length: 250 words.

C. Description of Proposed Sabbatical. Major headings should include: a detailed statement of what the applicant plans to do while on sabbatical leave; the objectives and significance of the proposed activities; the value of these activities to the applicant's SUBR obligations; the feasibility and methods of accomplishing the objectives; and the applicant's qualifications that are pertinent to the proposed activities. This section should consist of not more than five single-spaced typewritten pages.

D. A Curriculum Vitae (not more than 10 pages).

E. Appendix . Include supportive documentation such as evaluation of the application by the departmental chairperson, Dean and any other appropriate administrators; letters of acceptance from persons at the institution or in industry with whom the applicant plans to work or study and itinerary. Rating System. The application will be rated by the SLEC according to the following system:

A. Merit and feasibility of the proposal relative to the accomplishment of SUBR's instructional, research, and service mission and/or that of its units - 60 percent.

B. Applicant's record of and/or potential for engaging in research, teaching, service and/or other pertinent activity at SUBR - 30 percent.

C. Length of service to SUBR - up to 10 percent. Each year of service, counting from the faculty member's initial appointment or from his or her most recent sabbatical leave, whichever is later, is assigned a weight of one point, limited to a maximum of 10. The committee will rate the applications according to the provisions herein and will make recommendations to the Provost. The Provost will approve or deny recommendations and forward approved applications for action by the Chancellor. The Chancellor's decision is final and there is no right of appeal. Applications approved by the Chancellor will be forwarded to the President of the System and the Board of Supervisors, as appropriate.

Deadlines. To give sufficient time for planning of sabbatical leaves, applications must be submitted according to the following schedule:

A. October 15 for the next academic year or Fall or Spring semester of the next academic year.

B. March 15 for the Spring semester of the next academic year (this period of application may be canceled if no funds are remaining after the awards are made in #1 above).

The SLEC shall meet in November of each year to consider applications received by October 15 for the academic year beginning the following August and in April for applications received by March 15 for the following Spring semester. The SLEC's recommendations will be transmitted to the Provost by the last day of the Fall and Spring semesters, respectively.

Criteria Used in Evaluating Sabbatical Leave Applications

Evaluation of the sabbatical leave application will include the following:

A. Preparation and Documentation. Organization, thoroughness, specificity, and feasibility of the proposed activity; current status of project identified in the sabbatical leave application;

letters of appointment and acceptance; other documents supportive of the proposal, and the applicant's plans for travel if that is an integral feature of the proposal.

B. Benefits to SUBR and to the Applicant. Contribution to applicant's knowledge and understanding; contribution to teaching or other assigned duties at SUBR; publications or other scholarly works expected to result from the project; enhancement of the applicant's professional status; recognition for SUBR and contribution to special projects or to SUBR programs.

C. Applicant's Record of or Potential for Research or Pertinent Activity at SUBR. Publications; performances; grants; postdoctoral fellowships; leaves; participation in relevant professional organizations; record of achievement on previous grants and leaves; evaluation by departmental chairperson or Dean; evidence of excellence in teaching, service, or other evidence of contribution to the University.

Changes in Sabbatical Leave. If a faculty member must change the purpose, place or time of the sabbatical leave, he or she must submit a written request, with recommendations from the Dean and departmental chairperson, to the SLEC for approval. This request must state the rationale for the changes and document how the sabbatical leave plan will reflect these changes. Sabbatical leave plan changes recommended by the SLEC shall be sent to the Provost for approval. [Sabbatical Leave Policy Approved by the Southern University System Board of Supervisors January 7, 2000]

4.13.B.3 Sick Leave

Application Leave Form SU 628 (R/180) is used also to request sick leave. Sick leave is leave with pay granted an employee who is suffering from an illness or disability which prevents the performance of usual duties or which requires medical, dental, or optical consultation or treatment. Sick leave is granted each employee in accordance with policies approved by the Board of Supervisors, with relevant State Statutes, or with Civil Service regulations, whichever are applicable. a. The earning of sick leave shall be based on the equivalent of years of full-time State service and shall be creditable at the end of each calendar month or pay period in accordance with the general schedule (See Section 4.11B3). If a contract period is less than twelve months but not nine, ten, or eleven months, a proportionate rate shall be used. b. No academic employee shall be credited with sick leave for the calendar month of initial employment, during any calendar month in which the employee has been on leave without pay for ten or more working days, or while serving in the military forces. No classified or unclassified employee shall be credited with sick leave for any overtime hour, for any hour of leave without pay, or while on leave with pay. Sick leave as is earned by an employee on leave with pay or without pay will be credited to the employee at the time of return to active duty. c. Unused sick leave earned by an employee shall be carried forward to succeeding years without limitation. When an employee moves from one State agency to another, accumulated sick leave is forwarded to the receiving agency for credit to the employee. d. The minimum charge for sick leave for academic personnel shall be four hours (one half day). If the employee is away for more than a half day, leave shall be charged in hour increments to the nearest hour. The

minimum charge for classified employees and for unclassified employees other than academic personnel shall be one-half hour.

e. Upon death or retirement of an academic or unclassified employee, sick leave accrued shall be computed and the value thereof shall be paid to the employee or to the employee's estate.

(1) Such payment shall not exceed the value of twenty-five working days.

(2) Computation shall be on the basis of a five-day week and four-week month for personnel not employed on twelve-month contracts; it shall be on the basis of a five-day week and fifty-two week year for twelvemonth employees.

(3) The rate of pay shall be the base rate the employee is receiving at the time of termination.

4.13.B.4 Maternity Leave

Maternity leave is leave without pay granted an employee when pregnancy or postpartum condition of the employee prevents the performance of usual duties.

a. An employee may use accrued sick leave or annual leave for maternity purposes.

b. Use of sick leave or annual leave for a postpartum condition is limited to six weeks unless a physician certifies the employee's inability to return to work at that time.

4.13.B.5 Civil, Emergency, and Special

An employee shall be given time off without loss of pay, annual leave, or sick leave when:

a. performing jury duty;

b. summoned to appear as a witness before a court, grand jury, or other public body or commission;

c. performing emergency civilian duty in relation to national defense;

d. the appointing authority determines that the employee is prevented by an act of God from performing assigned duties;

e. voting in a primary, general, or special election which falls on a scheduled work day, provided not more than two hours leave shall be allowed an employee to vote in the parish where employed, and not more than one day to vote outside the parish where employed;

f. participating in a State Civil Service examination on a regular workday or taking an examination administered by a State licensing board if the examination is pertinent to the examinee's State employment status; or

g. the Chancellor determines that because of local conditions or other reasons it is impracticable for employees to work. Application Leave Form SU 628 should be executed to request civil, emergency, or special leave.

4.13.B.6 Military Leave

Faculty members who are ordered into active duty with the armed forces for the United States shall be granted leave of absence without pay for the duration of service. Individuals who are members of a reserve unit of the armed forces of the United States or of the National Guard shall be granted leave of absence without loss of pay, time, annual leave, or sick leave when ordered to active duty for field training or training.

- a. Normally, military leave for reservists or members of the National Guard shall not exceed fifteen working days in any calendar year. An appointing authority may grant a faculty member leave without pay for periods which exceed fifteen working days in a calendar year.
- b. A reservist ordered to active duty for an indefinite period of time in excess of field training is not eligible for leave with pay. The request for military leave should be executed on Application Leave Form SU 628 (R/180).

4.13.B.7 Other Leaves

Leave may also be granted under the following conditions:

- a. When a faculty member is absent from work due to disabilities for which he/she is entitled to workmen's compensation, the faculty member may, in addition to receiving workmen's compensation payments, use sick and/or annual leave not to exceed the amount necessary to receive total payments equal to the regular salary of the employee.
- b. When a faculty member is injured in the performance of duty and because of such injury is unable to perform regular duties, the faculty member's appointing authority may, with prior approval of the Commissioner of Administration, grant such disabled faculty member leave of absence with full pay during the period of disability without charge against the faculty member's benefits. This only applies to employees in law enforcement.
- c. A faculty member will be given time off without loss of pay, annual leave, or sick leave when attending the funeral of a relative. Such time off shall not exceed two days on any one occasion. Relationship of deceased must be shown on funeral leave application. Funeral leave is limited, by law, for a parent, stepparent, child, stepchild, brother, stepbrother, sister, stepsister, spouse, mother-in-law, father-in-law, grandparent, or grandchild.

4.14 Holidays

Holidays shall be observed as provided by the University calendar, by R. S. 1:55:B, and by any proclamation issued by the governor of Louisiana.

4.15 Outside Employment

Faculty members shall not engage in outside employment which adversely affects job performance or brings discredit to the University in any way. No faculty member shall use a position within the University for personal gain through outside employment, nor may any faculty member use the name of the University to acquire an outside position.

4.16 Teacher's Retirement System of Louisiana

The Teacher's Retirement System of Louisiana serves thousands of active and inactive members, providing benefits to its retirees, survivors, and beneficiaries. TRSL is a self-funded state agency where TRSL members contribute a certain percentage of their salary to the System that is done on a pretax basis. Employers of TRSL contribute a percentage based on their employees' salaries to the System. Unlike Social Security, TRSL members do not pay the old age portion of Social

Security taxes and do not gain any Social Security retirement credits while working in a TRSL eligible position.

TRSL provides a defined benefit retirement plan for its members and the benefit they receive is not determined by the amount of contributions they make to the System, but is determined by age, years of service, and highest average salary. The benefits are guaranteed for life by the Constitution of the State of Louisiana.

Member eligibility is based on full-time employees of parish and city school boards, except for bus drivers and maintenance personnel. In addition, full time unclassified public college, university, community college and technical college personnel hired after July 1, 1991 must become TRSL members. Unclassified positions include classroom teacher, professor, instructor, guidance counselor, principal, teacher aide, and school food service at a college/university, speech therapist, security guard at a local school board. Part-time employees are eligible if they have 10 or more years of retirement service credit.

Employees not eligible to join TRSL are: seasonal, temporary and part-time employees with less than 10 years of retirement service credit. School bus driver/aide/monitor, or bus attendant, school maintenance employee, classified employees at college/university, non-resident aliens-J or F visas are also ineligible.

Full and detailed information about policies and provisions of the Retirement System may be obtained from the University's Personnel Office or by writing to Teachers' Retirement System of Louisiana, PO Box 94123 Capitol Station, Baton Rouge, Louisiana 70804-9123, or by telephoning (225) 925-6446 in Baton Rouge.

4.17 Evaluations

Faculty Members –Evaluations are carried out annually by the following: faculty by students in courses taught by the faculty member and by the Program Leader; the Program Leader by faculty within his/her program and by the Department Chairperson; the Department Chairperson by faculty (including Program Leader(s)) within the department and by the Dean; and the Dean by Department Chairperson(s) within the College, and by Academic Affairs.

4.18 Faculty Evaluation by Students

For the fall semester of each academic year, Faculty Evaluation by Students will be conducted in two classes for each full-time faculty member, and for each class taught by each part-time faculty member. The Institutional Research and Assessment (IRA) office will generate evaluation forms (scantrons) for each class for which the evaluation of faculty by student is to be conducted. The faculty load report will be used for Department Chairpersons to identify two classes for evaluation. The mechanics and confidentiality of the administration of the evaluations would be handled at the departmental level according to established guidelines from the Office of Academic Affairs. Therefore, the major responsibility for coordination of the process rests with the Department Chairperson or her/his designee. IRA will be responsible for distributing the evaluation forms (surveys) to each academic department. The colleges/schools and departments are responsible for ensuring that data collected are not compromised. The Office of Academic

Affairs will collaborate with IRA to facilitate and ensure a one hundred percent return of surveys, and conduct follow-up for any missing documents as required.

Specific Guidelines for Administration are listed below:

- The IRA office will prepare the faculty load report after the 14th class day of the semester.
- The faculty load report will be transmitted to the Office of Academic Affairs during the 4th week of classes.
- The Department Chairperson will identify two classes for “faculty evaluation by student” for each full-time faculty member, and each class for faculty teaching fewer than three classes.
- The master roster of classes to be evaluated along with the number of evaluation forms (scantrons) required for each class will be transmitted to IRA by the end of the 7th week of the semester.
- During weeks 8 and 9 of the semester, scantrons for the identified classes will be prepared, packaged, and labeled for distribution to departments.
- Student workers under the supervision of IRA staff will deliver packets to Deans who will distribute to Chairpersons, who in turn will distribute packets to faculty.

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- A control roster will be retained that includes the names and dates of distributions.
- Faculty members will receive student evaluation packages by the 10th week, and they will ensure that the evaluation is administered prior to the 14th week of classes (week of finals).
- The faculty member is charged with the responsibility of having the evaluation administered by a student who is enrolled in the class.
- The designated period for administration of the Evaluation of Faculty by Student is the 12th week of the semester.
- The faculty member will bring the evaluation packet to the class, turn the packet over to the student, and leave the classroom while the evaluation is conducted.
- The student will collect the evaluation forms, place them in a large brown envelope, seal it, and sign her/his name over the seal.
- The student will return the sealed envelope to the Department Chairperson.
- The department (chairperson or designee) will acknowledge receipt of the evaluation package by signing and dating the control roster for classes evaluated.
- The colleges/schools will collect evaluation packets from departments in the unit. In each case a transmittal letter that identifies what was included would accompany packets.
- Student workers under the supervision of IRA staff will retrieve packets from the Office of the Dean periodically during weeks 12 and 13 of the semester. Again, an accurate record of transactions will be kept.
- IRA staff will prepare packets for shipping to an outside agency for analysis and provide a final report to the Office of Academic Affairs approximately 8 weeks after the collection of evaluation packets.
- Results of evaluation of faculty by student will be made available to individual faculty through her/his chairperson by the 9th week of the period following the semester for which the evaluation was conducted.

CHAPTER V

Faculty Personnel Matters

5.1 Salary Deductions

The standard deductions from the salary of a faculty member consist of federal and state income tax, payments to the State Teachers or other Retirement System, and group insurance premiums. Other deductions, at the faculty member's own request, are payments to the Southern Teachers and Parents Federal Credit Union, contributions to the United Givers fund, the Southern University System and Campus Foundations and to charities approved by the University to the extent of warranting deductions, dues for the Faculty Senate and the Southern University Federation of Teachers, insurance and supplemental insurance premiums and benefits programs and payments for United States savings bonds.

5.2 Insurance

Group insurance, including health and life is available to all full-time University employees (working 75% - 30 or more hours per week – 120 or more consecutive days per year). Southern University and A&M College adheres to the most recent Federal and State laws pertaining to the State of Louisiana. The following persons may be enrolled as dependents:

1. Employee's legal spouse;
2. Employee's children under 26 years of age;
3. Natural born or legally adopted children of employee or spouse, dependent upon employee for support;
4. Children who have been placed with employee's family for adoption, by agency adoption contract or by irrevocable act of surrender for private adoption, who are living in employee's household and are or will be included as a dependent on employee's federal income tax return for the current or next tax year;
5. Other children for whom employee has been granted guardianship or legal custody who live in household and are or will be included as a dependent on employee's federal income tax return for the current or next tax year; and
6. Grandchildren for whom employee does not have legal custody or guardianship, but who are dependent upon employee for support and whose parent is one of employee's covered dependents. The University pays a majority portion of the premium for health insurance as annually designated by the state, and one half of the premium for life insurance and the employee pays the other half. Included in the health coverage are comprehensive medical benefits, mental health and substance abuse and prescription drugs. Application submitted after 30 days are subject to preexisting medical provisions or denial which may be imposed by the office of group benefits. For specific information regarding health coverage, see the plan documents of specific insurance providers in the Office of Human Resources. Insurance coverage is **NOT** automatic; **IT MUST BE APPLIED FOR WITHIN 30 DAYS OF EMPLOYMENT** in the Office of Human Resources.

Coverage for each employee who completes the applicable Enrollment Form and agrees to make the required payroll contribution is to be as follows:

1. If employment begins on the first day of the month, coverage is effective the first day of the following month;
2. If employment begins on the second day of the month or after, coverage is effective the first day of the second month following employment;
3. Employee coverage will NOT become effective unless the employee completes an application for coverage within 30 days following the date of employment. An employee who completes an application after 30 days following the date of employment will be considered an overdue or late applicant. **Confer with appropriate staff in the Office of Human Resources for information about the specific terms of coverage.** Group term life is available through the State Employees' Office of Group Benefits Program from a state of Louisiana designated carrier/provider. Eligible employees may choose Basic Life (\$5,000.00) or Basic plus Supplemental Life Insurance (face amount of 1-1/2 times the employee's annual salary, rounded to the nearest \$1,000; maximum face amount of \$50,000 on the employee). The life insurance includes special payment provisions for cases of accidental death or dismemberment, up to the age of 70 when it ceases. Optional life insurance for employees is available through the Office of Group Benefits for one, two or three times the amount of the current basic plus carried by the employee up to a total of \$150,000. The full premium of the optional life insurance is paid by the employee. Optional dependent life insurance is also available. Other conditions for life insurance coverage and benefits may be applicable. Persons should contact the Office of Human Resources for information about applicable specific terms of coverage and cost of premiums.

5.3 Social Security

Full-time, part-time, temporary, and seasonal employees who are not participating in a qualifying public retirement system by their employer are mandatorily covered by Social Security. State and local government employees hired after March 31, 1986, are subject to mandatory coverage of the Medicare-only portion of the Social Security tax. If you worked for a federal, state or local government where you did not pay Social Security, the pension that you get based on that work may reduce your Social Security benefits. The benefits may be reduced in two ways: "government pension offset" and the "windfall elimination provision." The government pension offset affects spouses or widow(ers). The windfall elimination provision is based on how your retirement benefits were calculated and the formula used to figure your benefit amount is modified, giving you a lower Social Security benefit. Students do not have to pay Social Security if enrolled at the University. If the student is not enrolled in classes during the summer, spring or fall, but employed at the University, he/she will have to pay Social Security.

5.4 Pay Periods

Payday is the last working day of the month for twelve month employees. For nine-month employees--the category of most faculty members--pay day is the last day of the month (August through April). In December and May, payday will not be the last day of the month but on the date of commencement.

For faculty who work during summer, there are two paydays: the first is at the end of June; the second is on the date of commencement.

5.5 Travel and Travel Reimbursement

Professional travel is reimbursed on a funds available basis. Faculty members who wish to be reimbursed for professional travel shall submit a request for travel form two weeks prior to the date of the intended travel. In addition to the travel request form, a second form must be submitted to clarify who will cover (if any) classes that will be missed. The request for travel must be approved and notice given that funds are available in the budget designated to support the travel prior to the travel.

The Assistant Vice Chancellor for Administration publishes the Southern University Travel Procedures. A copy of this manual is normally issued to each new faculty member upon initial employment; however, copies are available upon request. Faculty member must use a corporate card that is issued through Southern University for travel. This card is required for the reimbursement of all travel expenses. In addition, airline tickets must be booked through the State of Louisiana designated travel agency. Allowed travel expenses are reimbursed according to guidelines established by the State of Louisiana and Southern University. All faculty members who anticipate traveling must apply for the state's corporate credit card.

NOTE: Individuals who desire to drive their own vehicle to a professional meeting must attend a State of Louisiana mandated, Southern University-sponsored defensive driving program.

CHAPTER VI

Curricular Policies and Procedures

6.1 Articulation

Articulation agreements are signed by the Office of the Chancellor with various colleges and universities in the United States. The Office of Admissions and Recruitment has the responsibility of evaluating and determining the articulation of courses for credit, in written consultation with departments offering the affected courses.

6.2 Accreditation of Degree Programs

All academic programs that are eligible for accreditation by an accrediting agency and considered to be mandatory by the Board of Regents are required to be accredited for continual program approval to ensure the offering of quality programs (*see Board of Regents policy 2.13 for list of mandatory agencies and Board of Supervisors Policy 1.00.06, effective 10/27/90*). The Office of the Provost oversees the accreditation of degree programs of the campus. The respective colleges, schools, and departments are periodically reviewed and evaluated by their accrediting agencies. A comprehensive listing of all appropriate accrediting agencies and other significant data as well as the dates of last reviews can be obtained from the Office of the Provost and the Office of Institutional Planning and Research.

6.3 Academic Programs Review

Academic Programs Review is a systematic program of review designed to examine all programs which are not accredited by an outside specialized accrediting agency, and where possible, evaluate the status of those which could become accredited in the future. Programs that are either not creditable or not accredited by any accrediting agency are expected to conduct a self-evaluation at least once every five years in an attempt to maintain and ensure program quality (*see, Board of Supervisors Policy 1.00.06, effective 10/27/90*). With significant evaluation from faculty of the department, through a systematic process involving self-study presented as an annual report and other documents, a review committee composed of the Provost, programs review director, and appropriate Deans, Chairpersons, and faculty representatives, conducts the program evaluation. External site reviewers are also used to objectively evaluate the programs. The goal is continuous quality improvement congruent with the university's academic and research goals. The Campus shall submit a five-year program review schedule for all such programs by September 15th of each year to the Office of the Vice President for Academic and Student Affairs.

6.4 Establishment of New Degree Program

Requests for the establishment of new academic programs and administrative units should consider the criteria outlined in the Guidelines: Proposal for New Academic Program and Guidelines: Proposed New Centers, Institutes, and Other Similar Academic/Research Units. (See

Board of Regents' webpage) The proposal for a new academic program shall emanate from the department level with the approval of chairperson and the Dean of the college. The department's request for a new academic program should be submitted to the University-wide Curriculum Committee for review and approval. After receiving approval from the Curriculum Committee, the proposal is submitted in turn for approval to the Provost, the Chancellor/President, the President and the Southern University Board of Supervisors.

After receiving the approval of the Southern University Board of Supervisors, the university must submit a request to the Board of Regents (BOR) for establishing a new academic program and administrative unit, as prescribed by the Guidelines above. Requests may be submitted at any time and a response will be given within ninety (90) days of the date of receipt.

6.5 Discontinuation of Academic Degree Program

The Board of Regents (BOR) encourages campuses and their management boards to initiate self-evaluation leading to the elimination of existing academic programs and administrative units which are underproductive or of marginal quality. Requests for elimination of existing academic programs and administrative units should consider the criteria outlined in the Guidelines: Proposal for New Academic Program and Guidelines: Proposed New Centers, Institutes, and Other Similar Academic/Research Units. After receiving the approval of the Southern University Board of Supervisors, the university must submit to the BOR all requests for elimination of existing academic programs and administrative units, as prescribed by the Guidelines above. Requests may be submitted at any time and a response will be given within ninety (90) days of the date of receipt.

6.6 Residence Requirement

A candidate for the baccalaureate degree must complete the last 30 hours of studies in residence at Southern University. Exceptions to this requirement are made in the case of a candidate who has completed a three-year, pre-professional curriculum at Southern University and who subsequently completes, in an accredited professional school, the academic requirements for the baccalaureate degree. A candidate may obtain the permission of the academic Dean to complete six of the last 30 semester hours of work toward the degree at another institution. Additional information may be obtained from the Office of the Registrar.

6.7 International Student Exchange

The Southern University Baton Rouge Campus has been approved to implement the Student and Exchange Visitor Information System (SEVIS) in working with international students. SEVIS is an internet-based system that enables the university to electronically transmit (tracking and monitoring) non-immigrant students' current data to the United States Citizenship and Immigration Services (USCIS), formerly INS. Under this regulation, an undergraduate student must register for at least 15 semester hours, and a graduate student must register for at least nine semester hours of course work in a degree or certificate program.

Information on the Student Exchange Program can be obtained from the Office of Admissions and the International Student Office. These offices can address issues relate to: Maintaining

Status, SEVIS Reporting Requirements, Grace Periods, Program Extensions, Regulations for F-2 Dependents, Change of Address, Change of Major, Transfers, Reduced Course Load, Dropping To Part-Time Enrollment Without Prior Approval, Failure And Consequences To Maintain Status, Reinstatement, and Employment In F-1 Status.

6.8 Determination of Semester Hour Credit

A semester hour is the term used to define the number of credits a student receives for a course taken during a semester. Credit hours are calculated in the following manner:

1. 1 credit hour = 1 contact hour per week x 15 weeks
2. 2 credit hours = 2 contact hours per week x 15 weeks
3. 3 credit hours = 3 contact hours per week x 15 weeks
4. 4 credit hours = 4 contact hours per week x 15 weeks
5. 1 laboratory/studio credit hour = a minimum of 2 contact hours per week x 15 weeks.

Regardless of delivery—evening, weekend, or by distance education, 15 contact hours or their equivalent = 1 semester credit hour. Faculty members use this information in course design and it is part of the course approval process for Southern University and A&M College.

CHAPTER VII

Instructional Policies and Procedures

7.1 University Calendar

Commencement is generally held on the 2nd or 3rd Friday in May and December.

7.2 Expectations of Faculty Members

7.2.A Conduct of Classes

All faculty members are expected to adhere to the following guidelines:

1. Meet their classes regularly and promptly as scheduled.
2. Provide Department Chairpersons and their students in each class with syllabi at the beginning of each term. Syllabi should include instructional methods, objectives, grading criteria and attendance policy.
3. Ensure that course instruction conforms to stated objectives and correlates with course descriptions found in the University catalog.
4. Submit all mid-semester and final grades on time.
5. Evaluate all student work promptly and provide students an opportunity for review of submitted work.
6. Retain final papers and other work supporting a grade issued to a student for at least six weeks after the beginning of the next term, or longer when an appeal has been filed.
7. Announce, post, and maintain a suitable number of conference hours which are convenient to students and the teacher.
8. Maintain accurate records of class attendance by all students.
9. Advise assigned students in accordance with University policy.

7.2.B University and Community Service and Professional Responsibilities

All faculty members are expected to adhere to the following guidelines:

1. Continue their professional growth and development.
2. Participate in the advancement of their department/division, college and university by:
 - attending scheduled meetings
 - serving on committees (department, college and university)
 - rendering community services, and
 - Engaging in research and scholarly activity.
3. Notify their department/division chairperson as soon as possible in cases of emergency so that appropriate arrangements can be made for their classes.
4. Execute appropriate leave forms for all planned and emergency absences in a timely manner.
5. Sign and certify payroll information and documentation.

7.3 Part-time Faculty

Definition: A part-time faculty member is one whose appointment is any percentage of assignment that is less than 100 percent time.

Guidelines:

1. Part-time faculty members teaching courses for credit must meet the same requirements for professional, experiential and scholarly preparation as their full-time counterparts teaching in the same discipline.
2. Chairpersons in the respective disciplines are responsible for the orientation, supervision and evaluation of all part-time faculty members. Chairpersons should also ensure that part-time faculty members are provided appropriate instructional support.
3. Part-time faculty members must hold office hours commensurate with the percentage of time employed or as specified by the Department Chairperson. Office hours must be held on-campus and at appropriate times to ensure student access.
4. Chairpersons will assign office space as appropriate for part-time faculty members to carry out their academic responsibilities during the term of appointment.
5. Part-time faculty members will receive letters of appointment.
6. Compensation for part-time faculty members will be determined for each College or School by the Dean and Chairperson in consultation with the Provost.
7. Part-time faculty appointments may be for one semester or one academic year at a time.
8. During the term of an appointment, part-time faculty members will enjoy library privileges, the use of faculty parking facilities, and the use of other University facilities in accordance with University practice and policy governing such use by the faculty.

(Refer to the SU Academic Policies and Procedures Manual.)

7.4 Expectations Regarding English Proficiency of Faculty

It is the responsibility of the University to demonstrate that all of its faculty members and teaching assistants, particularly those for whom English is not their native language, have communication skills adequate to make effective classroom presentations. Additionally, SACS will review records asserting that all faculty members and teaching assistants use English that is clear, concise and readily understood by the general population, particularly students. Formal assessment of proficiency procedures must be established for potential members of the faculty, and for faculty members and teaching assistants currently employed. In general, all faculty members and teaching assistants must use easily understood Standard English in their oral and written presentations. The Deans will ensure that the requisite language assessment has been completed using the following procedure. The Dean will identify faculty members who are in need of improving their English proficiency.

The Provost shall appoint a language assessment panel. The panel's membership will be composed of three faculty members, a member of the Faculty Senate, a member of the Dean's council, a representative from the Office of the Provost, and three students. Faculty members determined by the assessment panel as needing to improve their English proficiency shall be referred to the Office of Academic Affairs. Include the following English Language Assessment policy statement on all faculty and teaching assistant vacancy announcements, as well as on other appropriate personnel materials, "Applicants who are non-native English speakers will be screened for English language proficiency."

7.5 Definition of Teaching Loads

7.5.A Teaching Load

1. Regular Instructional Staff

a. Fall and Spring Semesters

During the fall and spring semesters, the normal teaching load is twelve (12) credit hours for persons engaged in undergraduate instruction only; nine (9) credit hours for persons teaching undergraduate and graduate courses; and six (6) credit hours for persons engaged in doctoral level instruction only. Exceptions to the above policy will be made individually for professors in disciplines that produce more contact hours than credit hours, departments of instruction where teaching loads are specified by accrediting agencies, released time, and in those instances where the University's mission can best be achieved by assigning fewer hours.

b. Summer Sessions

During Maymester, the four- and eight-week sessions, the maximum teaching load is a total of twelve undergraduate and nine graduate credit hours. Exceptions to the above policy will be made individually for professors in those disciplines that produce more contact hours than credit hours.

2. Chairpersons

Chairpersons will normally be credited with a 50% teaching load reduction for assuming the duties and responsibilities of chairing a division or department; but for the summer term, the normal teaching load is three credit hours.

3. Reduced Teaching Loads

Chairpersons, division heads, and members of the faculty conducting special University sponsored projects, research and programs or who are performing other special University or University-related assignments beyond those normally expected may be approved for or granted a reduced teaching load by the academic Dean or division head in consultation with the chief academic officer of the campus. The projected duration and nature of the involvement shall figure heavily in such decisions.

7.5.B Overload

A full-time member of the faculty **or research staff** is authorized to teach only one course (3 to 4 credit hours) on- or off-campus each semester, above what is considered to be a normal full-time teaching load for the faculty member. This policy also pertains to Southern University faculty who teach courses at other institutions. Persons employed full-time by agencies external to the University and whose services are made available to the University are authorized to teach only one course (3 to 4 credit hours), on- or off-campus each semester.

7.6 Office Hours

At the beginning of each term, faculty members (in consultation with their Department Chairpersons) are expected to establish and be available for a determined number of office hours each week for conferences with students. At a minimum, however, each faculty member is expected to be available in his/her office two hours for each class taught or eight hours spread over four days per week. The scheduled office hours as approved by the chairperson should be announced to the students in each class and posted on the faculty member's office door and/or website of the department.

7.7 Opening-of-School Activities

All faculty members are required to attend the opening convocation and other scheduled pre-school activities each semester.

7.8 Class Syllabus

Faculty members must provide their Department Chairperson and the students in each of their classes with syllabi at the beginning of each term. At a minimum, syllabi should include instructional methods, learning objectives, grading criteria and attendance policy.

7.9 Class Periods

Normally, classes that meet during the regular academic day (8:00 a.m. to 5:00 p.m.) are held for fifty minutes on Mondays, Wednesday, and Fridays and for seventy-five minutes on Tuesdays and Thursdays. Laboratory and special classes, including evening and weekend classes, may follow a different schedule. Classes usually begin at the time listed in the printed schedule and end ten minutes before the next class period begins. Instructors should vacate their classrooms within five minutes after the period ends.

7.10 Class Locations

Class locations are scheduled by the Office of the Provost. Classes should be held in the classrooms designated. If there is a need to change the location of a class, it should be done only with the approval of the Office of the Provost.

7.11 Class Attendance

Faculty members are expected to conduct their classes as scheduled, regularly and promptly. Faculty members should notify their chairpersons as soon as possible when they are going to be absent from class. Faculty members shall ensure adequate coverage of their classes during absences.

7.12 Class Records

Accurate records of all students' attendance, scores and grades should be maintained and submitted to the Department Chairperson at the end of each term. Chairpersons are responsible for circulating class rolls to each instructor at the beginning of each semester and again after the 14th class day. Students whose names do not appear on the 14th day class roll should be advised to complete the enrollment process prior to returning to class.

7.13 Examinations

7.13.A Final Examinations

Faculty members administer final examinations in accordance with the University calendar. The schedule and regulations for the administration of final examinations are published with the semester class schedule. Faculty members may not alter the examination schedule without the consent of the Provost except in the case of graduating seniors.

7.13.B Other Examinations

Other examinations may be administered by the teacher during class periods as a part of students' evaluation. Faculty members should administer a sufficient number and variety of examinations to make a fair evaluation of a student's performance possible.

7.14 Make-Up Work

Any student who presents an excuse for absences for participation in University sponsored events will be given the opportunity to complete any required assignments or exams that were missed. Any student who presents an official excuse for any other absences will be allowed to make up the assignment or exam in accordance with the policy listed in the course syllabus for that class.

7.15 Grades

7.15.A Grading System

The University uses the following system of grading: "A"-exceptional; "B"-above average; "C"-average; "D"-below average; "F"-failure; "I"-incomplete; "W"-withdrawal. The grade of "P" is used on the permanent records of undergraduate students to indicate satisfactory completion of non-traditional courses, undergraduate departmental comprehensive examinations, writing proficiency tests, and computer literacy examinations, or to indicate that students have successfully earned credit. "AU" will be given for auditing a course; however, no credit will be given. Credit for any course in which a student has received a grade of "F" can be obtained only by repeating the course and earning a passing grade.

7.15.B Grade Reports

Mid-term and final semester grades are recorded on grade sheets provided by the office of the registrar. These grades are reported to the office of the registrar in accordance with an established and announced schedule. Copies of grade reports shall be transmitted to the Dean of the college/school and to the chairperson of the department.

7.15.C Roll Books or Computer Grade Sheets

Faculty members are required to turn in their roll books or computer grade sheets to their Department Chairperson at the end of each semester and summer term. The Department Chairperson is responsible for maintaining these roll books or computer grade sheets for at least three years (six semesters).

7.16 Deadlines for Dropping and/or Adding a Class

The 14th day of class is the last day to register and add a course for credit. The deadline for withdrawing from classes and the University is posted in the University Catalog.

7.17 Incomplete Grades

Academic work which is of passing quality but because of extenuating circumstances is not complete, may be graded "I"-Incomplete. Students must initiate an incomplete grade request and must secure appropriate approval of the excuse from the instructor, department head and Dean of the college in which the course is taken. If an excuse is not received prior to issuing a final grade, the instructor is to consider the delinquent work to be of failing quality and an "I" grade should not be given. A grade of "I" becomes a grade of "F" if not removed by the end of the first six weeks of the following semester, if the student is in residence; or within one year, if the student is not in residence. The grade of "I" shall not be calculated in the cumulative grade-point average for retention purposes. Graduating seniors are not permitted to receive "I" grades. The instructor must submit the proper "Incomplete Grade Report" form and file the form with the Office of the Registrar when the "I" grade is submitted for recording. Copies of the grade shall also be filed in the office of the faculty member's department.

7.18 Change of Grades

Any change of grade must be initiated by the instructor on the required form available in the Office of the Registrar. Such changes require the approval of the department head and the Dean of the instructor's college before the registrar will accept and make the change on the student's record. It is the policy of the Council of Deans that Deans approve grade changes only when an error has been made. Any grade change must be received in the office of the registrar within sixty days from the start of classes in the semester immediately following the grade period (semester or summer session) in which the grade was given.

7.19 Validation of Grades

The Registrar shall submit grade verification report to each faculty member for all classes taught by the 10th of the following academic period. Faculty members shall review the recorded grades and return the signed verification with any documented corrections to the Registrar who shall correct the grades as applicable. Copies of the verification form will be filed with the Department Chairperson and the Dean.

7.20 Faculty Evaluation by Students

Each college and department is responsible for implementing established university procedures for student evaluation of instruction. The primary purpose of this evaluation by students is to improve instruction. The results of these evaluations may be used, along with other information, in decisions regarding retention, tenure, promotion, and discretionary salary increases.

7.21 Recognition of Outstanding Achievement by Faculty

Annually, the University provides an opportunity for faculty to be nominated from each department/division/school/college in the following categories: teaching, research, and service. Persons nominated are recognized during the University's Annual Faculty Awards and Recognition ceremony. In addition, faculty members are encouraged to notify the Office of the Provost of all external recognitions received on a monthly basis.

7.22 Faculty Exchange Policy

Eligible faculty must secure approval from their Dean and the Provost to participate in a faculty exchange program prior to submission of an application. The terms and conditions of the exchange program shall be fully revealed prior to the exchange approval being finalized.

7.23 International Scholar

Faculty in the Exchange Visitor J-Visa category must obtain the necessary approval prior to being offered employment by the University. Incoming faculty members must comply with current immigration regulations and the University's policies and procedures. H-1B – Exceptional International Faculty (TBA – Human Resources Office).

7.24 Check-Out Procedures

At the end of each semester and summer term (if applicable), each faculty member will complete the check-out form and submit it to the Department Chairperson. At the time of separation from the University, each faculty member must submit a completed check-out form to the Office of the Provost and human resources. Forms are available in the department offices and the office of human resources. Satisfactory completion of the clearance form is required before the final payroll check for the period will be issued.

7.25 Redress to Grievances

It is the intent of the Southern University System to provide each unclassified employee with access to an administrative procedure to seek redress to grievances in employment-related matters. The employee may use the procedure to appeal decisions considered to be unfair or discriminatory because of the application of some non-meritorious factor, charges of incompetence or unsatisfactory performance of duties or other similar allegations. It is the purpose of the grievance procedure to establish the means for securing prompt and equitable solutions to such grievances.

7.26 Discrimination/Harassment

No member of the University may illegally discriminate against or harass another (including sexual harassment which is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature). Any employee or faculty member will be subject to disciplinary action for violation of this policy.

7.27 Firearms

It is illegal for an individual to carry a firearm on the campus of an educational institution. Therefore, possession or use of firearms, any type of ammunition, and other dangerous weapons, such as knives or clubs, is prohibited on any property of Southern University. This does not apply to peace officers whether or not they are engaged in the actual discharge of their duties while carrying a weapon.

7.28 Commencement and Awards Ceremonies

Faculty members are encouraged to participate in at least one commencement exercise per academic year dressed in full academic regalia. Faculty members are also encouraged to participate in summer commencement exercises and the University's annual awards ceremonies.

7.29 Textbook Selection Policy

To achieve the goal of academic excellence in the classroom, textbooks and supplemental materials selected for use in the Southern University system shall, to the extent possible, adhere and conform to the following standard of quality and use:

1. The textbook content shall sufficiently and consistently cover the scope and depth of the course for which it is to be used.
2. The textbook selected must be current and the content such that it will achieve the desired outcomes and objectives set forth in the course syllabi.
3. The textbook must contain pertinent, supportive information that is of measurable quality which is within acceptable standards and contribute to achieving the scope and depth set forth for the course in which it is to be used.

4. In selecting textbooks for currency, attention must be given to educational reform, knowledge and technological developments in the discipline to insure that the textbook content is relevant and useful for achieving the described course outcomes and objectives.
5. The price of textbooks should be given serious consideration that addresses both the interests and the financial circumstances of the students.
6. Machine reproduced copies of text materials to be used in the classroom as supplemental materials must adhere to the same quality and standards as set forth herein for published textbooks and must be used within legal requirements, such as copyright laws determined by prevailing state and federal mandates.

Faculty members at Southern University are encouraged to become authors of textbooks and other learning resources which might prove beneficial to students. In addition to student benefits, widely adopted textbooks represent a legitimate form of scholarship and can contribute to the positive image of a university. In cases where the author receives royalties or profit for textbook authoring, the university is obligated to ensure that there is no conflict of interest in the preparation of a manuscript or in the adoption of the textbook itself. Textbooks and other materials authored by Southern University faculty shall be utilized in course instruction only after it is approved through the textbook selection process. Faculty members are barred from selling instructional materials to students. All instructional materials must be sold and purchased through the Southern University Bookstore. This policy on textbooks also applies to software and other learning resources which provide financial benefit to the faculty member. It is within a faculty member's academic freedom to use not-for-profit materials without obtaining prior approval.

(Refer to the SU Academic Policies and Procedures Manual for the complete policy governing the selection of textbooks.)

CHAPTER VIII

Research and Creative Activity Policies and Procedures

8.1 Institutional Research

Southern University-Baton Rouge Institutional Review Board (SUBR IRB) is the body to provide oversight for research involving (a) human subjects, (b) animals, (c) biohazards, and (d) recombinant DNA. Each type of research is governed by the subcommittee of the IRB to ensure that local, state and federal guidelines are enforced.

8.2 Committee for the Protection of Human Subjects

Federal regulations mandate that all research involving human subjects must be reviewed and approved by an Institution Review Board (IRB). The institution's IRB has the authority to approve, require modification in or disapprove all research activities, including proposed changes in ongoing, previously approved, human subject research. In addition, it has the authority to terminate the approval of ongoing, previously approved research that is not being conducted in accordance with the IRB's requirements or that has been associated with unexpected serious harm to subjects. Thus, the purpose of SU-BR IRB is to review and ensure that all research involving the use of human subjects adheres to the Federal regulations on protection of human subjects (Code of Federal Regulations, Title 45, Part 46 and the Belmont Report) and that the rights and welfare of the subjects are adequately protected.

While it is true that some research activities involving the use of human subjects are exempted from federal regulations, this decision is only to be made by the IRB not principal investigators or faculty advisors of student research. For both exempt and nonexempt research, any change(s) in methodology, protocol, or number, category or method of selecting subjects must be approved by the IRB before it takes place. To request a change, the principal investigator or faculty advisor of student research must file an application for a continuation review.

Presently, SUBR IRB strongly encourages investigators to become knowledgeable of their responsibilities in and Federal regulation on the use of human subjects in research. Information on these topics may be obtained by going to:

<http://ohrp.osophs.dhhs.gov/humansubjects/guidance/45cfr46.htm>

8.3 Institutional Animal Care and Use Committee

The University and the Agricultural Research and Extension Center endorse the use of animals for research and educational programs that enhance the health and well being of humans and animals. However, the use of animals in teaching, research or service is a privilege. Such use carries unique professional, ethical and moral obligations. Responsibilities to the animals include clean and adequate holding facilities, availability of proper food and water, trained animal maintenance personnel, appropriate veterinary care and appropriate use of anesthetics, analgesics and other comfort materials.

The Public Health Service of the U.S. Department of Health and Human Services requires that all institutions carrying out research, research training, experimentation, biological testing and teaching involving live vertebrate animals supported by the PHS adhere to the PHS Policy on Humane Care and Use of Laboratory Animals. Each institution is required to have an Institutional Animal Care and Use Committee (IACUC) that reviews all research and teaching protocols involving animals. At least once every six months, the IACUC reviews the institution's program for humane care and use of animals and inspects all of the institution's animal facilities.

The IACUC is also responsible for providing training for those working with animals and establishing a mechanism for receipt and review of concerns involving the care and use of animals at the institution. The aim of the IACUC is to facilitate research and teaching programs while ensuring adherence to sound animal management and care practices.

Investigators planning to use animals in research or teaching are required to attend training before they start. In addition, before such research can be carried out, a detailed protocol must be reviewed and approved by the IACUC. No animals can be ordered nor can research or teaching with animals be started without IACUC approval and, if the research is not carried out in accordance with the approved protocol, the IACUC has the authority to suspend the project until it is in compliance.

8.4 University Biohazards Safety Committee

Bio-hazardous materials is a broad category that takes into account radioactive sources, blood borne pathogens, toxic chemicals, biological poisons, etc. The Biohazards Safety Committee (BSC) ensures that research is conducted in a safe environment for faculty, students and staff. In performing its role the committee helps to maintain the University's compliance with federal guidelines regarding the safe use of bio-hazardous materials. BSC also (a) reviews research and teaching applications for compliance with established federal, state and local standards for safety; (b) develops and maintains documentation for safety procedures and protocols for the safe handling, storage, disposal and cleanup; (c) serves as a source of advice to researchers, supervisors and administrators on the safe use bio-hazardous materials; and (d) remains up-to-date regarding the evolving awareness of potential dangers of bio-hazardous materials.

8.5 Institutional Recombinant DNA Research Committee

The Institutional Recombinant DNA Research Committee is charged with ensuring and reviewing proposed and current recombinant DNA research conducted at or sponsored by Southern University for compliance with NIH Guidelines and approving those projects that comply with the Guidelines. The review shall include:

- (i) Assessment of the physical and biological containment levels required by the NIH Guidelines for the proposed research;
- (ii) Assessment of the facilities, procedures, practices, training and expertise of the personnel involved in the recombinant DNA research;

- (iii) Assurance that the Principal Investigator is familiar with the current NIH Guidelines and agrees to abide by the stated provisions; and
- (iv) Ensuring compliance with all surveillance, data reporting, and adverse event reporting requirements as set forth in the NIH Guidelines.

Complete NIH Guidelines for Research Involving Recombinant DNA Molecules can be accessed at <http://www.od.nih.gov/oba/rac/guidelines/guidelines.html>. Individuals conducting research involving recombinant DNA at Southern University must adhere to these guidelines, irrespective of the research- funding source. Compliance with the Guidelines is mandatory.

NOTE: More detailed information for each component can be procured from the chairperson of each subcommittee.

8.6 POLICY AND PROCEDURES FOR POSSIBLE MISCONDUCT IN SCIENCE/ACADEMICS AND PLAGIARISM

All allegations of misconduct in science/academics shall be submitted on a form specially prepared by the Office of the Provost. This form should be signed by the person making the allegation and submitted to the Chairperson of the department concerned with copies forwarded to the Dean of the appropriate colleges/schools and the Provost. The chairperson of the department concerned, the Dean and the Provost shall protect the confidentiality of the report. Within five (5) days of receipt of the allegation, the chairperson must forward the letter or form of allegation together with his/her comments and a signed Certification of Confidentiality to the Dean. Within two (2) days of receipt of the said documents, the Dean should sign the Certification of Confidentiality and forward it with the documents and his/her comments to the Provost. Upon receipt of the documents, the Provost, in conjunction with the Dean and the respective Department Chairperson, will initiate an inquiry into the allegation.

When an allegation of misconduct has been made, an inquiry to determine whether the allegation warrants an investigation will be made immediately. Such inquiry, including a written report, will be completed within 60 days of receipt of the allegation. The report shall state what evidence was reviewed, summarize the relevant interviews and include the conclusions of the inquiry. The individual(s) against whom the allegation was made shall be given a copy of the report of inquiry. If they comment on that report, their comments may be made part of the record. All documents relative to the inquiry and the final report will be maintained on file with the Provost for at least three years. Such documentation will be made available to authorized Health & Human Services (HHS) personnel upon request. If the initial inquiry indicates that a full investigation is warranted, the Provost shall, within 30 calendar days of completion of the inquiry, initiate such an investigation.

The Provost shall notify the Chancellor to inform the director of the Office of Scientific Integrity (OSI) in writing prior to the initiation of an investigation. The notification shall include the name(s) of the person(s) against whom the allegation(s) have been made, the general nature of the allegation(s), the Public Health Service (PHS) application or grant numbers involved, and any other pertinent information. An investigation should ordinarily be completed within 120 days of its initiation. This includes conducting the investigation, including the holding of

hearings as applicable; preparing the report of the findings, making the report available for comment by the subjects of the investigation, and submitting the report to the OSI. If they can be identified, the person(s) who raised the allegation should be provided with those portions of the report that address their role and opinions in the investigation.

The Provost, along with the Dean, the president of the Faculty Senate, and the chairperson of the University Research Council shall select persons to conduct the investigation who are impartial and have expertise in the relevant fields. Care shall be taken to avoid any real or apparent conflicts of interest or partiality in the appointment of the investigative team or in the conduct of the investigation. If such conflicts arise or become known during the course of the investigation, the person(s) involved will be removed from the investigative team by the Provost.

At all stages, to the greatest extent possible, steps will be taken to maintain the confidentiality of the investigation and to protect the interests of the persons making the allegation(s) and those against whom the allegation(s) have been made. Persons involved in the investigation will be required to sign a confidentiality agreement. This shall also apply to any secretarial or clerical staff who may be involved. During inquiries or investigations, persons against whom allegations have been made shall be interviewed by the investigative team and allowed to comment on the allegations. They shall also be provided with copies of the reports resulting from the inquiry or investigation and allowed to make written comments, which shall become a part of the documentation of the inquiry or investigation.

If any reasonable evidence of possible criminal violation is found during an inquiry or investigation, the director of OSI will be notified within 24 hours by the Chancellor. Such notification will also be provided if, at any stage of the inquiry or investigation, it is found that any of following conditions exists:

- (i) There is an immediate health hazard involved;
- (ii) There is immediate need to protect federal funds or equipment;
- (iii) There is an immediate need to protect the interests of the person(s) making the allegations, or of the individual(s) who is the subject of the investigation as well as his/her co-investigators and associates, if any;
- (iv) It is probable that the alleged incident is going to be reported publicly;
- (v) If any developments disclosed during the course of the investigation reveal facts that may affect current or potential Department of Health and Human Services (DHHS) funding for the individual(s) under investigation or that PHS needs to know to ensure appropriate use of federal funds and otherwise protect the public interest.

All documents relative to the investigation and the final report will be maintained on file with the Provost for at least three years after OSI accepts the final report of an investigation. Such documentation will be made available to authorized HHS personnel upon request. During the course of the investigation, the Provost shall take whatever steps are necessary and appropriate to ensure that federal funds are protected and that the purposes of the federal financial assistance are being carried out.

In cases where the allegations are not confirmed, all necessary steps will be taken to ensure that any damage to the reputations of the persons alleged to have engaged in misconduct will be restored. In addition, the positions and reputations of persons who, in good faith, make

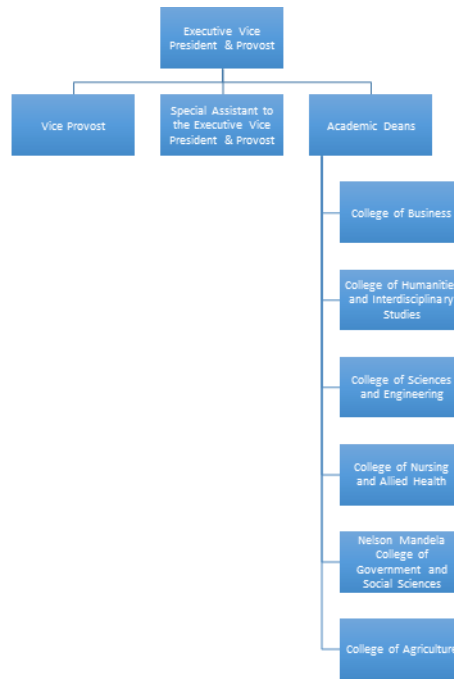
allegations and those against whom such allegations are not confirmed will be protected. The details of the investigation will not become a public record; however, to the extent required by DHHS or university policy, the University will publicly announce, in writing, the results of the inquiry or investigation and take other appropriate actions to attempt to restore the reputations of the persons involved. The accused shall be notified of the outcome of the investigation in writing. The notice shall include a statement that the accused has been cleared of the allegations.

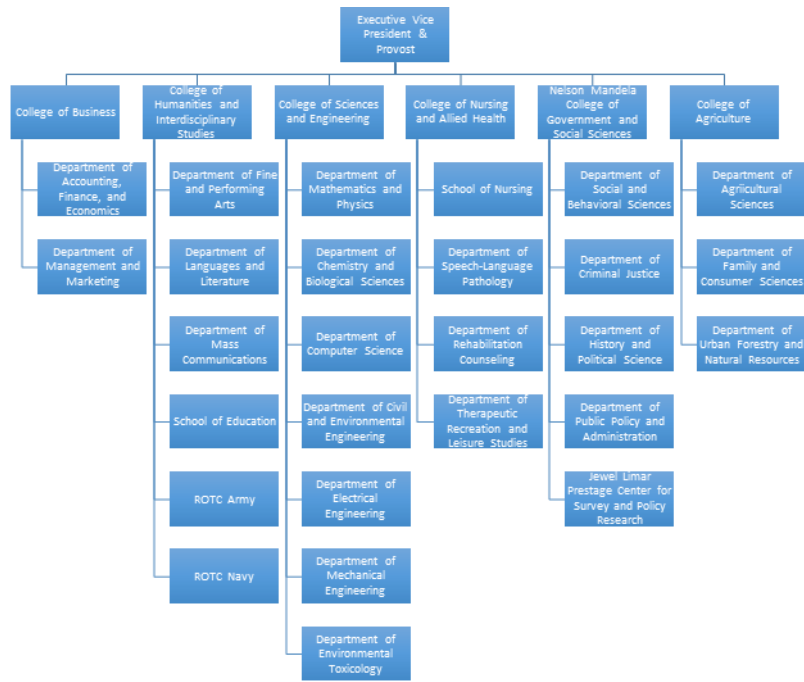
The University Administration will impose appropriate sanctions on individuals against whom allegations of misconduct have been substantiated. At the completion of the investigation, the Chancellor will file a report with the director, OSI. The report shall thoroughly document the investigative process and the findings including all evidence reviewed, summarization of relevant interviews and the conclusions of the investigation. The individual(s) against whom the allegation was made shall be advised in writing of the result of the investigation. If they comment on that report, their comments may be made part of the record.

Any comment by the parties relative to the final report shall be made a part of the official record. To ensure that all scientific and administrative staff are informed of the policies and procedures and the importance of compliance with those procedures governing research and the performance of creative activity, the following actions will be taken.

- (i) Upon acceptance of the policies and procedures, copies shall be distributed to all faculty and administrators concerned;
- (ii) At some predetermined interval, all administrators will be required to review the policies and procedures with the faculty and the appropriate members of their staff.

APPENDIX A ORGANIZATIONAL CHARTS





APPENDIX B

A GUIDE FOR QUANTITATIVE EVALUATION: PROMOTION AND TENURE FOR FACULTY

Promotion from one major academic rank to the next and the granting of tenure shall be based on the following criteria:

1. Teaching excellence
2. Research, publications, and creative activities
3. Professional trying and experience
4. Professional activities
5. University service
6. Advisement

The revised system for granting promotions and tenure makes it necessary for an applicant for promotion and tenure to be given a quantitative evaluation on each criterion listed. A point scale is assigned to each criterion and to the subcategories thereof, and a minimum number of points is required for favorable consideration. The criteria are listed in order of descending value, and under each heading categories are again listed in order of descending value.

I. Teaching excellence – 40 points

- A. Chairperson's evaluation -- 20 points
- B. Peer evaluation -- 12 points
- C. Student evaluation -- 8 points

II. Research, publications, and creative activities -- 25 points

A. Research completed within past five years in applicant's teaching or related discipline.

1. Book published or accepted for publication --15 points Co-authorship (1/2 credit)
2. Article published or accepted for publication

Refereed journal -- 10 points

Non-refereed journal -- 5 points

Co-authorship (1/2 credit)

3. Creative works performed or displayed National scale -- 10 points

General public (Regional) -- 7 points

Limited (University only) -- 5 points

Co-producers (1/2 credit)

4. Published abstracts, annotated bibliography, reviews, handbooks & brochures

National -- 5 points

Regional -- 3 points

Local -- 2 points

5. Editorial Involvement

Editor of a refereed journal or chairperson of an editorial board -- 10 points

Editor of non-refereed journal or chairperson of an editorial board -- 5 points

Chairperson of a review panel for creative works -- 5 points

Member of an editorial staff or board of a refereed journal -- 5 points

Member of an editorial staff or board of a non-refereed journal -- 2.5 points

Member of a review panel for creative works -- 2.5 points

B. Research in Progress

The following information is given:

1. Research topic
2. Progress since last report
3. Target date for completion
4. Problems encountered
5. University assistance sought

Grants submitted (approved by OSP): 2 points; Grants awarded: 5 points.

Reports should be filed with Department Chairpersons prior to faculty evaluations by chairpersons. Written verification from the chairperson indicating project is currently being pursued, its importance, progress reports are on file in the department and whether funded or non-funded, is required.

III. Professional training and experience -- 15 points

A. Educational attainment

1. Attainment of earned terminal degree
 - a. in teaching discipline -- 8 points
 - b. not in teaching discipline -- 6 points
2. Completion of all but dissertation (within the last five years) -- 4 points
3. Completion of course work, but not of foreign language requirements, general examinations, or other required examinations, for the terminal degree in major teaching discipline -- 3 points
4. Earned Specialist degree or completion of 24 semester hours of graduate work above the master's degree in the major teaching discipline and in a degree program -- 2 points

B. Experience

1. Teaching experience
 - a. College or University level – 1/2 point per year up to 20 years
 - b. Non-college level teaching – 1/2 point per year up to 16 years
2. Other professional experience – 1/2 point per year up to 16 years
3. Non-degree study- formal or informal course work, travel, participation in conferences or developmental workshops, etc., over past five years -- 3-points

IV. Professional activities and community service -- 15 points

A. Professional activities over past five years -- 10 points maximum

1. Service as an officer in a leading professional organization at the
 - a. international or national level -- 2.5 points per office
 - b. regional or state level -- 1.5 points per office
 - c. local level -- 1 point per office

Total is not to exceed 5 points
2. Service on a committee of a professional organization as
 - a. chairperson
 - National -- 1.5 points each

- Regional -- 1 point each
 - Local -- .5 points each
 - Total is not to exceed 4 points
- b. an active member -- .5 points each
 - Total is not to exceed 3 points
- 3. Presentations at seminars, conventions, or conferences
 - National -- 4 points each
 - Regional -- 2.5 points each
 - Local -- 1 point each
 - Total is not to exceed 4 points
- 4. Attendance at professional meetings at the
 - a. international or national level -- 1.5 points each
 - b. regional or state level -- 1 point each
 - c. local level -- .5 points each
 - Total is not to exceed 2.5 points
- 5. Securing of grants for University programs -- 2.5 points per grant.
 - Total is not to exceed 5 points
- 6. Active membership in honor societies of professional organizations -- .5 points each
 - Total is not to exceed 1.5 points
- B. Community service over past five years -- 5 points maximum
 - 1. Service as an active member of a community public body having constitutional status or governmental authority as
 - a. an officer
 - President -- 2 points
 - Vice President -- 1.5 points
 - Secretary or Treasurer -- 1 point
 - All other officers -- .5 points
 - b. chairperson of a committee but not an officer -- 1.5 points
 - c. an active member only -- not an officer or chairperson -- 1 point
 - 2. Participation in community service activities - working for charitable or civic causes, making monetary contributions, attending or participating in programs or meetings on matters of community interest, etc. - in other than membership capacity -- 2.5 points
 - 3. Participation in a civic service, or religious organization - voters leagues, scouts, Kiwanis, sodality, etc. - as
 - a. an officer
 - President -- 2 points
 - Vice President -- 1.5 points
 - Secretary or Treasurer -- 1 point
 - All other officers -- .5 points
 - b. A committee chairperson not an officer -- 1.5 points
 - c. an active member not an officer or chairperson of a committee -- 1 point
- V. University (Southern) service over past five years -- 10 points
 - A. Chairperson of a standing committee at
 - 1. University level -- 1.5 points per appointment

- 2. College or department level -- 1 point per appointment
Total is not to exceed 3 points
- B. Active member, other than chairperson, of standing committee at
 - 1. University level – 1 point per appointment
 - 2. College or department level -- .5 points per appointment
 Total is not to exceed 4 points
- C. Sponsor of campus organization -- 1 point each
Total is not to exceed 4 points
- D. Member of University Ad Hoc Committee 1 point each
Total is not to exceed 4 points
- E. President of Faculty Senate -- 3 points per term
Total is not to exceed 6 points
- F. Other officers for
 - Faculty Senate – 2 point per term
 Total is not to exceed 4 points
- G. Senate-appointed Committee -- 1 point per term
Total is not to exceed 2 points
- G. Member of Faculty Senate Committee who is not an officer or chairperson -- 1 point per term
Total is not to exceed 3 points.
- H. Acting as consultant for or participating in University programs in areas outside of the faculty member's assigned responsibilities, including the assumption of extra class loads without pay or with reduced pay -- 1.5 points
Total is not to exceed 3 points
- I. Participation in organized student recruiting efforts -- 1.5 points
Total is not to exceed 3 points

VI. Mentoring, including Advisement -- 5 points

Mentoring is a complex process that often entails interacting with, informing, supporting, challenging, and guiding. At the graduate level, it may be a one-to-one relationship between the advisor and the students. Advisement is taken to include academic and professional consultations with students.

Good advisement will be manifested in the following ways:

- A. demonstration of knowledge of available academic programs
- B. ready availability to students for counseling
- C. demonstration of timely knowledge of professional and graduate opportunities
- D. demonstration of concern for student's development and welfare
- E. making available one's experience.

APPENDIX C TABLES FOR TENURE AND PROMOTION

**Table I
Table for Tenure**

	Assistant Professor to Associate Professor	Associate Professor to Professor
I. Teaching	32	32
II. Research, Publications, and Creative Activities	15	18
III. Professional Training and Experience	6	12
IV. Professional Activities	9	12
V. University Service	4	5
VI. Mentoring, including Student Advisement	3	3
Totals*	83	94

*Not the column sum (numbers indicate minimum required score for each row item, including the overall total)

Table II
Table for Promotion in Rank

	Assistant Professor to Associate Professor	Associate Professor to Professor
I. Teaching	32	32
II. Research, Publications, and Creative Activities	15	18
III. Professional Training and Experience	6	12
IV. Professional Activities	9	12
V. University Service	4	5
VI. Mentoring, including Student Advisement	3	3
Totals*	83	94

*Not the column sum (numbers indicate minimum required score for each row item, including the overall total)

APPENDIX D

A GUIDE FOR QUANTITATIVE EVALUATION: PROMOTION AND TENURE (LIBRARY FACULTY)

Promotion from one major academic rank to the next and the granting of tenure shall be based on the following criteria:

- Excellence in librarianship
- Research, publications, and creative activities
- Professional training and experience
- Professional activities
- University service

The revised system for granting promotions and tenure makes it necessary for an applicant for promotion and tenure to be given a quantitative evaluation on each criterion listed. A point scale is assigned to each criterion and to the sub-categories thereof, and a -minimum number of points is required for favorable consideration.

- I. Excellence in librarianship - 50 points
 - A. Dean's evaluation - 20 points
 - B. Chairperson/Department Head's evaluation - 15 points
 - C. Peer Evaluation - 10
 - D. Student Evaluation - 5
- II. Research, publications and creative activities - 10 points
 - A. Research completed within past five years
 1. Book published or accepted for publication –
 - a. Authorship - 15 points
 - b. Co-authorship (1/2 credit)
 - c. Cited in research for published book - 3 points
 2. Contribution of a chapter or an article in a monograph or book - 10 points
 3. Article published or accepted for publication (print or electronic)
 - a. Refereed journal-10 points
 - b. Non-refereed journal-5points Co-authorship - 2 points
 - c. Cited in research for published articles - I point
 4. Creative works performed or displayed
 - National scale - 10 points
 - Regional/State - 6 points
 - Local - 4 points
 - Co-producers (1/2 credit)
 5. Published abstracts, annotated bibliography, reviews, handbooks & brochures
 - National - 10 points
 - Regional - 8 points
 - Local - 5 points
 6. Editorial Involvement Editor of a refereed journal or chairperson of an editorial board - 10 points
 - Editor of non-refereed journal chairperson - 5 points
 - Chairperson of a review panel for creative works - 5 points

Member of an editorial staff or board of a refereed journal - 5 points

Member of an editorial staff or board of a non-refereed journal - 2.5 points

7. Research in Progress

III. Professional Training and Experience - 15 points

A. Educational Attainment

1. Attainment of earned Terminal Degree (MLS is terminal degree for Librarians)

a. in Library Science - 8 points

b. not in Library Science - 4 points

2. Earned Specialist degree or completion of 24 hours of graduate work above the master's degree in Library Science 3 points

3. Completion of all but dissertation - 5 points

4. Attainment of Doctoral Degree - 4 points

B. Experience

1. Experience in librarianship

a. College or University level 1/2 point per year up to 20 years

b. Non-college level teaching - 1/4 point per year up to 16 years

2. Other professional experience related to Library Science - 1/4 point per year up to 16 years

C. Non-degree study: formal or informal course work, travel, and participation in conferences of developmental workshop, etc., over past five years - 6 points

IV. Professional activities and community service - 15 points

A. Professional activities over past five years - 10 points maximum

1. Service as an officer in a leading professional organization at the:

a. International or national level - 2.5 points per office

b. Regional or state level - 1.5 per office

c. Local level - 1 point per office

2. Service on a committee of professional organization as

a. Chairperson

i. National-2 points each

ii. Regional - 1.5 point each

iii. Local - 1 point each

b. an active member - 1 point each

3. Presentations at seminars, conventions, or conferences

a. National – 5

b. Regional - 3

c. Local - 2

4. Attendance at professional meetings

a. National- 3 points each

b. Regional or state - 2 points each

c. Local level - 1 point each

5. Securing of grants for University programs - 2.5 points per Grant

6. Active membership in honor societies or professional organizations - 1.5 points

B. Community Service over past five years - 5 points maximum

1. Service as an active member of a community public body having constitutional status of a government authority as
 - a. An officer
 - i. President - 2 points
 - ii. Vice President - 1.5 points
 - iii. Secretary-Treasurer - 1 point
 - iv. All other officers - .5 points
 - b. chairperson of a committee but not an officer - 2 points
 - c. an active member only - no an officer - 1 point
2. Participation in community service activities - working for charitable or civic causes, making monetary contributions, attending or participating in programs or meetings on matters of community interest, etc. - in other than membership capacity - 2.5 points
3. Participation in a civic service, or religious organization - voters leagues, scouts, Kiwanis, sodality, etc., - as
 - a. an officer
 - i. President - 2 points
 - ii. Vice President - 1.5 points
 - iii. Secretary or Treasurer - 1 point
 - iv. All other officers - .5 points
 - b. a committee chairperson not an officer - 1.5 points
 - c. an active member - not an officer or chairperson of a committee - 1 point

V. University (Southern) service over past five years - 10 points

A. Library Service - 5 points

1. Active participation on library committees and task forces
 - a. Chairperson - 2 points
 - b. Member - 1 point
2. Service as a representative of the library to professional or governmental bodies or agencies; Service as editor or contributor to in-house -publications; Preparation of exhibits or programs within the Libraries - 3 points

B. University Service 3 points

1. Active participation on university and university-related committees and task forces.
2. Officer for Faculty Senate
3. Committee chairperson for faculty senate
4. Presentations or seminars to, or consultations with, faculty and student groups within the university relating to professional matters.
5. Service as an advisor to student groups recognized by the University
6. Preparation of exhibits or programs within the University
7. Consulting or advisory service to off-campus programs

C. Service to the Public - 2 points

1. Presentation of informational public lectures or addresses
2. Service to community libraries museums or historical societies societies.

VI. Mentoring and advisement for librarians involves counseling and assisting faculty and instruction in a formal classroom setting. They may also have involvement in bibliographic counseling (formal and informal) and aspects of the regular mentoring of students (i.e., through experiential learning germane to library utilizations).

Note: There will be a tenure and non-tenure track for Librarians.

APPENDIX E
A GUIDE FOR QUANTITATIVE EVALUATION:
PROMOTION AND TENURE
(LABORATORY SCHOOL FACULTY)

Promotion from one major academic rank to the next and the granting of tenure shall be based on the following criteria.

1. Teaching excellence
2. Research, publications, and creative activities
3. Professional training and experience
4. Professional activities
5. University service
6. Advisement

The revised system for granting promotions and tenure makes it necessary for an applicant for promotion and tenure to be given a quantitative evaluation on each criterion listed. A point scale is assigned to each criterion and to the subcategories thereof, and a minimum number of points is required for favorable consideration. The criteria are listed in order of descending value, and under each heading categories are again listed in order of descending value.

I. Teaching excellence -- 40 points

- A. Principals' evaluation -- 25 points
- B. Peer evaluation -- 15 points

II. Research, publications, and creative activities -- 25 points

A. Research completed within past five years

1. Book published or accepted for publication 15 (Co-authorship 1/2 credit)
2. Article published or accepted for publication Refereed journal -- 10 points
 Non-refereed journal -- 5 points
 Co-authorship (1/2 credit)
3. Creative works performed or displayed
 National scale -- 10 points
 General public (Regional) -- 7 point
 Limited (University Only) -- 5 points
 CO-Producers (1/2credit)
4. Published abstracts, annotated bibliography, reviews, handbooks, brochures.
 National -- 5 points
 Regional --3 points
 Local -- 2 points
5. Editorial Involvement
 Editor of a refereed journal or chairperson of an editorial board -- 10 points
 Editor of non-.refereed journal or chairperson of an editorial board -- 5 points
 Chairperson of a review panel for creative works -- 5 points
 Member of an editorial staff or board of a refereed journal -- 5 points

Member of an editorial staff or board of a non-refereed journal -- 2.5 points

Member of a review panel for creative works -- 2.5 points

B. Research in progress -- 1.5 points

The faculty member should file annual progress reports in which the following information is given:

1. Research topic
2. Progress since last report
3. Target date for completion
4. Problems encountered
5. University assistance sought

Report should be filed with the principal prior to faculty evaluations by the principal. Written verification from the principal indicating project is currently being pursued, its importance, progress reports are on file in the office of the principal and whether funded or non-funded, is required.

III. Professional training and experience - 15 points

A. Educational attainment

1. Attainment of earned terminal degree
 - a. in teaching discipline -- 8 points
 - b. not in teaching discipline -- 6 points
2. Completion of all but dissertation -- 4 points
3. Completion of course work, but not of foreign language requirements, general examinations, or other required examinations, for the terminal degree in major teaching discipline – 3 points
4. Earned specialist degree or completion of 24 semester hours of graduate work above the master's degree in the major teaching discipline and in a degree program – 2 points

B. Experience

1. Teaching experience
 - a. College or University level—1/2 point per year up to 20 years
 - b. Non-college level teaching – 1/2 point per year up to 16 years
2. Other professional experience related to instruction – 1/2 point per year up to 16 years

C. Non-degree study: formal or informal course work, travel, participation in conferences or developmental workshops, etc., over past five years --3 points

IV. Professional activities and community service -- 15 points

A. Professional activities over past five years -- 10 points maximum

1. Service as an officer in a leading professional organization at the
 - a. international or national level -- 2.5 points per office
 - b. regional or state level -- 1.5 points per office
 - c. local level -- 1 point per office
 Total -is not to exceed 5 points

2. Service on a committee of a professional organization as

- a. chairperson
 - National 1.5 points each
 - Regional 1 point each
 - Local -- .5 points each
 - Total is not to exceed 4 points
 - b. an active member--.5 points
 - Total is not to exceed 3 points
 - 3. Presentations at seminars, conventions or conferences
 - National – 4 points each
 - Regional – 2.5 points each
 - Local – 1 point each
 - Total is not to exceed 4 points
 - 4. Resource Person -- 2 points each
 - a. serving on evaluation teams
 - b. serving as a judge on debate teams, science fair, and/or-other competition
 - c. serving as a visiting lecturer
 - Total is not to exceed 4 points
 - 5. Attendance at professional meeting at the
 - a. international or national level - 1.5 points each
 - b. regional or state level -- 1 point each
 - c. local level -- .5 points each
 - Total is not to exceed 2.5 points
 - 6. Securing of grants for University programs -- 2.5 points per grant
 - Total is not to exceed 5 points
 - 7. Director of institutes, workshops, seminars - 1 point each
 - Total is not to exceed 4 points
 - 8. Active membership in honor societies or professional organizations -- .5 points each
- B. Community service over past five years -- 5 points maximum
- 1. Service as an active member of a community public body having constitutional status or governmental authority as
 - a. an officer
 - 1. President -- 2 points
 - 2. Vice President -- 1.5 points
 - 3. Secretary or Treasurer -- 1 point
 - 4. All other officers -- .5 points
 - b. chairperson of a committee but not an officer -- 1.5 points
 - c. an active member only--not an officer or chairperson - 1 point
 - 2. Participation in community service activities working for charitable or civic causes, making monetary contributions, attending or participating in programs or meetings on matters or community interest, etc.--in other than membership capacity -- 2.5 points
 - 3. Participation in a civic service, or religious organization--voters leagues, scouts, Kiwanis, sodality, P.T.A., etc. as
 - a. an officer

- President -- 2 points
- Vice President -- 1.5 Points
- Secretary or Treasurer--- 1 point
- All other officers .5 points
- b. chairperson of a committee but not an officer -- 1.5 points
- c. an active member only--not an officer or chairperson -- 1 point

V. University (Southern) service over past five years -- 10 points

- A. Chairperson of a standing committee at
 - 1. University level -- 1.5 points per appointment
 - 2. College or department level -- 1 point per appointment
 - Total is not to exceed 3 points
- B. Active member, other than chairperson, of standing committee at
 - 1. University level -- 1 point per appointment
 - 2. College or department level -- .5 points per appointment
 - Total is not to exceed 4 points
- C. Sponsor of campus organization -1 point each
 - Total is not to exceed 4 Points
- D. Member of University **Ad Hoc** Committee -- 1 point each
 - Total is not to exceed 4 points
- E. President of Faculty Senate -- 1.5 points per term
 - Total is not to exceed 3 points
- F. Other Officers or committee chairpersons for Faculty Senate--1 point per term
 - Total is not to exceed 2 points
- G. Member of Faculty Senate Committee who is not an officer or chairperson -- 1 point per term
 - Total is not to exceed 3 points
- H. Acting as consultant for or participating in University programs in areas outside of the faculty member's assigned responsibilities, including the assumption of extra class loads without pay or with reduced pay -- 1.5 points
 - Total is not to exceed --3 points
- I. Supervision of student activities such as school publications, competitive projects, etc.- 1 point
 - Total -is not to exceed 4 points

VI. Mentoring, including Advisement -- 5 points

- A. Mentoring is a complex process that often entails interacting with, informing, supporting, challenging, and guiding. At the graduate level, it may be a one-to-one relationship between the advisor and the student. Advisement is taken to include academic and professional consultation with students at faculty member is assigned level and at the college level. Good advisement will be manifested in the following ways:
 - 1. Demonstration of knowledge of available academic programs
 - 2. Demonstration of concern for student's development and welfare
 - 3. Making available one's experience
- B. Supervision of Student Teaching
- C. Supervision of Laboratory Experiences
 - 1. Students observation

2 Students mini teaching

3. Consultation with students coming in for aids, materials, procedures, etc. for methods courses

APPENDIX F

POLICIES AND PROCEDURES FOR RESPONDING TO FINANCIAL EMERGENCIES AT SOUTHERN UNIVERSITY

Introductory Statement

A. This document sets forth policies and procedures for the orderly development and implementation of plans for addressing financial emergencies at Southern University. In specific terms, this document:

1. Defines the term *financial emergency*;
2. Establishes the process by which a financial emergency may be administratively determined and declared;
3. Establishes the guidelines that will be used to govern retrenchment planning processes; and,
4. Establishes the guidelines for implementing retrenchment plans.

B. The policies and procedures expressed herein have been developed in recognition of the need to ensure objective action during a financial emergency. Furthermore, both the declaration of a *financial emergency* and the development and implementation of plans to address such a situation will be done with consideration for the welfare of the principal components that comprise the Southern University System.

Definition of Financial Emergency

For the purposes of this policy, the term *financial emergency* means a condition of significant financial stress which demands immediate attention to protect the overall stability of the University and/or its departments (academic and nonacademic), as determined by the Southern University Board of Supervisors. Such an emergency is a situation calling for the reduction and/or reallocation of expenditures, including reduction, reorganization, or termination of University program activities and employees, as the Board of Supervisors shall determine. A financial emergency may be the result of a substantial decline or shift in student enrollment, a reduction in State funding, a reduction or loss of revenue from non-State sources or other loss of income, or other events requiring unanticipated expenditures.

Procedures for Determination and Declaration of a Financial Emergency

A. An official financial emergency at Southern University shall be declared only by the Board of Supervisors but may be announced either by the president of the University or other authorized representatives of the Board.

B. Should the president of the University observe evidence of serious financial difficulties, he/she shall consult with the President's Advisory Council and initiate a review of the financial status of the University and the stability of its campuses and centers to determine whether a condition of financial emergency exists. After this review has been rendered and after appropriate discussions with members of the President's Advisory Council and other advisors, if the evidence examined indicates that a financial emergency exists or is anticipated, the president shall prepare and submit a Report of Emergency to the Board of Supervisors.

C. After the Board of Supervisors considers the Report of Financial Emergency and recommendations of the president, the Board may formally declare a condition of financial emergency and authorize the development of a preliminary retrenchment plan consistent with the nature and severity of the financial emergency.

Guidelines for Retrenchment Planning: Development of the Preliminary Retrenchment Plan

A. When a "financial emergency" has been declared by the Board of Supervisors, the president of the University shall direct the development of a preliminary retrenchment plan to effectively address the emergency. Where the fiscal conditions of the state and the public comments or actions of the Governor and/or Legislature cause the University to infer that a state of financial emergency for the University is likely to develop for the ensuing, the Board may direct the resident to begin development of a preliminary retrenchment pain before the actual declaration of financial emergency by the Board. Such a plan will not be implemented, however, until the Board declares financial emergency, and is expected to otherwise meet the policies and procedures of this document.

B. In drafting the preliminary retrenchment plan, the following statements shall guide all planning processes:

1. The mission of the University, current university goals, purposes, and institutional priorities; and,
2. Applicable federal and state laws, rules, regulations, policies, and procedures. Other directives of the State of Louisiana as articulated by the Legislature, the Governor, the Board of Regents, the Commissioner of Administration or other authorized State officials, and/or regulatory bodies shall be considered.

C. The preliminary retrenchment plan proposes the reduction, reorganization, consolidation, or termination of programs and/or activities, including positions. In considering such action, the following guidelines shall be observed:

1. Both academic and nonacademic programs and/or activities may be reviewed for possible retrenchment action; and,
2. In order to ensure excellence, the financial stability of programs and/or activities, some reductions may be applied on a university-wide basis while others may be applied to selected activities as appropriate. Such reductions are not required to be uniform throughout the University. Selective reductions may be applied to certain areas in order that other areas of priority may be strengthened. Therefore, the preliminary retrenchment plan may require the complete elimination of some programs and/or activities while requiring the reorganization, reduction, or strengthening of others.

D. The review of programs as a part of the retrenchment planning process will be done in recognition of, but will not necessarily be limited to the following criteria:

1. Centrality - Relationship to mission, goals, and priorities of the University.
2. Quality - National, regional, and State ranking, accreditation status, strength of faculty, and reputation of graduates.
3. Demand - Current and projected enrollment, number of majors, quality of applicants, number of graduates during the last three to five years, and outlook for placement of graduates.
4. Critical Relationships to Other Programs - Service courses taught and negative impact on other programs, if significantly reduced or terminated.

5. Costs in Relation to Productivity - Positions required, classrooms and other resources needed, revenues generated and expended, and productivity and consumption data.
6. Research Implications - The extent to which research outputs contribute to teaching and learning processes and/or other University priorities.
7. Potential for External Financial Support -Probability of federal, state, foundation, corporate, or local support.
8. External Considerations - Only program available to serve a special need within the state or region.
9. Alternative Actions - The extent to which other efficiency measures may serve as adequate alternatives to curtailment or discontinuation.