



DILLARD

UNIVERSITY

**THE DILLARD UNIVERSITY
FACULTY HANDBOOK
AND
CONSTITUTION**

The final amendments approved of the Faculty Handbook and Constitution by the Executive Committee and the Board of Trustees on Wednesday, May 23, 2012.

DILLARD UNIVERSITY FACULTY HANDBOOK AND CONSTITUTION

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THE FACULTY CONSTITUTION OF DILLARD UNIVERSITY

Article I. Purpose

The purpose of this Constitution is to set forth the means by which the faculty of Dillard University shall carry out its institutional role. This Constitution establishes the faculty government, along with the rules and structures by which it shall function.

Article II. Organization

The organization for faculty government shall consist of three components:

1. The General Assembly
2. The Faculty Senate
3. The University Standing Committees

Article III. The General Assembly

The General Assembly serves as the voting body of the faculty. This body deliberates on matters of curriculum, faculty welfare, faculty and administration relations, and any other matters that relate to the accomplishment of the mission of the University. Based on its deliberations, it submits recommendations to the Faculty Senate for submission to the administration.

SECTION 1. MEMBERSHIP

All full-time employees with a faculty appointment are voting members of the General Assembly. Part-time and adjunct faculty members are invited to attend the meetings of the General Assembly, although they cannot vote.

SECTION 2. OFFICERS

The presiding officer of the General Assembly is the President of the Faculty Senate. Other officers include the Vice-President of the Faculty Senate, Secretary, Treasurer and Parliamentarian.

SECTION 3. MEETINGS

The General Assembly shall meet regularly and at least four times a year, customarily at the beginning and the end of each semester. Any special meeting of the faculty may be called by a signed petition of one-fourth of the members of the General Assembly. The presence of one-fourth of the voting members shall constitute a quorum.

The meeting agenda of the General Assembly is determined by the Faculty Senate. A faculty member may vote by voice, a raise of hand, or secret ballot upon request of 10% of quorum present.

Vote by proxy is allowed, but proxies must be signed and submitted to the Secretary prior to the meeting being called to order. Proxies do not count toward a quorum. Robert's Rules of Order will govern the conduct of the meetings of the General Assembly.

SECTION 4. JURISDICTION, AUTHORITY, AND DUTIES

The General Assembly is properly concerned with, and should actively participate in decisions made about matters that may affect the educational policies for which it is primarily responsible. Therefore, under the jurisdiction of the faculty fall such matters as:

1. The curriculum of the University.
2. The facilitation of teaching effectiveness and research.
3. Standards for admission and retention of students.
4. Requirements for granting of academic degrees.
5. Faculty standards, conduct, and discipline.
6. Faculty appointment, retention, tenure, and promotion.
7. Freedom of expression and academic freedom.
8. Faculty governance.

The General Assembly is properly concerned with, and should actively participate in decisions made about other matters that may affect the educational policies for which it is primarily responsible, but that require joint consideration by other sectors of the University. In the spirit of shared governance, the Faculty shall advise the administration on matters of institutional policy dealing with:

1. Principal administrative appointments and organizational structure,
2. University budgets and budgeting planning processes,
3. Faculty benefits, including salaries, insurance, and leaves,
4. The strategic plan and the planning processes,
5. The academic calendar,
6. The scheduling of classes,
7. The catalog,
8. Aspects of student life which relate directly to the educational process,
9. Campus facilities directly involving faculty, such as offices, classrooms, and laboratories,
10. Academic support services, and
11. Policies relating to student conduct and discipline.

In support of shared governance, it is the responsibility of the appropriate administrative offices to inform and/or consult the Faculty Senate on such matters in advance.

SECTION 5. FACULTY VETO

The General Assembly shall have the power to veto any action of the Faculty Senate. The procedure shall be as follows:

1. A General Assembly meeting shall be called by petition, as provided in Article III, Section 3, for the purpose of discussing the Faculty Senate action in question.
2. The voting procedure outlined in Article III, Section 3 shall be followed to determine the will of the General Assembly. Providing there is a quorum, a two-thirds vote is required to override a Faculty Senate action.

Article IV. The Faculty Senate

The Faculty Senate shall oversee and execute the business of the faculty as described in this Constitution. The Faculty Senate shall have its own budget and working office on campus.

SECTION 1. MEMBERSHIP

Members of the Faculty Senate shall be elected from the General Assembly of the faculty. Senate members consist of full-time employees with a faculty appointment with at least one year of academic service to the University and the Provost/SVPAA. Only faculty members with 50% of instructional responsibility are eligible for membership.

1. At-Large Members

Three representatives shall be elected by the General Assembly. Elections are to be held at the last meeting of the General Assembly of an academic year. The term of office for these senators is two years.

2. Colleges Representatives

Each of the Academic Colleges shall elect two senators. These senators shall be elected by a majority vote of the members of their respective Academic Colleges. The term of office for the college representatives is one year.

3. Former President of the Faculty Senate

The President of the Faculty Senate shall remain a senator during the year following the expiration of his or her term.

4. Administrative Representation

The Provost/SVPAA is a resource member of the Faculty Senate with no vote.

5. Term of Office

No elected faculty member may serve as a senator for more than four consecutive years; however, he or she will again be eligible for a senate seat after a one-year absence from the senate.

6. Replacement of Vacancies

If the position of a College Senator should become vacant for whatever reason, the Academic Dean shall be notified of a college vacancy and shall hold an election for a replacement. If the position of a member-at-large should become vacant, the General Assembly will elect another senator at the meeting following the confirmed vacant seat. The newly elected Senator shall complete the term of the vacant seat.

The presence of a Senate President at a meeting of a University Standing Committee cannot count toward quorum. However, the Senate President has voting rights at any meeting of a University Standing Committee he or she attends.

7. Recall

Senators and elected members of Standing Committees shall be subject to recall.

Recall procedures can be initiated by a written petition of one-fourth of the voting members of the General Assembly to the President of the Faculty Senate. Providing there is a quorum, recalls require a two-thirds majority. In case of a recall, ordinary procedures shall be used to fill the vacancy for the unexpired term as soon as practical.

SECTION 2. OFFICERS AND ELECTION OF OFFICERS

Officers

The Faculty Senate shall have the following officers: President, Vice-President, Secretary, Treasurer, and Parliamentarian. All officers must be members of the Senate.

Election of Officers

Except for the parliamentarian who is appointed by the Faculty Senate President, the election of officers for the ensuing year shall be the first item of business at the last meeting of the Faculty Senate each academic year. The term of new officers starts after the last meeting in the Faculty Senate of each academic year. Elections are chaired by the most recent willing and able former President of the Faculty Senate.

Term of Office

The term of office for all officers shall be one year. Each officer shall be eligible for election to a second consecutive term only; however, he or she will again become eligible to serve as an officer after a one-year hiatus as an officer. If, for any reason, the President of the Faculty Senate should not be able to serve his or her entire term in office, the Vice-President of the Senate shall become President for the unexpired term and shall remain eligible to serve in his or her own term as President. Upon such succession, at its next meeting, the Senate shall elect a new Vice-President. Likewise, should any other officer be unable to complete his or her term in office, an election to fill that office should be held at the next meeting of the Faculty Senate. No officer may simultaneously hold more than one of the offices in the Senate.

SECTION 3. MEETINGS

Regular Meetings

Regular meetings of the Faculty Senate shall be held once a month during the academic year. The dates for these meetings shall be established at a time likely to be convenient for the membership. A calendar for the year's meetings shall be disseminated to the entire University community.

Any member of the Faculty, Student Government Association, or administration can petition the President of the Faculty Senate to make a presentation of a maximum of five minutes at a Senate meeting. Petitions to address the Senate must be made at least two weeks (14 days) prior to a scheduled meeting of the Senate and must clearly state the topic of the presentation. Such a petition can be denied only under unusual and compelling circumstances, and the petitioner is to be informed of those circumstances in writing.

Special Meetings

Special meetings of the Faculty Senate can be called when requested by the President of the Faculty Senate or 25% of the Senate.

Attendance of Members

Any member who fails to attend three consecutive regular meetings shall relinquish his or her position on the Senate. The procedure for replacement of vacant positions is outlined in Article IV, Section 1.

Non-member's Presence at Meetings

All meetings shall be open to faculty. Guests at the Senate meetings shall be seated separately from the Senate members while the business of the Senate is being conducted, and these guests shall be listeners only, except when invited by the presiding officer to participate.

Executive Session

An executive session may be called through a proper motion, seconded and duly voted upon by a majority. All decisions made in executive session shall be ratified in an open meeting.

Conduct of Meetings

All meetings shall be conducted in accordance with parliamentary procedure. Robert's Rules of Order shall be the final authority except where it may contradict any provision of this Constitution. The Senate shall adopt the agenda by more than 50% of present senators. Such bylaws may be necessary and proper to govern Senate procedure and expedite the business of the Faculty Senate.

Parliamentarian

The President of the Senate shall appoint a Parliamentarian among the Senators to oversee the conduct of business at Senate meetings. This person shall also serve as Parliamentarian at meetings of the General Assembly.

Minutes

Detailed minutes of the proceedings and content of the debates shall be taken and distributed by the Secretary. Copies of the approved minutes shall be made available to all faculty. One copy will be distributed to the Library representative who has the responsibility of archiving the minutes in the Library. Additionally, one copy shall be filed at the Office of Academic Affairs.

SECTION 4. JURISDICTION, AUTHORITY, AND DUTIES

Duties of the President of the Faculty Senate

The President of the Senate shall preside at all meetings of the Senate and of the General Assembly. He or she is empowered to call special meetings as provided for in this Constitution. The Senate President is an *ex-officio* member of all University Standing Committees. The President of the Senate is entitled to receive a release time equal to 25% percent of his/her teaching duties.

Duties of the Vice-President of the Faculty Senate

The Vice-President shall perform all duties of the President when he or she is absent or incapable of doing so. The Vice-President shall succeed to the Office of President should that office become vacant. The President may designate to the Vice-President his or her seat on any of the University Standing Committees.

Duties of the Secretary of the Faculty Senate

The Secretary shall see that accurate and approved minutes of all regular and special meetings of the Faculty Senate and the General Assembly are recorded and made available to the faculty. The Secretary conducts necessary correspondence, keeps accurate lists of membership of the Faculty Senate, keeps an accurate record of attendance, informs the President when a seat becomes vacant, and performs such other appropriate duties as directed by the Senate.

Duties of the Treasurer of the Faculty Senate

The Treasurer shall manage the fiscal affairs of the Faculty Senate. The Faculty Senate should have an operating budget.

Article V. Standing Committees

The Standing Committees of the Faculty Senate shall be the primary vehicles by which the Faculty Senate shall carry out its role as the main legislative authority of the General Assembly.

SECTION 1. THE UNIVERSITY STANDING COMMITTEES OF THE FACULTY SENATE

1. Committee on Recruitment, Admissions, and Retention of Students

Duties

In conjunction with the appropriate Academic Departments and Colleges, and the Office of the Vice-President for Academic Affairs, this committee shall recommend policies and procedures for setting and maintaining academic standards for the admission and retention of students and for the awarding of earned degrees and certificates, honorary degrees, and academic honors.

Members

This committee shall consist of seven members: one faculty member from and elected by each Academic College, two students appointed by the Student Government Association, the Vice-President for Student Success, the Dean of Student Success for Enrollment Management, Dean of Student Success for Financial Aid and Scholarship, and the Dean of Honors.

2. Academic Responsibilities, Grievance, and Ethics Committee

Duties

This committee shall oversee faculty conduct, academic freedom, and faculty grievances. Therefore, it shall be expected to do the following:

- a. Develop policies regarding ethics, academic responsibility, and privilege;
- b. Make recommendations to the Provost/SVPAA regarding needed revisions of the Faculty Handbook;
- c. Make recommendations to the Provost/SVPAA in matters regarding academic freedom, complaints against faculty, and faculty grievances
- d. Establish professional standards for the faculty; and
- e. Hold closed door hearings about issues related to faculty ethical misconduct.

The committee is free to accept or refuse to hear cases.

Members

This committee shall consist of five members: three members from and elected by the General Assembly, one member from the General Assembly appointed by the University President, and one member from the General Assembly appointed by the Provost/SVPAA.

3. The Curriculum Committee

Duties

This committee shall recommend policies and procedures related to all aspects of curricular design and implementation. Though it will be especially concerned with reviewing curricular changes proposed by the Academic Colleges for uniformity with established policies and procedures, it can also systematically review existing programs and make recommendations for changes it deems necessary to create uniformity and articulation among Academic Colleges, coherence in the curriculum and consistent with accreditation standards. This committee should also review the University Catalog prior to publication.

Members

This committee shall consist of one faculty member from and elected by each Academic College, three members from and elected by the General Assembly, one *ex officio* representative from the Office of Academic Affairs, and two *ex officio* students from the Student Government Association, and the University Registrar, as *ex officio*. As stated in Robert's Rules of Order, *ex officio* members may vote and are counted in the constitution of a quorum.

4. Promotion and Tenure Committee

Duties

This committee shall develop policies and procedures regarding the appointment, retention, merit pay, tenure, and promotion of the faculty and shall

act as the body that considers faculty applications in these areas and makes appropriate recommendations to the Vice President for Academic Affairs and the President. This committee also shall formulate policies and make recommendations to the Vice-President for Academic Affairs in matters pertaining to leaves of absence and earned sabbaticals.

Members

This committee shall consist of five members: three tenured members from and elected by the General Assembly, one tenured member from the General Assembly appointed by the Senate President, and one tenured faculty member from the General Assembly appointed by the Provost/SVPAA.

5. The Faculty/Trustees Liaison Committee

Duties

This committee facilitates communication between faculty and the Board of Trustees primarily on matters related to achieving and sustaining academic excellence.

Members

Membership consists of one member of the Senate appointed by the Senate President, three members elected by the General Assembly, and one member appointed by the University President.

6. Intercollegiate Athletics Committee

Duties

The committee recommends policies pertaining to intercollegiate athletics, regulates the number of athletic events scheduled during the academic year, and recommends the athletics budget. Policies must conform to University regulations regarding athletics as well as those prescribed by the regional and national conferences in which the University athletics programs hold membership.

Members

This committee shall consist of at least eight members: two members from and elected by the General Assembly, Athletic Director, the coach of any approved sport, Dean of Success for Campus Life, V.P. for Business and Finance, and two *ex-officio* students appointed by the Student Government Association.

6. Lyceum Committee

Duties

This committee, composed of faculty and students, works to provide a series of cultural events during the academic year, including concerts, recitals, art exhibits, and special lectures.

Members

Members include: one elected faculty representative from each Academic College, one member appointed by the Senate President, one member appointed by the Provost/SVPAA, and two *ex officio* students appointed by the Student Government

SECTION 2. GENERAL RULES GOVERNING STANDING COMMITTEES MEMBERSHIP

Voting members of the General Assembly shall be eligible to occupy positions on the University Standing Committees. A standing committee member shall serve a two-year term with the possibility of a single re-appointment.

Meetings

A quorum of the meeting of any standing committee shall be a majority (more than 50%) of the committee's voting members.

The Secretary of each committee shall submit approved minutes of each meeting to the Senate President and to the Office of Academic Affairs. He or she shall be responsible for filing reports when necessary as well as submit an annual report before the end of the academic year to the Senate President.

Selection Procedures

The Senate President shall organize as early as possible at the start of an academic year elections and appointments, so that by the October General Assembly meeting all standing committees are formed. When a standing committee is without a chair, the Senate President shall call the first meeting of any standing committee so that they will elect their chair and secretary.

Article VI. Special Committees

The Faculty Senate may for special purposes and for determinate periods create Special Committees to investigate and make recommendations on any matter falling under the primary or advisory authority of the University Faculty. The Faculty Senate may respectively appoint or discharge members of such Special Committees.

Article VII. New Faculty, Academic Deans, and Department/Schools Chairs

New Faculty

When a new or replacement prospective faculty member is being considered for appointment, he or she shall be selected through a search committee process as described in Sections 2.1.3 – 2.1.5.

Academic Deans

Academic Deans are selected by a Search Committee appointed by the Provost/SVPAA. Only in extraordinary circumstances shall such an appointment be made against the wishes of the Departmental Chairs. In such circumstances, Department Chairs shall be informed in writing concerning the reasons for the decision. As part of their duties, Academic Deans must teach one course per semester.

School/Department Chairs

School/Department Chairs are appointed from the school/Department's existing faculty members or recruited by the Deans, following consultation with members of the school/department search committee. The Dean reviews the candidates and informs the Provost/SVPAA of his/her ranked selections. The Provost/SVPAA will determine whether an offer of employment will be made to the recommended candidate. In general, at least twenty-five percent of release time of the teaching load of School/Department Chairs is dedicated to their new responsibilities as Chair. Depending upon other select factors (number of faculty supervised, number of majors and program coordinators, joint appointment of chair and program coordinator, accreditation status, semester hour generation, number of majors, etc.), including the budget and the needs of the University, a stipend may be offered along with the release time and or the release time can be increased to accommodate the mentioned factors. The Chair is a member of the Faculty.

Program Coordinators

Program Coordinators are selected according to their credentials by the Chair or recruited according to 2.1 Faculty Recruitment in the Faculty Handbook. The Chairs inform the Dean, who informs the Provost/SVPAA of the selection. The Provost/SVPAA will determine whether an offer of employment will be made to the recommended candidate. Depending upon other select factors (number of majors and program coordinators, joint appointment of chair and program coordinator, accreditation status, number of labs, etc.), including the budget and the needs of the University, a stipend will be offered accordingly, but no release time will be granted. This act of service will count towards annual service for faculty evaluation. The Program Coordinator is a member of the Faculty.

Article VIII. Amendments to the Constitution and Adoption of Bylaws

SECTION 1. AMENDMENTS

This Constitution may be amended through a proposal in the Faculty Senate, and, upon approval by two-thirds vote of the senators present, the proposal shall be distributed within fourteen days to the voting members of the General Assembly. This amendment shall be ratified when accepted by a majority vote of the entire faculty. Amendments so adopted must be submitted to the Provost/SVPAA and the President for appropriate review and approval. When approved by the Provost/SVPAA and the President, the document shall be forwarded to the Board of Trustees for appropriate review and approval. The Amendment is effective immediately upon the approval of the Board of Trustees.

The procedure for resolving administrative disapproval outlined in Article IV, Section 3, shall be followed.

SECTION 2. BYLAWS

The Faculty Senate shall establish whatever bylaws deemed necessary. The initial adoption of bylaws, as well as amendments or deletions of existing bylaws, shall require a vote of two-thirds of senators present and voting at a regular or special meeting at which a quorum is required. Previous notice must be given at the preceding meeting of the Faculty Senate of the intended change of the Faculty Senate bylaws.

Article IX. Ratification

This Constitution is ratified when accepted by a majority vote of the entire General Assembly. The Constitution shall then be submitted to the Provost/SVPAA and the President for appropriate review and approval. When approved by the Provost/SVPAA and the President, the document shall be forwarded to the Board of Trustees for appropriate review and approval. The Constitution is effective immediately upon the approval of the Board of Trustees.

THE DILLARD UNIVERSITY FACULTY HANDBOOK

CHAPTER ONE

THE UNIVERSITY

1.1 Introduction: The Dillard University Faculty Handbook

The Dillard University Faculty Handbook is an official publication of the Office of Academic Affairs and defines the basic conditions and expectations for the professional life of the University faculty as well as policies, procedures, and information concerning faculty academic privileges and obligations. This *Handbook* describes faculty positions; defines the duties and responsibilities of faculty; identifies the criteria and standards for faculty hiring, advancement and dismissal; outlines institutional support for faculty advancement and evaluation; delineates institutional support for faculty development, reappointment, promotion, and tenure in the process of faculty review itself; and provides competitive faculty salaries, benefits, and working conditions in accordance with the University's mission and finances.

Dillard University seeks to affirm, preserve, and improve the quality of instruction and mentoring offered to Dillard University students. The University also seeks to sustain and enhance the level of professional expertise and accomplishment embodied in the faculty and the distinctive character of Dillard's academic community. In the *Dillard University Faculty Handbook*, the University reaffirms its commitment to maintaining a strong, full-time faculty as the core of the institution, a faculty dedicated to providing the best possible educational opportunities to its students.

The purpose of this *Handbook* is to provide all members of the Faculty, particularly those who are new to the University, with knowledge of the policies, regulations, practices and expectations which prevail at Dillard University. The various provisions of this *Handbook* are subject to revision from time to time by the Trustees, Administration and Faculty on their own initiative or in response to changes in State and Federal legislation. **This *Handbook* is not intended to and should not be construed to create a contractual obligation on the part of the University.** The provisions of this *Handbook* derive their authority from various sources; they are primarily statements by the administration of customary practice, administrative organization, or explicit policy established at the University, often after consultation with the Faculty. Provisions of the *Handbook*, whether derived from Trustee vote, Faculty vote, or Administrative or Trustee action are subject to modification or revocation by the appropriate authority following proper procedure.

1.1.1 Authority

The *Dillard University Faculty Handbook* reflects the Faculty Constitution and derives its authority from the Board of Trustees. This Faculty *Handbook* supersedes all

previous editions and any previous statements of University policy regarding members of the faculty.

1.1.2 Effective Date

This edition of the *Dillard University Faculty Handbook* takes effect on the date it is approved by the Board of Trustees. It will remain in effect continuously until it is modified, in whole or in part, or replaced according to the procedures specified below or by action of the Board of Trustees.

1.1.3 Official Text and Copies

The official text of *The Dillard University Faculty Handbook* is maintained in the Office of Academic Affairs. Copies are also on file in the Office of the President, the Offices of the Deans of each Academic College, and the offices of the School/Department chairs and in the University library. The Provost/SVPAA ensures that approved changes to the *Dillard University Faculty Handbook* are incorporated into the official text and are distributed to the faculty.

Each member of the faculty receives an electronic PDF copy or a hard copy of *The Dillard University Faculty Handbook*.

1.1.4 Interpretation

If a question of interpretation of *The Dillard University Faculty Handbook* is identified by a member of the General Assembly or by the Administration, the President of the Faculty Senate and the Provost/SVPAA shall confer concerning the issue. If they are unable to come to a resolution, either may refer the question to the President of the University who may form an *ad hoc* "interpretation committee." The final authority for interpretation rests with the President and is binding until such time as the Board of Trustees adopts the interpretation, or gives its own final interpretation.

1.1.5 Revisions

Substantive changes to *The Dillard University Faculty Handbook* must be approved by the Board of Trustees. As a general practice, in keeping with principles of shared governance, the Board will review the General Assembly's and Administration's substantive recommendations for changes before any such changes are approved.

Changes to the *Faculty Handbook* may be initiated by either the Faculty Senate or the Office of the Provost/SVPAA. A proposal from a member of the General Assembly to amend the *Faculty Handbook* will be referred to the Faculty Senate. Amendments to the *Faculty Handbook*, which have been approved by two-thirds majority vote of the voting members of the General Assembly, will be referred to the Office of the Provost/SVPAA. Upon appropriate consultation between the Office of the Provost/SVPAA and the

Faculty Senate, any proposed amendment causing a substantive change to the *Faculty Handbook* will be submitted to the Board of Trustees for review and approval.

A formal review of the *Dillard University Faculty Handbook* will occur every three years.

1.2 University History and Mission

1.2.1 History

Dillard University's history dates back to 1869 when the American Missionary Association of the Congregational Church founded Straight University. That same year, the Freedman's Aid Society of the Methodist Episcopal Church established Union Normal School. Straight University and Union Normal School were subsequently renamed Straight College and New Orleans University. Initially, both institutions offered instruction on the elementary level, and then expanded to the secondary, collegiate, and professional levels. In 1930, these two institutions merged to form Dillard University, named in honor of James Hardy Dillard, who was noted for his distinguished service in the education of African-Americans in the South. The Board of Trustees elected to follow the practices of the two parent institutions in making no distinction as to race, religion, or gender in the admission of students or in the selection of faculty. In 1935, the University moved to a new site with a new physical plant and began instruction.

1.2.2 Mission

True to its heritage, Dillard University's mission is to produce graduates who excel, become world leaders and are broadly educated, culturally aware, and concerned with improving the human condition. Through a highly personalized and learning-centered approach, Dillard's students are able to meet the competitive demands of a diverse, global and technologically advanced society.

1.2.3 Vision

Dillard University is unified with the community through scholarship, teaching, civic engagement and service rooted in spiritual values. Graduates of Dillard will be global citizens excelling in a competitive world and committed to the improvement of the human condition.

1.2.4 Core Values/ Goals

- Facilitate student empowerment to compete in a diverse, global and technologically advanced society;
- Encourage in students an attitude reflecting ethical and spiritual values;
- Prepare students to demonstrate interest in and commitment to improving the human condition;

- Increase students' knowledge of the liberal arts;
- Promote an awareness and understanding of the African and African-American heritage;
- Increase students' awareness of diversity and encourage their commitment to these values;
- Prepare students to engage in undergraduate research throughout the matriculation culminating in a capstone project;
- Develop participation in activities that improve self-awareness and commitment to community;
- Prepare students for admission to graduate and professional schools and/or for employment in their chosen professions;
- Organize programs for community awareness, university/civic engagement and university/community partnerships;
- Develop early outreach programs and partnerships in K-14 education; and
- Continue to recruit, promote, and retain highly qualified faculty and staff to implement Dillard's mission.

1.3 Organization: *(See the Office of Academic Affairs for the University Organizational Chart)*

1.3.1 Board of Trustees

Final authority over Dillard University is vested in the Board of Trustees, the chief governing and policy-making body of the University. The Board of Trustees retains the full legal and organizational authority to govern the functioning of the University through the administrative structure set forth in the *Articles of Incorporation and By-Laws*. In pursuance of its responsibility, the Board of Trustees may delegate authority and responsibility to the University administration and faculty, as it deems appropriate.

1.3.2 Administration: *(See the Office of Academic Affairs for the University Administration Organizational Chart and the Academic Affairs Organizational Chart)*

1.3.2.1 Academic Administration

Members of the academic administration are the President of the University, the Provost/SVPAA, the Associate Provost, the Assistant Provost and others so designated as shown by their reporting lines. These administrators are qualified with experience, competence, and capacity to lead the institution.

- The **President** of Dillard University is the chief executive officer of the University, whose primary responsibility is to the institution and provides general supervision, direction and control of the University's business. The President reports directly to the Board of Trustees.

- The **Provost/SVPAA** serves as the chief academic officer of the University and has administrative responsibility for the faculty and all academic programs. The Provost is the second in command, following the President, at the University.
- The **Associate Provost** supports the efforts of the Provost/SVPAA and assists in the construction and oversight of academic planning and enhancement of the faculty.
- The **Assistant Provost** is responsible for the coordination of the academic programs and the maintenance of the University's academic standards, policies and procedures.

These administrators shall be evaluated for their effectiveness on a periodic basis.

1.3.2.2 Institutional Research Board (IRB) and Research Subjects and Safety

The IRB falls under the supervision of the Provost/SVPAA.

- a) The IRB shall have at least five members, with varying backgrounds to promote complete and adequate review of research activities commonly conducted by the institution. The IRB shall be sufficiently qualified through the experience and expertise of its members, and the diversity of the members, including consideration of race, gender, and cultural backgrounds and sensitivity to such issues as community attitudes, to promote respect for its advice and counsel in safeguarding the rights and welfare of human subjects. In addition to possessing the professional competence necessary to review specific research activities, the IRB shall be able to ascertain the acceptability of proposed research in terms of institutional commitments and regulations, applicable law, and standards of professional conduct and practice. The IRB shall therefore include persons knowledgeable in these areas. If an IRB regularly reviews research that involves a vulnerable category of subjects, such as children, prisoners, pregnant women, or handicapped or mentally disabled persons, consideration shall be given to the inclusion of one or more individuals who are knowledgeable about and experienced in working with these subjects.
- b) Every nondiscriminatory effort will be made to ensure that no IRB consists entirely of men or entirely of women, including the institution's consideration of qualified persons of both sexes, so long as no selection is made to the IRB on the basis of gender. No IRB may consist entirely of members of one profession.
- c) Each IRB shall include at least one member whose primary concerns are in scientific areas and at least one member whose primary concerns are in

nonscientific areas.

- d) Each IRB shall include at least one member who is not otherwise affiliated with the institution and who is not part of the immediate family of a person who is affiliated with the institution.
- e) No IRB may have a member participate in the IRB's initial or continuing review of any project in which the member has a conflicting interest, except to provide information requested by the IRB.
- f) An IRB may, in its discretion, invite individuals with competence in special areas to assist in the review of issues which require expertise beyond or in addition to that available on the IRB. These individuals may not vote with the IRB.”

(Code of Federal Regulations, TITLE 45: PUBLIC WELFARE DEPARTMENT OF HEALTH AND HUMAN SERVICES, PART 46: PROTECTION OF HUMAN SUBJECTS, Revised January 15, 2009, Effective July 14, 2009)

Compliance with federal, state, and local guidelines is enforced for each of the following:

- **Human Subjects:** The rights of human experimental subjects must be respected. Care must be taken to protect data of a personal or confidential nature. Potential benefits must clearly outweigh any risks brought about by research projects. To assure proper oversight, the Institutional Review Board must be apprised of all research projects that utilize humans, in any shape or form, as experimental or testing subjects.
- **Animal Care and Use:** Research involving animals must demonstrate humane care and treatment. Appropriate housing and veterinary services must be provided. The University Committee for Organized Research and Sponsored Programs ensures compliance with the policies standards and guidelines set forth by the Office for Protection from Research Risks of the National Institute of Health.
- **Laboratory Waste and Safety:** As a responsible member of the New Orleans community, the University must ensure that hazardous substances used in research or simulated experiences are disposed of safely. In cooperation with the Office of Environmental Health and Safety, the University Standing Committee for Organized Research and Sponsored Programs promote laboratory safety and implements policies that comply with state and federal regulations related to waste disposal.

1.3.3 Faculty

The Faculty of the University consists of all persons holding academic appointments. Faculty are accorded the rights and responsibilities described in this handbook.

1.3.4 Faculty Responsibilities

The faculty has the central responsibility for the academic affairs of the University under the leadership of the Provost/SVPAA.

1.3.4.1 Duties

The faculty has primary responsibility for the content, quality, and assessment of the curriculum or the core (General Education requirements) and the educational programs (majors/disciplines) based upon:

1. Current and relevant theories and practices in the field/discipline;
2. Intellectual rigor appropriate to the level of the degree program;
3. Connectivity among the components of the curriculum; (Illustration, mapping of the courses/instructional modules relative to learning outcomes);

In addition, the Faculty establishes learning outcomes of the curriculum and assesses the extent to which these outcomes are met.

Faculty duties are primarily, but not limited to, the following:

1. Teaching effectiveness and research
2. Advising and retention of students
3. Requirements for granting of academic degrees
4. Faculty standards, conduct, and discipline
5. Recommendations for appointment, retention, tenure, and promotion
6. Faculty service to academia and the general community
7. Freedom of expression and academic freedom
8. Faculty governance

1.3.4.2 Provisions

The administration may override the actions of the faculty, following an opportunity to meet and consult, if the faculty takes any action that the administration believes is beyond the central

responsibility for academic affairs. The administration may choose to provide the General Assembly of the faculty a statement of its findings and determinations within a reasonable timeframe.

1.4 Faculty Governance

Full-time employees with faculty appointment are referred to as the General Assembly. The General Assembly is governed by representatives who become known as the Faculty Senate, which is composed of full-time faculty who are elected. For purposes of membership in the General Assembly, “full-time faculty” refers to a full-time employee with a faculty appointment and with 50% of the workload dedicated to teaching and instructional activities.

1.4.1 The General Assembly

1.4.1.1 Purpose

The General Assembly serves as the voting body of the faculty. This body deliberates on matters of curriculum, faculty affairs, faculty and administration relations, and any other matters that relate to the accomplishment of the mission of the University. Based on its deliberations, it submits recommendations to the Faculty Senate for submission to the administration.

1.4.1.2 Membership

All full-time employees with a faculty appointment are voting members of the General Assembly. Part-time and adjunct faculty members are invited to attend the meetings of the General Assembly, although they have no vote.

1.4.1.3 Duties/Responsibilities

The General Assembly of the faculty shall hold a minimum of four scheduled meetings per year. The General Assembly through its Faculty Senate maintains University Standing Committees composed of members elected by the General Assembly, members elected by the Academic Colleges and appointed representatives by the administration. These committees shall record minutes of meetings. Once approved, such minutes are submitted to the Secretary of the Faculty Senate and to the Office of Academic Affairs. The primary responsibility for the curriculum, including the core curriculum, belongs to the faculty.

The General Assembly shall also address issues related to but not limited to the following:

- Student recruitment, admission, and retention;
- Faculty recruitment, tenure, and promotion;
- Faculty enhancement in teaching, research, and service;
- Faculty grievances;
- Faculty relations with the Board of Trustees;
- Organized research and grant writing;
- Library resources;
- Academic computing; and
- Lyceum programs.

1.4.2 The Faculty Senate

The Faculty Senate is the governance body representing the entire faculty (herein called the General Assembly of the University and is constituted as provided in the Faculty Constitution of Dillard University. Faculty Senate members are faculty who are elected to office. Faculty members (The General Assembly) of the University are essential participants in the development and implementation of academic policy. The Faculty Senate is the representative body of the faculty. As such, it shall exercise the authority of the faculty with respect to policy on academic matters and the professional affairs of faculty. (*See the Faculty Constitution of Dillard University.*)

1.4.2.1 Purpose

The purpose of the Faculty Senate is to exercise the authority of the faculty General Assembly with respect to the development, enhancement, and implementation of University policies, conditions of service, academic matters, and other matters related to the faculty. Through the Provost/SVPAA, the Senate recommends to the President policies and procedures relating to matters which impact the faculty as well as the University as a whole.

1.4.2.2 Membership

The Senate is comprised of faculty members with at least one year of service at the University and of the Provost/SVPAA. Teaching and instructional duties of senators must represent 50% of their workload. Three members are elected at large at the last General Assembly meeting of the academic year. Each Academic College elects two faculty members. Before the end of the academic year, the former President of the Senate is an *ex-officio* member for one more year after leaving office.

The term of office for Faculty Senators elected by the General Assembly is two years. Senators, who are elected by their Academic Colleges, serve a term of one year. No elected faculty member may serve as a Senator for more than four consecutive years; however, he or she will again be eligible for a Senate seat after a one year absence from the

Senate.

Elected Senate Officers will include the President, the Vice-President, the Secretary, and Treasurer. In addition, the Senate President will appoint the Parliamentarian, among the senators. The Senate President presides over the meetings of the General Assembly and the Senate. The Secretary shall record all proceedings of each meeting and once approved, file a copy with the office of the Provost/SVPAA and the Faculty Senate.

The Senate shall hold a minimum of four scheduled meetings per semester. Representatives may be removed from membership for non-attendance, which is defined as absence from three consecutive meetings. An attendance of more than 50% of the members shall constitute a quorum.

1.4.2.2.1 The Senate: Duties and Responsibilities

- Coordinates and conducts the business of the faculty and determines the agenda and scheduling for General Assembly meetings;
- Communicates concerns of the faculty to the administration;
- Ensures that the deliberations of the Senate and General Assembly are in accordance with the provision of academic freedom and parliamentary procedure as provided by Robert's Rules of Order;
- Elects, where indicated, members from the Faculty Senate to serve on the University Standing Committees;
- Supervises the General Assembly election committee members;
- Requests periodic reports from all University Standing committees;
- Ensures that University Standing Committees operate from established policies and procedures;
- Appoints ad hoc committees when deemed necessary; and
- Engages in planning of policies and recommends policies related to the general welfare of the faculty and the University.

1.5 University Standing Committees (Under the Senate Jurisdiction):

Membership on University Standing Committees consists of members of the General Assembly who are elected, appointed, or hold *ex officio* status. Staff members,

administrators, and students may also serve on designated committees. Elections and appointments to the University Standing Committees shall take place annually and must be completed during the first faculty meeting of the academic year. Committee members serve until the election or appointment of new representatives. The President of the Faculty Senate is an *ex-officio* member of all University Standing Committees and, as such can attend any committee meeting. His or her presence does not constitute a quorum; however, he/she has the same voting rights as any committee member.

Duties and Responsibilities of the University Standing Committees:

1. Elect a Chair and a Secretary from the Faculty membership of each committee.
2. Submit recommendations in the form of written motions, accompanied by rationale, to the Faculty Senate for presentation to the General Assembly, and;
3. University Standing Committees' Chairs may declare the seat of a committee member vacant when that committee member fails to attend at least three called and consecutive meetings.

General responsibilities of the University Standing Committees and their Chairs include, but are not limited to:

1. University Standing Committee Chairs will forward one set of approved minutes to the Faculty Senate Secretary and one set of minutes to the office of Academic Affairs.
2. University Standing Committee Chairs will schedule committee meetings so that, to the extent possible, all committee members have the opportunity to attend.
3. University Standing Committee Chairs will publicize and hold open hearings on issues where appropriate or when so directed by the Faculty Senate.
4. All University Standing Committee Chairs are required to file an annual written report with the Senate President before the end of the academic year.
5. University Standing Committee Chairs submit resolutions with rationale for consideration by the Faculty Senate and for potential recommendation to the General Assembly.

1.5.1 Standing Committees are as follows:

1.5.1.1 The Faculty/Trustees Liaison Committee

This committee facilitates communication between faculty and the Board of Trustees primarily on matters related to achieving and sustaining academic excellence.

Membership consists of one member of the Senate appointed by the Senate President, three members elected by the General Assembly, and one member appointed by the University President.

1.5.1.2 Academic Responsibilities, Grievance, and Ethics Committee

This committee has two separate functions: 1) to recommend to the Senate appropriate actions, policies, or procedures which promote a culture of academic excellence, integrity, and fairness in the University community, as related to teaching, research, and service; and 2) to judge the merit of a faculty grievance and to make recommendations to the President concerning any properly-filed faculty grievance. Grievances are filed with the committee using the Faculty Grievance Eligibility Form. (*See the Office of Academic Affairs for the Academic Responsibilities Grievance form.*)

This committee shall consist of three members from and elected by the General Assembly, one member from the General Assembly appointed by the Senate President, and one member from the General Assembly appointed by the Provost/SVPAA.

1.5.1.3 Promotion and Tenure Committee

This committee evaluates the credentials of faculty members under consideration for tenure and/or promotion and advises the Provost/SVPAA in writing of faculty members who it recommends.

Applications for promotion and tenure are expected to originate in the School/Department, reviewed by the school/Department promotion and tenure committee, the chair of the school/Department and then reviewed by the college Dean who will submit it to the University Promotion and Tenure Committee.

This committee shall consist of five members, three tenured members from and elected by the General Assembly, one tenured member from the General Assembly appointed by the Senate President, and one tenured faculty member from the General Assembly appointed by the Provost/SVPAA. Final authority for tenure and promotion decisions rests with the Board of Trustees.

1.5.1.4 Curriculum Committee

This committee recommends policies and procedures related to all aspects of the curriculum, including the core curriculum. The committee reviews curriculum changes proposed by the Academic Colleges on the basis of University objectives and goals to ensure curricular consistency.

Each Academic College should form its own curriculum committee; the number of the college curriculum committee should include at least one faculty from each school/Department in the college appointed by the chair of the School/Department. The college committee receives recommendations approved by faculty within the educational program. It then forwards its recommendations to the University Curriculum Committee for review and recommendation. The Faculty Senate then receives the proposals. The full faculty, sitting as General Assembly, must vote only on major curricular changes, such as the general core, addition and deletion of majors, options/concentrations, and programs.

The University curriculum committee shall consist of one faculty member from and elected by each Academic College, three members from and elected by the General Assembly, one *ex officio* representative from the Office of Academic Affairs, and two *ex officio* students from the Student Government Association, and the University Registrar, as *ex officio*. As stated in Robert's Rules of Order, *ex officio* members may vote and are counted in the constitution of a quorum.

1.5.1.5 Intercollegiate Athletics Committee

This committee: 1) recommends policies pertaining to intercollegiate athletics, 2) regulates the number of athletic events scheduled during the academic year, and 3) recommends the athletics budget. Policies must conform to University regulations regarding athletics as well as those prescribed by the regional and national conferences in which the University athletics program holds membership.

This committee shall consist of **at least nine members**, two members from and elected by the General Assembly, Athletic Director, the coach of any approved sport, Dean of Success for Campus Life, V.P. for Business and Finance, and two *ex-officio* students appointed by the Student Government Association.

1.5.1.6 Recruitment, Admission and Retention Committee

In conjunction with the appropriate Academic Departments and Colleges, the College of Student Success, and the Office of the Vice-President for Academic Affairs, this committee shall recommend policies and procedures for setting and maintaining academic standards for the admission and retention of students for the awarding of earned degrees and certificates, and the Honors Program.

The membership shall consist of one faculty member from and elected by each Academic College, two students appointed by the Student Government Association, the Vice-President for Student Success, the Dean of Student Success for Enrollment Management, Dean of

Student Success for Financial Aid and Scholarship, and the Dean of Honors.

1.5.1.7 Lyceum Committee

This committee works to provide a series of cultural events of academic interests during the academic year, including concerts, recitals, art exhibits, and special lectures.

Members include one elected faculty representative from each Academic College, one member appointed by the Senate President, and one student appointed by the Student Government Association. This committee has an operating budget.

CHAPTER TWO

THE FACULTY

2.1 Faculty Recruitment

In order to ensure the greatest possibility of hiring the most qualified faculty, positions may be filled through national searches according to the procedures summarized herein. Dillard employs competent faculty members qualified to accomplish the mission and goals of the institution. When determining acceptable qualifications of the faculty, Dillard gives primary consideration to the highest earned degree in the discipline. Also, Dillard considers competence, effectiveness, and capacity, including, as appropriate, undergraduate and graduate degrees, related work experiences in the field, professional licensure and certifications, honors and awards, continuous documented excellence in teaching, or other demonstrated competencies and achievements that contribute to effective teaching and student learning outcomes. For all cases, the Search Committee, the School/Department Chair, and the College Dean are responsible for justifying and documenting the qualifications of the recommended faculty (see attached Faculty Roster Form). Dillard defines faculty qualifications using Louisiana Southern Association of Colleges and Schools (SACS) credential guidelines.

2.1.1 Procedures

Dillard University is committed to a fair and equitable hiring process for faculty. The University seeks to recruit faculty who:

- Satisfy the specific criteria expressed in the position description;
- Strengthen the discipline and the Academic College seeking new faculty;
- Sustain and, where possible, increase the intellectual, ethnic, gender and/or cultural diversity of the faculty in order to bring new perspectives and visions to a particular Department, College, or to the University as a whole;
- Enhance the academic success of students;
- Remain active and committed to their personal professional development;
- Embrace the overall educational mission of the University as a liberal arts institution;
- Fulfill the objectives of their particular Academic Department and College; and
- Demonstrate the potential to meet the performance criteria leading to tenure and promotion.

2.1.2 Prioritization of Positions

The Provost/SVPAA allocates faculty positions after consultation with the Academic Deans, the Vice-President for Business and Finance, and the University President. When a position is approved, the Academic Dean informs the department Chair of the opening. The Chair confers with departmental faculty and writes a preliminary job

description in accordance with academic requirements and University guidelines. The Academic Dean makes any necessary revisions in concert with the Office of Human Resources to ensure appropriate language in compliance with state and federal laws, including but not limited to equal employment opportunity requirements. The Provost/SVPAA then authorizes the advertisement of the position in appropriate journals and publications. The Office of Human Resources receives applications for tracking control.

2.1.3 The Search Committee

A search committee is formed when recruiting tenure-track or tenured faculty at the assistant rank or higher. The chair of the School/Department is responsible for setting up the search committee. The committee consists of two faculty members from the school/Department, one of whom should be tenured; one member from the Faculty Senate not from the College doing the search, one student from the Academic College chosen by the School/department chair; and the appropriate program coordinator or the individual acting in that capacity. Every effort is made to include faculty representatives with the necessary expertise to select the candidate who best satisfies the criteria for the position. The Search Committee may also consist of additional faculty members and external representatives depending on the nature of the position. The school/department Chair shall always be a member of the Search Committee, but not necessarily the chair of the Committee. The Academic Dean and the school/department Chair will confer with the Provost/SVPAA or designee to appoint the Chair and the secretary of the committee, whose responsibility is to ensure that appropriate procedures are followed throughout the search.

2.1.4 Launching the Search

The Academic Dean requests the appropriate school/department to prepare a list of interview questions for the Search Committee. At the first meeting, the Academic Dean and school/department chair reviews the position description with the committee members and discusses the procedures that govern committee proceedings.

A representative from the Office of Academic Affairs and the Office of Human Resources reviews with the Search Committee the applicable legal and ethical procedures, interview questions, equal opportunity guidelines, and other relevant issues, such as maintaining confidentiality throughout the process. A representative from the Office of Human Resources also discusses with the committee various strategies for attracting candidates who will increase the quality and diversity of the pool of candidates, and ultimately of the faculty.

2.1.5 Selection of Finalists

After compiling a pool of candidates, the Search Committee conducts telephone interviews, rates the candidates, and selects a group of finalists. The Academic Dean requests permission from the Provost/SVPAA to invite finalists for onsite interviews.

During the interview process, candidates meet with the Search Committee, other members of the appropriate department, additional selected faculty and students, the Academic Dean, the Provost/SVPAA, and the President, if possible. Candidates may be required to teach a representative class, make a scholarly presentation or creative demonstration so that the Search Committee *et al.* can evaluate these fundamental aspects of the candidates' professional competence.

After the formal interview, every member of the Search Committee rates each candidate according to the rubric that aligns with the job description, the interview questions, the requirements listed in the faculty handbook, and the dossier presented by the candidate. After individually rating the candidates, an assessment meeting is held to discuss findings and determine the list of three finalists. The Search Committee forwards the list of finalists and their ratings to the Academic Dean who submits the form "Recommendation for Employment" to the Provost/SVPAA. The Provost/SVPAA will determine whether an offer of employment will be made to the recommended candidate. The offer of salary and position is the responsibility of the Provost/SVPAA.

2.2. Faculty Appointments

The Provost/SVPAA makes appointments to the faculty of Dillard University. Faculty qualified in more than one area may have dual appointments; however, tenure can only be conferred in the discipline of the terminal degree. The earned doctorate or terminal degree in the discipline is required for initial appointment to the rank of Assistant Professor. All appointments at the Assistant Professor rank and above must be tenure-track.

Faculty cannot reach tenure status without the rank of associate professor; and faculty cannot acquire associate rank without filing an application for tenure. An assistant professor who files an application for tenure must at the same time file an application for promotion to associate professor, since tenure is only awarded at the ranks of associate and full professor.

The Provost/SVPAA, the Deans of the respective Academic Colleges, the chairs of the schools/departments and the University Promotion and Tenure Committees participate in the tenure process; however, final approval for tenure is granted only by the Board of Trustees.

2.2.1 Full-Time Tenure-Track and Tenured Faculty Appointments and Rank

Faculty members receiving tenure-track appointments at the University may have up to three years of prior experience credited toward tenure. Such requests must be made in writing to the Provost/SVPAA, by the faculty member before service begins. After appropriate consultation with the chair of the school/department, Academic Deans, the Provost/SVPAA makes recommendations to the President of the University, who in turn, makes recommendations to the Board of Trustees during the meeting session where tenure is considered. While credit is normally granted only for faculty experience at an educational institution of recognized standing, in exceptional circumstances the Provost/SVPAA may recommend credit for other professional experience and achievement.

Initial appointments with tenure recommendation are made at the faculty ranks of Professor or Associate Professor. Tenure-track appointments are made to faculty holding the terminal degree in their fields. The definition of the terminal degree is consistent with the standards of the American Association of University Professors (AAUP).

The President of the University, upon recommendation by the Provost/SVPAA, may waive any of the requirements for appointment under special circumstances.

2.2.1.1 Professor

The University treats promotion to the rank of full professor as a singular honor to be granted only in cases of clearly demonstrated superior achievement in the areas of teaching, scholarship, and service. For appointment to the rank of professor, the candidate must have completed five years of service at the associate professor rank and exceeded all requirements for the rank of associate professor, must have made superior scholarly national or global contributions to his/her field, and rendered outstanding service to the profession and to the University. Evidence includes such activities as three or more publications in a peer referred journal in the candidates' field, these publications are different from the two publications which were used in the tenure and promotion process to associate professor, delivery of papers before national professional audiences, a significant and successful history of funded grants in light of the practice in the field, securing external funds along with other materials documented in section 2.5. The full professor is expected to have rendered and to continue to render significant service to his/her Academic School/ Department, College, and the University as a whole, as well as to professional societies and civic associations. A substandard teaching evaluation within the discipline will be a sufficient reason to withhold promotion to full professor regardless of the quality of research and service.

2.2.1.2 Associate Professor

Professional performance, not years of employment, and fulfillment of all the promotion and tenure requirements justifies promotion to the rank of associate professor. In addition to the annual evaluations, the candidate must have a minimum of five years of teaching experience in higher education as an assistant professor. The candidate must apply for promotion at the beginning of the first semester of the sixth year of employment. The candidate must present evidence of excellence as a teacher and demonstrate value to the University and the discipline through contributions to review journals, research, scholarly publications and creative works. One external letter and two internal letters attesting the scholarly productivity and academic performance of faculty members under review are required for promotion to associate professor. Two publications within five years in a peer-reviewed refereed journal in the candidate's field or related areas is required, along with the other materials documented in section 2.5. Also, refer to an explicit list of criteria for research, scholarly publications and creative works outlined in sections 2.6.4.1, 2.6.4.2, 2.6.4.3, 2.6.4.4 and 2.6.4.5. Substandard teaching evaluation will be a sufficient reason to withhold promotion to associate professor regardless of the quality of research and service.

2.2.1.3 Assistant Professor

Faculty appointed to the rank of assistant professor must hold the terminal degree in his/her discipline. Tenure-track faculty must participate in the tenure and promotion process by developing an academic plan that measures progress toward these goals. Tenure-track faculty must apply for promotion and tenure during the first semester of the sixth year of service or may apply earlier, if exceptional academic performance can be demonstrated. The burden of proof of such performance rests with the candidate and the Academic Dean. Candidates seeking promotion to the rank of associate professor must qualify and apply for tenure simultaneously.

2.2.1.4 Instructor

For appointment at the rank of instructor, candidates must hold a master's degree. Instructors may apply for assistant professor tenure-track once a tenure-track position is opened and at such time the candidate should obtain a terminal degree in the field of appointment.

2.2.2 Non-Tenure-Track Faculty Appointments

Non-tenure-track faculty is full-time faculty, including select librarians, whose appointments may be renewed annually, after a review of needs and performance; they are eligible for cost-of-living adjustments if the University budget allows. Based upon their qualifications, they may be appointed as Instructor or Assistant Professor, only.

They may receive employee benefits, serve on committees, and may apply for grants and faculty development opportunities. Faculty who meet the criteria of tenure-track faculty may compete for a tenure-track faculty appointment once such a position opens.

Non-tenure-track faculty should be included in the communications of their schools/departments as well as in their places of employment and be provided with:

- clearly stated evaluation procedures;
- consideration for hiring and pay raises according to set policies;
- office space, phones, and access to computers, libraries, electronic library databases, photocopying, parking, clerical and technological support on a similar basis as tenured /tenure-track faculty are allocated;
- eligibility for grants to attend conferences, as funds permit;
- support for professional development in regard to teaching, creative activities and scholarship, as funds permit;

2.2.3 Auxiliary Appointments

2.2.3.1 Lecturer

This faculty appointment is reserved for persons whose research, publications,

classifications, or other accomplishments are recognized as authoritative and influential in an academic discipline.

2.2.3.2 Clinical Instructor

This faculty appointment is reserved for nurses with required clinical expertise, graduate credentials, and/or certification, who provide clinical supervision, instruction, and evaluation of students in various health care facilities or clinical simulation settings. Based on credentials and experience, appointment is made at the rank of Clinical Instructor, Clinical Assistant Professor, or Clinical Associate Professor.

2.2.3.3 Laboratory Instructor

This faculty appointment is reserved for those individuals who possess requisite training and skill to teach laboratory courses and who possess graduate credentials.

2.2.3.4 Adjunct Faculty

Adjunct faculty is appointed on a semester-by-semester basis, in accordance with the specified needs of the University and the results of teaching evaluations. This designation may include administrative employees of the University or external individuals who, from time to time, teach specific courses in disciplines where they demonstrate academic preparation. Adjunct faculty must have at least a master's degree with 18 semester hours of graduate level credit in the discipline or documented successful experience.

Adjunct faculty members are employed when teaching-load considerations for regular faculty preclude offering required courses or when specific expertise will enhance the educational effectiveness of the institution. Adjunct faculty members teach no more than nine credit hours in any given semester.

Adjunct faculty members do not participate in standing committee work, do not represent the University at professional, business, or civic meetings, or advise students. However, they offer 2 hours per 3 credit hour course of office time per week for students enrolled in their course(s) which they are employed to teach. They also do not participate in governance matters and are not eligible for tenure or promotion. They have no contractual security beyond the current semester contract and are not eligible for funding for faculty development or inclusion in the University's health, life insurance, or retirement plans.

2.2.3.5 Instructional Assistant

These individuals possess the requisite training and skill to provide technical and instructional support. They may receive part-time or full-time appointments for a semester or a number of years as need dictate. Appointments may be renewed depending upon school/departmental need.

2.2.3.6 Endowed, Eminent, or Named Chairs

The University reserves the right to make faculty appointments that carry the additional title of an endowed, eminent, or named Chair. The holder of an endowed or named chair must satisfy the conditions associated with that chair. Typically, though not necessarily, holders of endowed or named chairs will be tenured faculty. Faculty appointed to endowed or named chair positions shall hold that designation at the pleasure of the University according to the terms of endowment or grant. Appointments to eminent or endowed chairs which are rotating or non-rotating may be made on the basis of a national faculty search. Appointments to named or rotating professorships are made from current or recruited University Faculty and carry renewable one-year terms. Appointment and reappointments to these professorships are made by the President upon recommendation of the Provost/SVPAA.

Holders of these chairs may receive an annual discretionary support budget, if the University determines that the annual budget allows.

2.2.3.7 Artists/Scholars-in Residence

Persons who bring special expertise or recognition to the University may be appointed as artists- or scholars-in-residence. This designation is reserved for individuals whose research, publication, or other accomplishments are recognized as authoritative in such areas as the arts, industry, politics, or other domains outside the academic profession. Length of appointment will be determined contractually.

2.2.3.8 Visiting Professorships

Individuals who satisfy the requirements for appointment to the faculty but who accept an appointment for a specific period, normally not more than one academic year, are designated as visiting professors. The University may make such appointments to enhance the quality of instruction and the national visibility of the University. Visiting professors hold rank commensurate with their qualifications and enjoy all of the academic privileges of tenured or tenure-track faculty members. However, they do not participate in faculty governance matters or faculty personnel decisions and are not eligible for tenure or promotion.

2.2.3.9 Joint Appointments

Joint appointments are made for faculty holding academic rank in more than one Academic College or those holding an administrative position in addition to an academic appointment. The terms of the joint appointment are delineated in the letter of appointment, including the designation of a primary department for the purposes of annual evaluation, promotion, and tenure decisions. Administrators with rank and tenure shall return to the school/department after serving time in the assigned managerial role.

2.2.3.10 Emeritus Faculty

Faculty members who retire from the University after twenty or more years of distinguished service may be accorded the title of Emeritus at the rank held at retirement. The Provost/SVPAA considers recommendations for Emeritus status during the academic year after retirement. The School/Department Chair, Academic Dean, and Provost/SVPAA make successive recommendations within two weeks of receipt of the request for Emeritus status. The request, together with recommendations, will be presented to the President. The President makes a decision on the request within two weeks of receipt. Emeritus faculty members do not receive salary but are accorded the use of University facilities and may participate in a wide range of faculty activities, including matters of faculty governance, but they do not retain the right to vote. They do not participate in any committee work or in any processes concerning faculty personnel decisions. Emeritus faculty members are subject to the same ethical expectations to which other faculty members are held. The President reserves the right to rescind an Emeritus designation should circumstances warrant such an action.

2.2.3.11 Faculty Researcher

Faculty members who primarily secure grants to conduct research can acquire up to 100 percent of release time as long as funding exists. The Provost/SVPAA considers the merit for the release according to the terms of the grant. The School/Department Chair, Academic Dean, and Provost/SVPAA make successive approvals of the request to engage in full-time research. The request, the funded research grant, together with recommendations, will be presented to the Provost. The Provost makes the final decision on the request. Once funding ceases, depending on the terms of the grant or hire, the faculty member may return to the department to teach full-time.

Faculty researchers are expected to participate in the life of the University by attending School/Department, College, General Assembly and other meetings according to the terms of the contract. Also, faculty researchers are encouraged to include the opportunity for students to engage in research, internships, and in other scholarly roles in the grant. The faculty member should be at the assistant professor level or higher, and shall be evaluated annually according to the goals of the grant and the faculty evaluation process. However, the research and grantsmanship components will be weighted more heavily.

2.3 Terms of Appointment

2.3.1 Contractual Appointments

Annual contracts define the terms and conditions under which faculty are employed by the University. University policies described elsewhere in this handbook determine eligibility to receive contracts for employment. Faculty members are required to complete all exit procedures at the end of the academic year, as determined by the Chair, Dean, and Provost.

2.3.2 Faculty Contracts

The University issues contracts to nine-month tenure-track and non-tenure-track faculty by May 1st for the following academic year. The tenured faculty will receive only a letter to inform them of any salary changes. The Provost/SVPAA must notify the faculty in writing concerning any delay and must give the projected date of issuance. Letters of non-reappointment will be sent to the appropriate faculty members no later than December 15th. Faculty, in their first year of service, is notified of non-reappointment not later than March 1st if the appointment expires at the end of the year. If the appointment terminates during the academic year, faculty must be notified of non-reappointment at least three months in advance of their termination. Letters of non-reappointment and contracts are typically dispatched by certified U.S. mail. At the request of the faculty or for expediency, the contracts may be dispatched by email.

The appropriate Chair and/or Academic Dean can recommend non-reappointment for first-year faculty to the Provost/SVPAA. The Provost/SVPAA makes non-tenure-track appointments upon the recommendation of the appropriate Academic Dean in collaboration with the Chair. Appointment as non-tenure-track faculty depends on the needs of the school/department and budgetary realities.

2.4 Terms of Service, Duties and Responsibilities

2.4.1 Administrative and Academic Management Appointments:

2.4.1.1 Academic Deans

Academic Deans are at-will employees, serve at the pleasure of the Provost/SVPAA, and may be removed from service at any time for any lawful reason and may resign their position as Academic Dean at any time. Academic Deans are selected by an appointed Search Committee by the Provost/SVPAA. The Committee shall be composed of faculty members and chairs of the prospective Academic College, and selected staff members. After compiling a pool of candidates, the Search Committee conducts telephone interviews, rates the candidates, and selects a group of finalists. The Chair of the Committee requests permission from the Provost/SVPAA to invite finalists for onsite interviews. During the interview process, candidates meet with the Search Committee, other members of the appropriate College, the Academic Deans, the Provost/SVPAA, and the President, if possible.

After the formal interview, every member of the Search Committee rates each candidate according to the rubric that aligns with the job description, the interview questions, the requirements listed in the faculty handbook, and the dossier presented by the candidate. After individually rating the candidates, an assessment meeting is held to discuss findings and determine the list of finalists. The Chair of the Search Committee forwards the list of finalists and their ratings to the Provost who submits the form "Recommendation for Employment" to the Provost/SVPAA. The Provost/SVPAA will determine whether an offer of employment will be

made to the recommended candidate. The offer of salary and position is the responsibility of the Provost/SVPAA. In general, at least seventy-five percent of release time of the teaching load of Deans is dedicated to their new responsibilities as Dean. The Dean is a member of the Faculty.

The Provost/SVPAA, Academic Chairs and collegial faculty annually evaluate the Academic Deans (*see the Office of Academic Affairs for the Faculty Assessment of Deans form*). Academic Deans are responsible for the overall administration and implementation of programs within their respective Academic Colleges.

The Academic Dean's duties include:

- Serving as a member of the Academic Deans Council;
- Providing general administration of the Academic College, including developing policies for the Academic College in consultation with Department/School Chairs and college faculty and for making recommendations to the Provost/SVPAA, and representing the Academic College in the annual budget process of the University. This includes assisting Departmental/School Chairs with the administration of department/School budgets and assuming responsibility for keeping expenditures within the approved college budget;
- Submitting a recommended schedule of courses for the Academic College for each academic term, furnishing appropriate catalogue material and supervising Academic College office personnel;
- Supervising and coordinating the academic and administrative functions of the departments as related to the mission of the University;
- Assisting the Provost/SVPAA in identifying outstanding prospective faculty, gathering credentials and other evidence of excellence, and making recommendations for employment of faculty;
- Implementing the University's overall academic plan by designing the Academic College's curriculum in cooperation with Departmental Chairs to insure the appropriateness and effectiveness of its academic program;
- Assisting each faculty member in the Academic College with the development of an academic plan leading to tenure and promotion;
- Evaluating faculty performance in accordance with procedures outlined in the Faculty Handbook and making recommendations to the Provost/SVPAA and/or appropriate committees for salary increases, promotion and tenure, or termination of employment;
- Promoting the professional growth of faculty by 1) recommending leaves of absence for advanced study to the Provost/SVPAA, 2) assisting faculty in securing fellowships leading to an advanced degree, 3) recommending teaching load reductions for research, publishing, and/or grant administration, 4) recommending financial assistance for participation in professional meetings, recital engagements, workshops, etc., 5) providing guidance to non-tenured faculty members through evaluation and/or

recommendation to the tenure track, and 6) keeping faculty aware of pre- and post-doctoral scholarship and fellowship opportunities in the disciplines within the Academic College;

- Convening meetings of the faculty;
- Assuring that faculty meets University deadlines,
- Assisting the University in fundraising and development activities;
- Assisting the Academic College and the University in the recruitment and retention of students;
- Submitting to Provost/SVPAA all required internal reports and minutes;
- Overseeing faculty advisement of college students and registration procedures for the Academic College;
- Keeping college students abreast of internships, job placements, and graduate/ professional school opportunities;
- Approving work-study students in the Academic College and providing supervision of those students;
- Teaching of one course per academic year; and
- Performing other duties as assigned by the Provost/SVPAA.

2.4.1.2 School/Department Chairs

School/Department Chairs are appointed/ recruited by the Deans, following consultation with members of the school/department search committee. If recruited, a similar process as described for the recruitment of Deans above shall be followed. The Dean reviews the candidates and informs the Provost/SVPAA of his/her ranked selections. The Provost/SVPAA will determine whether an offer of employment will be made to the recommended candidate. In general, at least twenty-five percent of release time of the teaching load of School/Department Chairs is dedicated to their new responsibilities as Chair. Depending upon other select factors (number of faculty supervised, number of majors and program coordinators, joint appointment of chair and program coordinator, accreditation status, semester hour generation, number of majors, etc.), including the budget and the needs of the University, a stipend may be offered along with the release time. The Chair is a member of the Faculty.

The School /Department Chair provides leadership and direction and coordinates the work of departmental/School faculty in carrying out the mission of the University. They will assist in the development of faculty in teaching, research, and service. Academic Chairs report directly to Academic Deans and are evaluated annually by the Deans and departmental faculty (*see the Office of Academic Affairs for the Faculty Assessment of Chairs form.*)

The School/Department Chair's duties include:

- Managing the department's academic program(s) and collaborating in the development and implementation of cross-disciplinary and cross-college programs;

- Maintaining the quality and effectiveness of the academic program(s) which involve(s) continuing curriculum review, assessment and improvement, as well as the maintenance of records and other activities appropriate to continuing evaluation and redesign;
- Coordinating grant-writing efforts of the faculty in developing programs for the Academic Department/School, College, and the University;
- Assisting Academic Deans in encouraging the professional academic development of faculty members in the department through guiding and overseeing their individual academic plans;
- Assisting Academic Deans in setting the priorities for the departmental budget and administrating its expenditures;
- Preparing all reports requested on departmental activities, both for reviews within the University and for external organizations;
- Convening and conducting meetings of the school/departmental faculty;
- Evaluating all faculty in the department including Program Coordinators, and
- Performing other duties as assigned by the Dean and/or the Provost/SVPAA.

2.4.1.3 Program Coordinators

For each major in a degree program, the institution assigns responsibility for program coordination, as well as for curriculum development and review, to persons academically qualified in the field. In those degree programs for which the institution does not identify a major, this requirement applies to a curricular area or concentration (adapted from SACS Principles for Accreditation). Program Coordinators report directly to Department Chairs and are evaluated annually by the Chair and departmental faculty (*see the Office of Academic Affairs for the Faculty Assessment of Program Coordinator's form*).

Program Coordinators are selected according to their credentials by the Chair or recruited according to 2.1 Faculty Recruitment in the Faculty Handbook. The Chairs inform the Dean, who informs the Provost/SVPAA of the selection. The Provost/SVPAA will determine whether an offer of employment will be made to the recommended candidate. Depending upon other select factors (number of majors and program coordinators, joint appointment of chair and program coordinator, accreditation status, number of labs, etc.), including the budget and the needs of the University, a stipend will be offered accordingly, but no release time will be granted. This act of service will count towards annual service for faculty evaluation. The Program Coordinator is a member of the Faculty.

The Program Coordinator's duties include:

1. Conducting curriculum development and review of the major;
2. Conducting curriculum development and review of discipline courses for the general education program;
3. Chairing the search committee and recommending to the Department Chair credentialed faculty for hire in the major;

4. Recommending courses for fall and spring schedules, and summer sessions;
5. Developing and monitoring course and major retention plans;
6. Assessing and evaluating the program for institutional effectiveness; and
7. Performing other duties associated with the success of the degree program.

2.4.2 Teaching Faculty

- **Teaching Load:** The faculty teaching load is twelve credit hours per semester for full-time faculty. For teaching laboratory courses, please see the policies and procedures in the Office of Academic Affairs. The Chair, in consultation with the Dean, determines faculty teaching loads and student advisement assignments. Whenever possible in assigning teaching loads, the Chair balances class size and number of preparations. Instructional loads may be adjusted (increased or decreased) on a semester basis based on equitable distribution of students and courses. This adjustment to ensure that each full-time faculty is teaching a full load (considering semester hours, preparations, and class size), may not yield additional pay.
- **Teaching Overload:** A teaching overload is defined as any teaching assignment above 12 credit hours per semester. When it becomes necessary to offer additional courses or course sections, supplementary pay may be offered to full-time faculty according to the policies and procedures of the Academic colleges. In times of budgetary constraints, the administration reserves the right to require faculty to teach between 12-15 hours and/or to teach more students with an increase to class size.
- **Release Time:** At the discretion of the Provost/SVPAA and if funds are available, additional release time may also be given to faculty chairing large schools/departments, preparing publications, writing proposals for institutional grants, etc. Release time and/or stipends may be granted by the University, specifically to support (1) presentations at or participation in professional meetings; (2) campus workshops, seminars, and forums; (3) off-campus summer development courses; (4) research projects; (5) short-term travel grants to other campuses to observe model programs and/or confer with colleagues; and (6) the implementation of successful grants. These stipends are offered to all faculty on a competitive basis.
- **Office Hours:** To assure student access to faculty, full-time faculty must hold no fewer than six office hours a week. Office hours must be posted on faculty office doors at the beginning of each term, including summer sessions, with copies to the school/Department Chair and Academic Dean.
- **Class Attendance:** Faculty (full-time, adjunct, part-time, clinicians, etc.) members must keep official roll books listing class enrollees, attendance, and records of student performance. Faculty members are expected to meet classes as scheduled, to be punctual, and to maintain an atmosphere of responsible intellectual inquiry. If a faculty member is absent, tardy, or cancels classes, the

faculty member must immediately notify the Department Chair and the Academic Dean.

- **Student Advisement:** Advising is an essential responsibility of the faculty member's effectiveness as a teacher. Dillard University recognizes the importance of sound, systematic academic advising for the achievement of educational goals. Advisors establish a shared responsibility with each advisee for that student's course of study. Good relations between advisor and advisee are essential for this process to have optimal effectiveness. Faculty must participate in continuous training and demonstrate a thorough knowledge of the requirements for graduation within their discipline and Academic College, as well as the core requirements of the University (*see the Office of Academic Affairs for the Student Evaluation of Advisement.*)
- **Course Syllabi:** The syllabus is defined as an outline of the content of study. Syllabi list clear goals, objectives, student learning outcomes, and required texts, course prerequisites, instructor's office hours, class attendance policies, and departmental and University assessment methods and instruments. In addition to the contents listed above, each course syllabus should include a bibliography of suggested or required readings, examination dates, and summary of course topics to be covered, and criteria for grading student's performance. Other essential syllabus items are challenging outside readings, assignments and laboratory-integrated work (if applicable). Faculty should respond to scholarly developments and advances in their disciplines with syllabi reflecting innovations in engaging teaching pedagogies and course content. Syllabi must be filed by each faculty member in the Academic College and distributed to students on the first day of class. Annually, the Academic Deans shall remind the faculty of the syllabus format (*see the Office of Academic Affairs for the Syllabus Format*). Departmental Chairs assist Faculty in meeting these expectations.
- **Grade Reporting:** Final grades must be electronically submitted for all students in all classes on or before the date designated by the registrar. Grade changes or removal of incompletes must be made by faculty on official forms and must be approved by the appropriate Academic Chair and Dean. Except for miscalculation of grades, Academic Chairs and Deans will not accept grade changes after records for graduation are closed. Incomplete grades should not be given to students who need to complete a substantial amount of the course requirements as assisted by an instructor. Incomplete grades must be removed prior to mid-semester of the next academic semester and only upon the student's completing the remaining course requirements at Dillard University. Final course grades are the property of the institution.
- **Participation:** Faculty are required to participate in School/Department, College, and General Assembly Meetings, and the following University-sponsored events: the Faculty Institute, Founder's Day, Honors Day, Baccalaureate, and Commencement. Faculty are expected to continue to participate in carrying out the mission of the University by involving themselves in the range of activities within

the global academy, as this relates to teaching, scholarship, and service (on and off campus). Participating in the governance structure of the faculty through the Faculty Senate and the Standing Committees of the Faculty Senate count toward campus service.

2.5 Evaluation of Faculty Performance

A regular review of the performance of all faculty members at the University will be conducted to review and give credit to contributions to the University and to their disciplines. The three criteria used to evaluate faculty performance include teaching, research and service.

2.5.1 Teaching

Teaching is the primary area where faculty must demonstrate expertise in their current field of study. Faculty is evaluated on competence, teaching effectiveness, student learning outcomes, and utilization of technology in the classroom. Assessments are completed by students, faculty peers, department faculty and Chairs, and Academic Deans. Teaching effectiveness is a priority at Dillard University. (Also, refer to 2.2.1 Full-Time Tenure-Track and Tenured Faculty Appointments and Rank)

2.5.2 Research, Publications, Creative Works, and Professional Activities

The faculty's research, refereed publications, creative works and/or performances are essential criteria for receiving tenure and/or promotion. Knowledge acquired through sound research and creative activities fosters professional growth. Research supports progress in the faculty's discipline, enhances teaching through the introduction of new and innovative teaching methodologies, and promotes success in grant writing. Creative activities should reflect intellectual and scholarly content. (Also, refer to 2.2.1 Full-Time Tenure-Track and Tenured Faculty Appointments and Rank)

2.5.3 University and Public Service

Faculty performance in the area of service is judged at the internal (University) and external (public) levels as follows:

- 1. Internal:** Faculty members shall demonstrate University service through active participation in faculty committees and other activities that support the Academic School/Department, the College, and the University.
- 2. External:** Public service extends the professional and/or related services of faculty members to the community, state, nation, and beyond.

(Also, refer to 2.2.1 Full-Time Tenure-Track and Tenured Faculty Appointments and Rank)

2.5.4 Evaluation

Faculty evaluations are used to improve instruction, determine merit salary increase where applicable, contract renewal for faculty, and tenure and promotion review. The evaluation

instruments consist of 1) student evaluations in all courses taught, 2) students' evaluation of their academic advisor once a year, 3) annual evaluations by Department Chairs in consultation with the deans, 4) peer reviews and 5) self-evaluations.

2.5.4.1 Student Assessment of Instruction

Student evaluations are administered approximately two weeks after mid-term examinations each semester or two weeks before the last day of classes. (*See the Office of Academic Affairs for the Instrument for Student Evaluation of Instruction form.*)

2.5.4.2 Faculty Peer Review

All faculty is reviewed during the second semester of their first, third, and fifth years of service. (*See the Office of Academic Affairs for the form for Peer Review of Faculty.*)

2.5.4.3 The Third-Year Review of Tenure-Track Faculty

A third-year review is required of all tenure-track faculty (*see the Office for Academic Affairs for the Third-Year Review of Faculty form.*) This review is necessary to give junior faculty and/or tenure-track faculty the opportunity to be appraised by themselves and by colleagues. Criteria under the Promotion and Tenure process shall be used for this appraisal. By March 1st the faculty member, in consultation with the school/Department Chair, will prepare a dossier documenting achievements in teaching, research/scholarship, and service.

At a minimum, the dossier will contain: 1) a current curriculum vitae and biographical statement; 2) sample of publications, creative works, proceedings, presentations or manuscripts; 3) course evaluations, syllabi, tests and other documentations regarding teaching performance; 4) personal statement by the faculty member regarding teaching, research, service (Academic plans); and 5) assessments by students, faculty, Department Chairs and Academic Deans.

The dossier shall be passed on to the Dean in concert with the Department Chair. Each shall write a letter evaluating the faculty member's performance that may relate to promotion and tenure, as well as offer faculty development strategies to enhance faculty development. Lack of improvement may be grounds for termination.

2.5.4.4 Evaluation of Faculty by School/Department Chairs and Academic Deans

Evaluations of faculty by Academic Deans and School/Department Chairs are used for faculty development and reward, as well as for performance review (*see the Office of Academic Affairs for the Evaluation of Faculty by Deans/Provost form and the Evaluation of Faculty by the Chair form.*) The major categories assessed are: 1) classroom teaching and utilization of technology, 2) student advisement, 3) research, publications, creative activities and/or performance, 4) internal and external service, and 5) grantsmanship. This evaluation takes place

annually during the second semester. Faculty members assess themselves on official forms (*see the Office of Academic Affairs for Faculty Self-Evaluation Form*) and discuss the results in conference with their Academic Dean and Department Chair. The School/Department Chair completes the evaluation of faculty after these conferences in consultation with the Dean. The evaluation results are discussed with the faculty member and signed. The completed and signed evaluation forms are then submitted to the Provost/SVPAA for review and further comment. The Provost/SVPAA reserves the right to suggest modifications to the evaluation.

2.6 Tenure and Promotion Policies, Procedures and Criteria

2.6.1 Tenure at Dillard

Granting or denying tenure is the most serious career decision made for faculty at the University. Tenure recognizes the contributions of faculty members who over the years have dedicated themselves to the mission, vision and values of the University through exemplary evidence in teaching, research and service.

The granting of tenure is made in writing and suggests a mutual commitment by the University and the faculty member to continuing long-term employment. However, tenured faculty may be dismissed if: 1) a financial exigency exists for the University as a whole; 2) changes in or the elimination of an educational program prevent faculty from making a productive contribution; 3) insubordination, 4) for cause, or 5) unethical or unprofessional conduct is demonstrated.

2.6.2 Eligibility for Tenure

Faculty members on tenure-track must apply for tenure during the first semester of the sixth year of continuous employment at the University, unless granted a dispensation. Exceptional performance in teaching, research and grantsmanship, publication, and services with exceptional demonstrated track of academic records, which is recognized by the candidate's peers, may be considered for early Tenure and Promotion. The Provost/SVPAA notifies faculty members in writing of eligibility and time frame of individual probationary periods. The Provost/SVPAA conducts an annual meeting outlining the University tenure and promotion procedures to prospective candidates. Note that tenure is not automatic after a certain length of time at the University. Faculty or potential Faculty considered for tenure are as follows:

- A. An associate or full professor;
- B. Assistant professors shall simultaneously apply for promotion to Associate professor and tenure;
- C. A faculty member holding tenure at another accredited university or college, who left the institution in good standing and has been employed at the University for one year, may apply for tenure-track position at Dillard University.
- D. An academic administrator with faculty rank

2.6.3 Probationary Period

All faculty members on tenure-track must apply for tenure during the first semester of the sixth year of continuous employment at the University, unless justifiable incidents disrupts the service years. The probationary period begins with the initial full-time tenure-track appointment with a terminal degree at the rank of assistant, associate or full professor and shall not exceed seven years in the case of stopping the tenure clock due to justifiable reason which approved in writing by the Provost/SVPAA.

2.6.3.1 Reducing the Probationary Period

If an early application for tenure is submitted, it must follow the established guidelines for promotion and tenure and the submission has to be approved in writing by the Provost/SVPAA.

- A **new** faculty member holding tenure at another accredited university or college who left the institution in good standing shall submit a written request with evidence of tenure to the Dean for transfer of this tenure status to the University. Upon approval of the Chair of the school/Department, College Dean, Provost/SVPAA, and President, recommendation in this regard will be forwarded to the President by the Provost/SVPAA and shall be presented to the Board for approval after/during the faculty member's first year of service to the University.
- A faculty member initially appointed at the level of **associate professor without tenure** may apply for tenure or tenure and promotion at the end of the **fourth year and certainly at the beginning of the sixth year** in academia at the University. If tenure is awarded, a tenure contract will be offered to the faculty member at the beginning of the fifth year or seventh of service. A faculty member appointed to the rank of **full professor without tenure** may apply for tenure at the end of the first year and certainly by the end of the **third year** in academia at the University. If tenure is awarded, a tenure contract will be offered at the beginning of the second or fourth year of service.

2.6.3.2 Extending the Probationary Period

Faculty members in administrative/grant/release time positions with teaching assignment less than 50%, or who do not have teaching assignments or are on approved leave of absence, will not have this time counted as part of the probationary period. Faculty who hold a tenure-track position could, under certain circumstances, formally request a delay of application for tenure up to a maximum of two years. The faculty member shall:

- Submit a letter to the Provost/SVPAA requesting the amount of time to be excluded from the probationary period;
- Provide evidence that readiness for tenure has been negatively impacted by special circumstances;

- Document the delay of the tenure clock as defined by the American Disabilities Act (contact the Office of Human Resources);
- Submit the letter prior to sixth year of the probationary period;

The decision to extend the tenure probationary period rests with the approval of the Provost/SVPAA.

2.6.4 Promotion and Tenure Procedures/Guidelines

The process for Tenure and Promotion review occurring in the sixth year is governed by a calendar of deadline submissions set by the Provost/SVPAA annually. Grants of tenure are restricted to 80% the tenure track faculty. Exceptions may be made at the discretion of the Provost/SVPAA. A candidate for tenure must develop a formal dossier/portfolio for the review process. The format for the construction of the dossier/portfolio is described under 2.6.4. All external reviews of scholarship, letters assessing the candidate's contribution to the discipline, and other solicited letters of support from professional colleagues must be registered in the dossier/portfolio before submission to the School/ Department Promotion and Tenure Committee.

1. The candidate must petition for consideration in fall semester of his/her sixth year and forward a dossier/portfolio to the School/Department Tenure and Review Committee (composed of only tenured faculty) through the School/Department Chair.
2. The School/ Department Tenure and Promotion Committee reviews the dossier/portfolio and makes a formal recommendation to the School/Department Chair by the 15th business day in October.
3. The School/Department Chair receives the recommendation of the School/Department Tenure and Promotion Committee and conducts an independent assessment of the dossier/portfolio which may or may not concur with the decision of the committee by the first business day in November.
4. The candidates' dossier/portfolio, including the recommendation of the School/Department committee, as well as the letter of assessment of the Chair is forwarded to College Dean, who makes an independent assessment of the dossier/portfolio which may or may not concur with the decision of either the chair of the School/Department or the School/Department promotion and tenure committee, then forward that to the Provost/SVPAA who presents the materials to the University Promotion and Tenure Committee by the first business day in December. It is imperative that all the recommendation letters of the School/Department, Chair of the School/Department, Dean of the college outlines all the reasons for support /rejection of tenure and promotion including the supporting materials if available.
5. The University Promotion and Tenure Committee reviews the dossier/portfolio and supporting materials and renders a recommendation to the Provost/SVPAA by the

first business day in February.

6. The Provost/SVPAA reviews the process for compliance with published protocol, makes an independent assessment of the dossier/portfolio and supporting materials, then forwards the dossier/portfolio and recommendation to the President. by the first business day in March. In the case if the applicant is serving as Dean of a college, then the Provost/SVPAA will submit the dossiers of Academic Deans under promotion and/or tenure review to external and internal tenured scholars for evaluation and recommendation by the first business day in March. These scholars will be selected by the Provost/SVPAA. These dossiers are not reviewed by the University Standing Promotion and Tenure Committee.
7. The President reviews the dossier/portfolio by the first business day in April and forwards recommendations for promotion and tenure to the Board of Trustees.
8. The Board of Trustees reviews the dossier/portfolio during the Spring Board Meeting in April and makes recommendations for approval/denial to the President
9. The President and/or the Provost/SVPAA will directly notify (within one week) all candidates of the tenure or promotion decision of the Board of Trustees
10. The candidates who do not receive recommendation for tenure will receive a termination letter of his/her service at the University and may receive a terminal contract for the following academic year only if the Provost/SVPAA determines that the University's budget is adequate and their service is needed.

2.6.4.1 Responsibility of the Chair of the School//Department in the Promotion and Tenure Process:

The promotion and tenure process begins in the first year of service when a candidate is appointed as tenure-track faculty. An academic plan is developed by new faculty and approved by the Chair of the School/Department. The outline for building a dossier/portfolio results from this first step.

Chairs provide guidance to tenure-track faculty members through their annual evaluations. The purpose of the evaluations is faculty development and reward. Its objective is to sustain a feedback system that keeps faculty abreast of the status of their careers at Dillard University. A satisfactory evaluation may be the basis for an increase in salary, as well as a recommendation for promotion and/or tenure when the time comes for application. An unsatisfactory rating may warrant no salary increase and non-recommendation for promotion and/or tenure or separation from the service by not renewing the annual academic contract.

Chairs also provide guidance, through instruction on proper preparation of required materials for promotion and/or for tenure dossier/portfolios. They assist School/Department faculty by making available sample dossier/portfolios of required documentation, and they render assistance in the Third Year Review process, which is a very critical step toward the promotion and tenure status. In concert with the Provost/SVPAA, Deans, Chairs will host

and support annually New Faculty Orientation sessions or workshops on promotion and tenure for new and interested faculty. Chair of the School/Department is responsible for setting up the formal review process according to the FHB. After consulting with the appropriate program coordinator, the Chair arranges a conference with each applicant. The Chair submits the names of all faculty members applying for promotion and/or tenure review to the college Dean, who submits the names to the Provost/SVPAA. According to the procedures and/or guidelines listed herein for promotion and tenure, the Dean communicates his recommendation of support/rejection with the Chair of the School/Department as well as the candidate after he submits his/her portfolio to the University promotion and Tenure standing committee for their review.

2.6.4.2 Responsibility of Faculty

Faculty members are responsible for their career paths and must apply for tenure and/or promotion by written request to the appropriate Chair and College Dean.

All candidates must submit a dossier/portfolio that includes updated short and long curriculum vitae with information documenting all claims made regarding teaching, research/scholarship, creative achievement, and internal and external service. While the University standing committees may request additional written information for clarification if they decide to do that, the burden of responsibility for providing appropriate and complete documentation lies with the candidate. At the conclusion of the process, all dossier/portfolio materials are returned to the candidate by the end of the 7th year.

2.6.4.3 Responsibility of School/Department Committee on Promotion and Tenure

Each Chair of Academic Department/School selects a Committee for Promotion and Tenure composed of tenured faculty members and the chair of the school/Department will appoint the chair of the committee from the three or the five appointed members. This committee provides recommendations to the Chair for /School/Department faculty applying for promotion and/or tenure. Academic Departments/Schools elect three or five tenured members to serve on the committee. All members must be associate or full professors with tenure. If the tenured members in the School/Department are insufficient in numbers, or if they lack qualifications in the candidate's field, the committee members may be chosen from another academic School/Department, college or from higher education institutions external to the University with approval by the Provost/SVPAA. In consultation with the School/Department chair, the candidate for promotion and/or tenure may recommend one external reviewer to write a recommendation. In the event of faculty with joint appointments, committee members must be evenly distributed from each academic School/Department and on this case the members of the committee will be either four or six members. Faculty selected to serve on the School/Department Promotion and Tenure Committee cannot simultaneously hold a similar position on the University Promotion and Tenure Committees. The primary responsibility of the Promotion and Tenure Committee is to evaluate the candidate's request for promotion and/or tenure based on the criteria described in the Faculty Handbook in areas of 1) teaching, 2) research, scholarly and creative work, and 3) service to the University community and profession/discipline.

The three areas described are given the following weights:

- Teaching: 50%;
- Research, Publication and Creative Work, Professional Activities, presentations 30% and
- Service 20%.

The Chair of the committee writes a letter of support or rejection for each candidate, indicating the committee's actual vote, the rationale for its recommendation, and a summary of the principal strengths and weaknesses of the candidate on three areas of Teaching, Research and service. Sound documentation is required to support committee recommendations. If the vote of the committee is divided, an explanation of the differing viewpoints on the case must also be given. However, it is not the task of the reviewers to defend a negative decision. Recommendations are made to assist the School/Department Chair in forming decisions regarding tenure and/or promotion of faculty.

2.6.5 Promotion and Tenure Criteria

Faculty members must progress toward or effectively meet the goals set forth in their academic plans. (See 2.7-The Academic Plan.) The following criteria are used in the evaluation of each candidate applying for tenure at Dillard University. The candidate must address in writing, with supporting evidence, each of the criteria presented below. The University Promotion and Tenure Committee must vote on each criterion. The vote is recorded in writing with recommendations and placed in the candidate's dossier/portfolio before submitting the dossier/portfolio to the Provost/SVPAA.

2.6.5.1 Teaching

Effective teaching is a critical criterion for granting tenure and promotion. The faculty member must demonstrate a teaching philosophy compatible with the mission, vision, goals, and objectives of the University. The primary responsibility of evaluating effective teaching is the responsibility of faculty colleagues in the Academic schools/Departments who set the standards in writing.

Evaluation includes five components:

- A coherent statement of teaching philosophy and anticipated student learning outcomes.
- Periodic Peer review of instruction; third year evaluation by the chair of the School/Department
- End-of-semester Student assessment of instruction;
- Periodic evaluation of teaching by School/Department Chair and program coordinator; Formal letter from the School/Department Chair outlining observed teaching strengths and /or challenges with recommendation for strengthening areas of observed deficiencies outlined in the third year review.

2.6.5.2 Research, Scholarly Publications, and Creative Work

Research, scholarly publications and creative work is essential for promotion and tenure. Each type of work and each individual work exhibits specific intent, content, methodology, and product. Four elements shape the ways that creativity, inquiry and investigation are used to produce work in various artistic, scholarly, pedagogical or other specializations. The faculty member's demonstration of excellence in this arena should include, but is not limited to:

- Involvement in research,
 - Two Publications in refereed peer review journals in case of Assistant professor applying for promotion and tenure and three Publications in refereed peer review journals in the case of an associate professor applying for full professor other than the two publications used in his/her promotion and tenured process for assistant professor process and his/her name should be listed as the first author, books, chapters in books, monographs, articles in refereed journals and publications, conference proceedings and presentations at professional meetings, book reviews.
- Creative work, *e.g.*, performances, exhibits, recordings, design publications evidenced by published reviews or awards in juried exhibitions, creation of significant software or educational materials for external use by other programs, etc. Peer review by faculty, students' assessments, etc.

2.6.5.3 Professional Activities

- Successful funded/ grant proposals
- Papers read/presented at professional meetings
- Citations in published materials
- Service on Editorial boards of professional journals
- Reviewer for professional journals, professional honors and awards for research, and publications
- Letters of support from external scholars and professionals

2.6.5.4 Service

Internal (University)

- Contributing member of college and/or school/departmental committees
- Student advisement and counseling
- Student research mentoring
- Participation in University activities, *e.g.*, University recruitment, faculty ambassador or liaison, and faculty mentor to student clubs, fraternities, and/or sororities.
 - Attendance and participation in General Assembly, College and School/Department meetings

- Service on standing Committees and appointed committees by Administration, Senate or General Assembly
- Attendance and participation in Founders Day, Commencement, Honors Program, and other designated University events.

External (Professional)

- Lecturing and consulting, rendering professional services for community and public institutions or organizations that advance the mission of Dillard University.

2.6.6 Appeal of Unfavorable Tenure Decision

All candidates will be informed of unfavorable decisions regarding promotion and tenure and of their right to appeal. When a candidate receives notification from the Provost/SVPAA of an unfavorable decision the following review process is available:

1. A candidate must file an appeal to the Provost/SVPAA within 30 days following the decision. The appeal petition must allege facts sufficient to establish that:
 - a. Policies and procedures governing the review process were not adhered to as specified in the *Faculty Handbook* and/or
 - b. Relevant criteria were not adequately considered in arriving at the recommendation. Review will be limited to matters of process and not substantive issues involving the merit of the case. Introduction of new materials not present in the original dossier/portfolio will not be permitted.
 - c. Within 15 calendar days following receipt of the written appeal, the President along with the Provost/SVPAA will form an Appeal Panel, which consists of seven tenured faculty from the Four Academic Colleges. The members of this panel should not include one who served on any of the Tenure and Promotion committees of the Academic schools/Departments or the University standing Promotion and Tenure committee. The focus of this review panel shall be limited to matters of process and not substantive issues involving the merit of the case.
 - d. Within 30 calendar days of receiving the grievance, the panel will issue a report addressed to the candidate, dean, and the Provost/SVPAA. If no infractions of process are discerned, the original recommendation stands. If infractions are discovered, recommendation for resolution will be made to the Provost/SVPAA and reported to the President.

2.6.7 Post-Tenure Review of Faculty

The post-tenure review process will serve as the vehicle to evaluate tenured faculty every five years of service at Dillard, and every five years thereafter. Post-tenure review begins with an assessment by the Chair of the Academic School/Department in consultation with the program coordinator, and then the College Dean. The purpose of the review is to assist in continued development in the areas of teaching, research and/or creative work, and

service. The letter communicating the performance review will be generated by the Department Chair, in consultation with the program coordinator, and presented to the Dean who presents to the Provost/SVPAA, as well as the tenured faculty member. The timelines for all report submissions shall follow the same as outlined for tenure and promotion.

2.6.7.1 Commendable Performance

This designation indicates superior contributions and professional effectiveness with measurable outcomes at a level expected of tenured faculty members. The feedback letter will detail the faculty member's performance since the last evaluation and indicate no concerns of a magnitude which could lead to a declining performance over the next five years.

2.6.7.2 Acceptable Performance

Evaluation in this category indicates acceptable performance in at least two of the three areas of review, but reveals concerns which could lead to unacceptable performance if not addressed in a strategic plan of action in the faculty member's academic plan over the next five years. The feedback letter will explain in detail the concerns to be addressed. By the following January 1, the faculty member will design a plan of action to improve performance in areas of concern and will submit this plan to the School/Department Chair who will schedule a meeting with the faculty member and the program coordinator. This plan is also filed in the Office of the Provost/SVPAA, college Dean, and the School/Department Chair, in consultation with the program coordinator, will monitor implementation of the plan.

2.6.7.3 Unacceptable Performance

In this category, the evaluation reveals serious deficiencies that call into question the faculty member's continued professional effectiveness. Should the committee reach a conclusion of unacceptable performance; the evaluative feedback letter will identify the areas of the unacceptable rating and outline the University's expectations for remedial actions. If a tenured faculty member receives an unacceptable performance rating, he/she will not be considered for an increase in rank, merit, or cost-of-living salary until deficiencies are corrected. In addition, the following procedures will be used to address cases of negative performance:

- a. Within 30 days of notification of this performance ranking, the faculty member may request a hearing with the Chair, coordinator of the affected program, college Dean and Provost/SVPAA. The faculty member may request an outside evaluator to sit on the panel with the college Dean, School/Department Chair, program coordinator and Provost/SVPAA.
- b. The Provost/SVPAA, college Dean, School/Department Chair, and program coordinator meet with the faculty member to discuss the concerns and offer constructive solutions for improvement.
- c. By January 1st after receiving his/her unacceptable performance rating, the faculty member will design a "Plan to Improve Performance" in areas of

concern and will submit this plan to the program coordinator with a copy to the Chair, Dean and Provost/SVPAA. The department Chair and the Dean will monitor implementation of this plan.

- d. The faculty member will be advised that another review will be made to assess improvement in his/her performance. This review will be conducted one year after the submission of the "Plan to Improve Performance."
- e. If, after the second review, the faculty member's performance has improved to an acceptable level, no further action will be taken on the prior performance issues until the date of the next five-year review, as originally scheduled.
- f. If, after the third review (normally, two years having passed) the faculty member's performance has improved to the acceptable level, no further action will be taken on the prior performance issues until the date of the next five - year review, as originally scheduled.
- g. If after the third review, the faculty member's performance is still sub-par, the faculty could be subject to range of sanctions including but not limited to reduction in salary, loss of support for professional travel, and curtailment of other amenities enjoyed by productive members of the faculty, job re-assignment, and/or termination of employment.

2.8 Academic Plan

All faculty members must submit annually an academic plan by September 15th (*See the Office of Academic Affairs for the Academic Plan Form.*) These plans delineate the major academic duties of the faculty (*e.g.*, courses to be taught, committee assignments, advising duties, etc.) and indicate the means that faculty will use to satisfy the evaluation criteria listed in this handbook. The annual plan describes the faculty member's intended activities for developing an intellectual partnership with the University. This partnership may constitute the basis for employment decisions at Dillard. By necessity (*e.g.*, a change in teaching assignments) or by common agreement, the plan may be modified as the academic year proceeds. The faculty member's performance as measured against his/her plan constitutes the starting point for the annual evaluation of that faculty member's work.

CHAPTER THREE

FACULTY POLICIES OF THE UNIVERSITY

3.1 Academic Rights and Privileges

3.1.1 Statement on Academic Freedom:

Dillard University subscribes to the following 1940 statement on academic freedom of the American Association of University Professors (AAUP), which has been endorsed by nearly all important national organizations of higher education:

"Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.

Tenure is a means to certain ends: specifically (i) freedom of teaching and research and of extramural activities, and (ii) 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.

Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to the subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

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

3.1.2 Faculty Enhancement

The University takes the position that academic and professional excellence must be pursued, achieved, and rewarded. Dillard University provides faculty members with the opportunity to continue professional development throughout their teaching careers in the Center for Teaching, Learning and Academic Technology. The institution demonstrates this commitment by encouraging faculty to pursue advanced study and assisting faculty to obtain funding for additional graduate work in their disciplines, by providing leaves of absence for such study and research, by funding participation in professional meetings, by providing various workshops and in-service seminars, and by financially assisting faculty who attend summer workshops and/or seminars sponsored by the University, University consortium members, or agencies promoting professional growth.

3.1.3 Leaves of Absence

Policies regarding leaves of absence pursuant to the FMLA, annual vacation, sick leave and military leave can be found in the Office of Human Resources.

3.1.3.1 Family and Medical Leave Act of 1993 (FMLA) Absences

The University is required to comply with the Federal Family Medical Leave Act (FMLA) of 1993, which is outlined in Appendix A. The University reserves the right to designate FMLA leave as needed to any eligible employee and to require employees to use first all available paid time off as qualifying FMLA time toward the 12 week limit. The FMLA entitles eligible employees to take up to 12 weeks of unpaid, job-protected leave in a 12-month period based on the employee's anniversary hire date for:

1. The birth or placement of a child for adoption or foster care.
2. To care for an immediate family member (spouse, child, or parent) with a serious health condition.
3. To take medical leave when the employee is unable to work because of his/her own serious health condition.

Eligible Employees:

To be eligible for FMLA, an employee must have worked for the University for at least one year and have completed 1,250 hours over the 12 months prior to the commencement of the leave. The 12-month period during which an eligible employee may take up to 12 weeks of unpaid leave will be calculated using the eligible employee's service anniversary date.

Procedure:

An eligible employee who wishes to take FMLA must provide his/her supervisor with 30 days advance notice when the leave is foreseeable. At the time of the request, the

employee may complete a Family Medical Leave Information/Request Form. Once FMLA is requested or designated by the University, the employee will receive an information packet containing the full policy, forms, rights and duties of the FMLA for both the employee and the University.

In most cases, the eligible employee must submit medical certification to support a request for leave. Health and dental benefits will continue during the FMLA provided the employee makes his/her regular, monthly contributions to the plan. Failure to pay premiums may result in lapse of coverage. Contact Human Resources for specific details on continuing benefits while on leave.

Employees returning from FMLA within the 12-week period will be restored to their original job, or to an equivalent job with equivalent pay and benefits.

Employees returning from a medical FMLA may be required to present medical certification of fitness for duty. Failure to provide a medical certificate of fitness for duty may result in a denial of job reinstatement until medical certificate release is provided.

FMLA may be taken in increments as small as one hour.

Employees may not earn additional paid time off while on FMLA.

Contact human resources for the complete policy on the Family and Medical Leave Act and for a full explanation of your rights. FMLA will always begin with paid time off until all available paid time is used. After exhausting paid FMLA leave, non-paid FMLA leave will continue until the conclusion of the protected 12 week time limit. Following the conclusion of protected leave, the employer will decide whether non-FMLA leave should apply.

The medical Certification of Health Care Provider serves as a "doctor's note" to certify the reason and expected duration of the extended medical leave in writing. All requests for medical leaves must be accompanied by a doctor's statement verifying your total disability and your estimated date of return to work. Further, the University requires written medical verification of your ability to resume work and a list of restrictions that would directly relate to your ability to perform your job.

Service Member FMLA Leave

In 2008 and 2009, the FMLA was amended and now entitles eligible employees to take leave for a covered family member's service in the Armed Forces.

Leave Eligibility and Duration

Eligible employees may take Service Member leave for either (or both) of the following reasons:

1. A qualifying exigency arising out of a covered family member's active duty or call to active duty in the Armed Forces

Leave Duration: Up to 12 work weeks of leave during any 12-month period

2. To care for a covered family member (“next of kin”) who has incurred an injury or illness in the line of duty while on active duty in the Armed Forces provided that such injury or illness may render the family member medically unfit to perform duties of the member’s office, grade, rank or rating.

Leave Duration: Up to 26 work weeks of leave during a single 12-month period. (Leave may not exceed 26 weeks in a single 12-month period when it is combined with other FMLA-qualifying leave).

Veterans: The 2009 amendments extends military caregiver leave to close family members of veterans who were members of the Armed Forces (including the National Guard or Reserves) at any point in time within five years preceding the date on which the veteran undergoes medical treatment, recuperation, or therapy.

Servicemember FMLA runs concurrent with other leave entitlements provided under federal, state and local law.

3.1.3.2 Non-FMLA Medical Leave

1. In addition to FMLA leave, employees are also eligible to receive medical leave of absence due to employee inability to work because of employee pregnancy, illness or injury where (a) the employee is not eligible for FMLA, (b) the employee's illness or injury does not constitute a serious medical condition, or (c) the employee has used up his or her twelve (12) weeks of FMLA.
2. Leave under this section shall be referred to as non-FMLA leave.
3. The University **may** require medical certification on a form provided by the University if leave is sought.
4. If the need for medical leave is foreseeable, the employee must provide the University with at least thirty (30) days of notice. If unforeseeable, as much notice as practicable should be given. Failure to provide required notice may result in denial or delay of the requested leave.
5. Any employee returning from non-FMLA medical leave of absence under this Section will be allowed to return to his or her former position if there is an opening available. If there is no opening available, an effort will be made to place the employee in another available position for which he/she is qualified and capable of performing.
6. The maximum length for any medical leave of absence (including combined FMLA and non-FMLA medical leave) is one consecutive year from the beginning of the leave. Employees on leave of absence for any reason who are unable to return to work within one year may be terminated.

Release to Return to Work without Restrictions

An employee on non-FMLA medical leave of absence who is released to return to work without restrictions will be allowed to return to their former position, if it is still available, or to a substantially equivalent position, if the employee can perform the essential functions of the job. If no such regular positions are available for which the employee can perform the essential functions of the job with reasonable accommodation, the employee will remain on medical leave of absence.

Release to Return to Work with Restrictions

Light-duty positions will not normally be created for employees who cannot perform the essential functions of a regular position with reasonable accommodation. However, where an employee returning from an on-the-job injury is released to return to work with restrictions anticipated to be of a short duration, the University may, at its sole discretion, create temporary assignments for the employee in order to assist the employee in returning to work. Such light-duty assignments may not extend beyond thirty (30) days. If after thirty (30) days the employee has not been released by a healthcare provider to perform the essential functions of an available regular position, with reasonable accommodation, temporary assignments, the employee will be placed back on medical leave of absence, not to surpass one year.

3 1.3.3 Academic Leave

Leaves of absence may be granted to faculty members who have obligations for major publications or professional enhancement and development that will directly increase job effectiveness. Such leaves must be recommended by the College Dean and approved by the Provost/SVPAA. Faculty members granted such leaves shall return to their positions at the salary they were earning at the time the leave was granted plus any increments that may have been rewarded by the University. Such leaves are granted for one year at a time; no more than two consecutive years of leave of absence are permitted. Such leaves, if granted, shall be without pay. *Coverage for extended benefits under group life insurance, group medical programs, retirement plan, and similar insurance programs remain unchanged.*

3.1.3.4 Sabbatical Leave

Sabbatical leaves will be granted only for tenured faculty for the primary purpose of enhancing the value of the recipient's further service to the University and his/her profession through study, research or publication undertaken to improve pedagogical techniques, solve administrative problems, or broaden the scope of the knowledge in the faculty member's discipline. Sabbatical leaves are a privilege, not a right, and are granted only if the Provost/SVPAA determines that funding is available.

Sabbatical leaves are granted only if the faculty member guarantees one full academic year of University service immediately following the leave. If a faculty member does not complete a full year of service at the University following a sabbatical leave, the faculty member shall immediately reimburse the University for salary and any other amounts paid to the faculty member while on sabbatical. A sabbatical leave does not constitute a break in years of service.

When a sabbatical leave is granted for tenured faculty members, the sabbatical will be with half pay and with benefits.

3.1.3.5 Consulting and Other External Activities

Outside employment must not conflict with University responsibilities. Engaging in permanent outside employment during time of one teaching day without permission of the Provost/SVPAA is a conflict of interest and shall constitute grounds for dismissal. The time for external consultation shall not exceed 8 hours per week and shall not under any circumstances conflict with the faculty member's duties to the University.

3.2 Academic Responsibilities and Policies

3.2.1 Faculty Workload

To provide the breadth of academic programs required of the University, the faculty performs a complex combination of duties (i.e. workload). Workload may be defined as all faculty activities related to essential professional activities and responsibilities including but not limited to teaching; research and creative activities; student advisement; clinical, institutional, professional and community service; and professional development. As such, workload management requires the realistic assignment of the faculty's time as well as the University's resources.

Faculty members are independent professionals who (a) function in the capacity of teachers, clinicians, advisors, and researchers; (b) participate in institutional and community service projects; (c) work non-conventional, flexible work schedules that complement and facilitate the instructional needs of the students; (d) engage in scholarly activities whether non-sponsored, individual or organized, and or supported by extramural funding. Faculty members are expected to:

- Be time-conscious with respect to their professional responsibilities.
- Obtain prior approval from their respective Chair, Dean and the Provost/SVPAA for any period of sustained absence from campus responsibilities.
- Adhere to assigned office hours and class schedules.
- Notify students, in a timely manner, when classes are rescheduled.
- Arrange a convenient time for make-up appointments.
- Take attendance daily
- Submit class rosters on scheduled basis

Studies indicate that most University faculty members work more than the standard 40-hour work week inclusive of clinical, studio and laboratory contact hours in both formal and informal environments. Because of their familiarity with and understanding of the abilities and interests of their faculty members, workload assignments should be determined by the faculty's respective Department Chairs and or College Deans but shall not exceed twelve (12) hours/week. If other administrative duties assigned to the faculty by the Chair, Dean or the Provost, the amount of assigned work should be equivalent to the teaching load. An overload of a maximum of three hours shall be offered on a temporary basis and must be financially compensated, if funds permit.

3.2.2 Students with Disabilities Policy

The University complies with the requirements of the *Federal Rehabilitation Act of 1973* and the *Americans with Disabilities Act*. The University will notify the faculty member of the certified disabilities of specific students so that instructors may accommodate the needs of these students.

3.2.3 Drug-Free Workplace Policy

Dillard University is committed to providing a drug-free workplace and to making its employees aware of the dangers of alcohol, tobacco, and drug abuse. In accordance with the Drug-Free Workplace Act of 1988 and other federal and state laws and regulations, the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance in the workplace is prohibited.

The term "workplace" includes any location on University property, in addition to any location where University business is being conducted. Any employee who violates this policy will be subject to University disciplinary action up to and including termination of employment, in addition to any sanctions assessed through criminal procedures.

3.2.4 Faculty Safety Policy

Risk management provides expertise, assistance, and coordination for safety in the workplace at Dillard University. Research laboratories present particular concerns for safety. Faculty engaged in laboratory instruction or research is obligated to assure compliance with applicable safety protocols and regulations in their labs.

3.2.5 Student Safety Policy

Faculty members are expected to arrange for the supervision of students in classrooms, laboratories, and off-campus sites hosting events related to University activities. Faculty members are also expected to instruct students in the proper use of facilities, equipment, and substances that are potentially dangerous. Unsafe conditions and other hazards must be reported to the department Chair, the College Dean, and the Provost/SVPAA. The director of the physical plant must also be notified, if the matter

falls within his/her area of responsibility.

3.2.6 University Security Services

"Campus Police" has the primary duty to respond in all medical, fire, and criminal emergencies at the University. Campus Police staff is available to help 24 hours a day, 7 days a week.

Campus Police acts to prevent criminal activity as well as to respond to it through such measures as prevention education, preventive patrols, and escorts. Faculty members of the University community are encouraged to remain aware of their surroundings, to observe self-protective measures, and to report any potential threats to the community's well-being. Campus Police serves as a liaison with public law enforcement agencies. Cooperation between those outside agencies and the University community promotes awareness of the needs of one's neighbors and fosters a sense of common purpose and protection for all. Campus Police at Dillard University are housed at 2601 Gentilly Blvd.

3.2.7 Engagement in University-Sponsored Events

Participation in University functions is an important channel for professional growth and it is a contractual responsibility. University functions include lectures, forums, assemblies, concerts, and official occasions. Not only does the faculty attendance show loyalty to the University community, but also stimulates cultural, social, and intellectual growth.

3.3. Standards of Professional Conduct

3.3.1 Employee Code of Conduct

The University affirms and supports the following principles of professional ethics as set forth by AAUP in its 1987 *Statement on Professional Ethics*:

"Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.

As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect

each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance for them. They protect their academic freedom.

As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas professors show due respect for the opinions of others. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.

As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.

As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession and to their institution. When they speak or act as private persons they avoid creating the impression that they speak or act for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom."

3.3.2 Judgment, Decorum and Collegiality

Faculty members are expected to be collegial and professional at all times. If a faculty member fails to meet the standards of professionalism, the College Dean shall confer with that individual and the Provost/SVPAA concerning the lapse in professional conduct, this could establish ground for dismissal. If the misconduct arises out of a failure to meet a professional responsibility to the University and a resolution cannot be reached, the case is referred to the Academic Responsibilities, Grievance, and Ethics Committee and may lead to a ground for dismissal. If a faculty member fails to meet the standards of professionalism in teaching effectiveness and a resolution cannot be reached, the faculty member shall be referred to the Center for Teaching and Learning with Academic Technology for professional growth and teaching effectiveness training. If misconduct arises out of a malicious use of power in the assignment of grades, the Provost/SVPAA may authorize and convene a faculty panel to review the assigned grades and recommend an appropriate remedy.

3.3.3 Confidentiality

In their various contractual roles, *e.g.*, as teachers, academic advisors, members of governance committees, members of search committees, school/department Chairs, Deans, and faculty members are expected to exercise professional judgment in honoring the confidentiality of information acquired in carrying out their duties. The purpose of maintaining confidentiality is to preserve the rights of individuals to privacy with regard to personal information. This commitment to confidentiality and the professional code of ethics is not intended to conceal violations of procedure or professional misconduct. All faculty are required to sign a statement of confidentiality annually.

3.3.4 Discrimination, Harassment, Professional Misconduct

The policy of Dillard University is to maintain an open, non-discriminatory, secure learning and working environment for each member of the academic community, including employees, students, and third parties. The University views any form of discrimination or professional misconduct, including sexual harassment, as offensive and counterproductive to the goals of the institution. Such behavior is prohibited and is subject to disciplinary action. The University discourages employee/student and supervisor/employee from any amorous relationships. Such relationships, even though ostensibly consensual, can be exploitative, can involve inherent conflicts of interest, and can imperil the integrity of the educational process.

These policies are not intended to infringe on freedom of speech, academic freedom, etc. As members of the academic community, faculty members have the rights and obligations of other citizens. Members of the faculty acknowledge the importance of these obligations in carrying out their responsibilities to their disciplines, to their students, to their profession, and to their institution. When they speak or act as private persons, they should avoid creating the impression of speaking or acting for the University. As citizens engaged in a profession that depends upon freedom for its health and integrity, the faculty has a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom. (*Statement of Professional Ethics, AAUP Policy, Documents and Reports*, 1995 Edition, p. 106). These policies are not intended to create unreasonably restrictive standards of behavior between members of the academic community. Instead, they are intended to ensure learning and working environments free from intimidation and abuse. Such behavior thwarts the overall mission of the institution and harms the wellbeing of its constituents.

3.3.4.1 Equal Opportunity and Non-Discrimination Policy

Dillard University firmly supports the national policy of Equal Employment Opportunity. The University's policy of equal opportunity is administered without regard to race, color, religion, gender, sexual orientation, age, national origin, physical disability, or marital status.

The University fully embraces equality of opportunity by asserting that it will take affirmative action to ensure that all applicants receive fair consideration for employment and that employees are treated fairly in all employment practices, including recruitment, selection, promotion, tenure compensation, and termination. The Office of Human Resources is responsible for the continuing development, implementation, and monitoring of the University's policy on equal opportunity and non-discrimination.

3.3.4.2 Anti Harassment Policy

It is the policy of Dillard University that all decisions regarding educational and employment opportunities at this University shall be without unlawful discrimination because of race, sex, sexual orientation, color, creed, age, national origin, disability, veteran status, or any other classification protected by law.

3.3.4.2.1 Sexual Harassment

Sexual harassment is a form of sex discrimination and is therefore in violation of University policy as well as federal and state statutes. Sexual harassment is defined as unwelcome sexual advances or requests for sexual favors when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of employment or academic status; or
- Submission to, or rejection of, such conduct by an individual is used a basis for employment or academic decisions affecting him or her; or
- Such conduct, whether verbal or physical, has the purpose or effect of interfering with the individual's work or academic performance or of creating an intimidating, hostile, or offensive environment in which to work or learn

3.3.4.2.2 Other Harassment Strictly Prohibited

Likewise, harassment based on other protected classifications is prohibited. Although it is impractical to describe all conduct that may constitute unlawful harassment, when jokes, derogatory remarks, slurs, physical contact or gestures, the display of pictures or other graphic matters, requests for favors, and employment decisions or actions are directed to any individual because of that person's sex, race, color, religion, national origin, age disability, protected activity, protected activity, and/or sexual orientation, such conduct may constitute unlawful harassment.

Any member of the Dillard University community, faculty, staff or student, who believes that he or she is a victim of harassment should immediately report the incident to the Director of Human Resources or the General Counsel and Vice President of Legal Affairs. Any such reports should be made in writing. Employees or students who present a complaint or participate in an investigation or other proceedings pursuant to the Dillard University's anti-sexual harassment policy will not suffer any retaliation.

The University shall strive to keep all complaints of discrimination on harassment as confidential as is practicable under the circumstances.

The University cannot guarantee complete confidentiality since the University cannot conduct an effective, comprehensive investigation without revealing certain information, including the identities of the complainant and witnesses to the alleged discrimination or harassment.

Upon receipt of a complaint, the University will conduct an appropriate investigation as quickly as practical under the circumstances. The University will take appropriate corrective action if its policy has been violated, which may include disciplinary measures such as termination of employment.

If you are in doubt as to whether you are a victim of or a witness to discrimination or harassment, you should report.

3.3.4.3 Professional Misconduct

The University prohibits discrimination, harassment, and misconduct based on race, color, national origin, gender, sexual orientation, age, marital status, and/or disability. Furthermore, the University will institute termination procedures for faculty members whose conduct the University deems unacceptable. Causes for initiation of termination procedures include, but are not limited to, the following:

- Flagrant disregard of the policies and procedures of the University;
- Serious disrespect for the ideals and character of the University;
- Admission of or conviction for a criminal act which clearly indicates unfitness to continue as a member of the faculty;
- Causing notorious or public scandal;
- Causing harm to a student, colleague, or member of the University community;
- Professional incompetence or continued neglect of academic duties and/or responsibilities;
- Obstruction of University functions;
- Sexual harassment;
- Threat of physical intimidation; and
- Willful destruction of and stealing of university property

3.3.4.4 No Solicitation/Distribution Policy

No employee may solicit other employees during his/her working time anywhere on University property. No employee may distribute any written material in (a) working areas at any time or (b) non-work areas (restroom, hallway) during his/her working time without permission.

Non-employees may not distribute materials or solicit employees on University property at any time unless approved by Human Resources. In such cases, a meeting room will be established for this purpose.

3.4 Faculty Compensation and Benefits

Dillard University offers competitive compensation. The Provost/SVPAA and the Vice President for Business and Finance share the responsibility for determining salaries. Faculty salaries at Dillard University are determined by classification and rank: Adjunct, Lecturer, Instructor, Assistant Professor, Associate Professor, and Professor. Each classification contains brackets to honor time, experience and rank. Where the Board of Trustees determines that funds are available, faculty may receive salary increases in one or more of the following areas:

- **Cost of Living:** The Board of Trustees may grant annual cost of living increases.
- **Tenure and Promotion:** Faculty awarded tenure and/or promotion will receive a minimum 4% increase in salary.
- **Merit:** Based upon recommendations by the appropriate department Chairs and college deans, faculty may be granted merit raises. Written documentation of outstanding performance must be provided to support consideration for a salary increase based on merit.

3.4.1 Benefits Faculty may contact the Office of Human Resources for information regarding the University health plan, retirement plan, life insurance and other benefits.

3.4.2 Salary Continuance Plan for Medical Leave FMLA allows 12 weeks without pay (See FMLA Section, herein). However, all full-time faculty members at Dillard University are eligible for six weeks of paid leave per calendar year in the case of a medical condition supported by a physician's certification. A "Leave of Absence" form and a "Medical Certification" form must be submitted to the Office of Human Resources for consideration. All payroll deductions will continue throughout this period.

3.5 Separation from Service

Faculty members may end their employment relationship with the University through resignation, retirement or death. The University may terminate its employment relationship with a faculty member through non-reappointment or dismissal for cause. The following

definitions and procedures preserve the rights and interests of both faculty and the University:

3.5.1 Resignation

Resignation is a means of separation by which a faculty member ends their employment relationship with the University prior to the end of a contractual period. Faculty intending to resign should notify the appropriate College Dean in writing at the earliest possible opportunity, but no later than December 15th of the preceding academic year.

3.5.2 Retirement

Retirement is a means of separation by which faculty members end their employment relationship with the University. Members of the faculty who intend to retire should submit a letter to the appropriate Academic Dean stating their intention to retire and specifying an effective date. Notification to the University must be made no later than December 15th of the preceding academic year before retirement.

3.5.3 Non-Reappointment

Non-reappointment is a means of separation by which the University ends its employment relationship with a member of the faculty at the conclusion of a contractual term of appointment. Non-reappointment notices are given by March 1st and usually occur due to the individual's failure to meet applicable standards for reappointment or tenure as determined through the process of faculty review. A bona fide financial exigency, as determined by the Board of Trustees, or the discontinuance or downsizing of a program or department may also result in non-reappointment. Letters of notification are issued as soon as the review process is complete or the change in circumstances and/or needs of the University is determined, all faculty members, no later than December 15th of the academic year in progress.

Non-reappointment occurs at the end of the contractual period of a terminal faculty contract. Reasons for termination of such contracts need not be given. The University reserves the right to provide compensation in lieu of retaining a faculty member who receives a terminal contract until the end of the contractual period.

3.5.4 Dismissal

Disciplinary action may be taken in the event that faculty members violate the University's expectations or fails to perform their contractual duties. Any faculty member facing dismissal charges or other disciplinary action is entitled to a hearing before the Academic Responsibilities/Grievance and Ethics Committee of the Faculty Senate. Individuals are permitted to defend themselves before the committee and are extended the opportunity of inviting witnesses to testify on their behalf. The Chair of the Academic Responsibilities/Grievance and Ethics Committee may also invite witnesses to testify during the hearing. Lawyers are not permitted in hearing.

The Academic Responsibility/Grievance Committee submits its decision and recommendations to the Provost/SVPAA. The Provost/SVPAA then makes a recommendation to the President, who exercises the final authority in such cases. In the case of tenured faculty members, they may file an appeal with a special committee of the Board of Trustees appointed by the chairman of the Board.

3.5.5 Electronic Communications Systems

Dillard University provides employees with electronic mail (“email”), voicemail, internet access, and other information systems to facilitate the educational process. These communication and information systems (CIS) are University resources and are governed by and for the University’s confidential transmission policies. Under no circumstances are the CIS, including email, to be used in a manner that may be disruptive or offensive to others. Specifically, email and voice mail shall not be used to:

- Solicit others for commercial ventures, religious or political causes, outside organizations, or other solicitations not related to University business;
- Transmit strictly prohibited sexually explicit messages, ethnic slurs, racial epithets, or any other message that may be construed as harassment of others based on race, national origin, color, gender, sexual orientation, age, disability, marital status, and/or religious or political beliefs;
- Abuse Internet privileges to access Internet sites that deliver pornography, hate speech, criminal activity, gambling information, personal advertisements, or other inappropriate content.

All information and communication systems, inclusive of email transmissions, are University records. As such, the University reserves the right to access and disclose all messages transmitted via its information and electronic mail system. Circumstances may require the monitoring of employees’ Internet activity to determine whether employees are accessing sites that are inappropriate for an educational environment.

All communications and transmissions are to be made in accordance with the University’s policy regarding confidential information. The use of email, voicemail, or the Internet to transmit proprietary information for the benefit of anyone other than the University violates the University’s policy regarding the maintenance of confidential information and constitutes a misuse of the University’s electronic CIS.

Violation of this policy may result in disciplinary action, up to and including termination of employment.

3.5.6 Policies and Procedures Manual

Dillard University Policy and Procedure Manuals are located in the Office of the Provost/SVPAA or online. It provides convenient access to Dillard University’s official

policy and procedure statements. Dillard University Policy and Procedure Manual is a fluid document. The goal is to review, revise or develop policies and procedures at Dillard University. The formal review and approval process is initiated through University Committees, Senate Committees, and the General Assembly, and then culminates with final approval by the President.

APPENDIX A

I. Employee Rights and Responsibilities Under the FMLA

A. Basic Leave Entitlement

FMLA requires covered employers to provide up to 12 weeks of unpaid, job-protected leave to eligible employees for the following reasons:

1. For incapacity due to pregnancy, prenatal medical care or child birth;
2. To care for the employee's child after birth, or placement for adoption or foster care;
3. To care for the employee's spouse, son or daughter, or parent, who has a serious health condition; or
4. For a serious health condition that makes the employee unable to perform the employee's job,

B. Military Family Leave Entitlements

1. "Qualifying Exigency" Leave for Families of Active Duty Members of the Armed Forces
 - Eligible employees with a spouse, son, daughter, or parent on active duty or call to active duty status in the Armed Forces may use their 12-week leave entitlement to address certain qualifying exigencies. Qualifying exigencies may include attending certain military events, arranging for alternative childcare, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings.
2. Military Caregiver Leave for Veterans and for Aggravated Illnesses or Injuries
 - FMLA also includes a special leave entitlement that permits eligible employees to take up to 26 weeks of leave to care for a covered service member or veteran during a single 12-month period. A "covered service member" is a current member of the Armed Forces, including a member of the National Guard or Reserves, who has a serious injury or illness incurred by the member in line of duty on active duty in the Armed Forces (or existed before the beginning of the member's active duty and was aggravated by service in line of duty on active duty in the Armed Forces), and that may render the member medically unfit to perform the duties of the member's office, grade, rank or rating.

- Since veterans do not have a current "office, grade, rank, or rating," the serious injury or illness must be one "that manifested itself before or after the member became a veteran."
- The entitlement to take military caregiver leave for the care of veterans extends only to family members of veterans when the veteran was a member of the Armed Forces at some point in the five years preceding the date on which the veteran undergoes the medical treatment or receives the therapy that necessitates the leave.

II. Benefits and Protections

- During FMLA leave, the employer must maintain the employee's health coverage under any "group health plan" on the same terms as if the employee had continued to work. Upon return from FMLA leave, most employees must be restored to their original or equivalent positions with equivalent pay, benefits, and other employment terms.
- Use of FMLA leave cannot result in the loss of any employment benefit that accrued prior to the start of an employee's leave.

III. Eligibility Requirements

- Employees are eligible if they have worked for a covered employer for at least one year, for 1,250 hours over the previous 12 months, and if at least 50 employees are employed by the employer within 75 miles.

IV. Definition of Serious Health Condition

A serious health condition is an illness, injury, impairment, or physical or mental condition that involves either an overnight stay in a medical care facility, or continuing treatment by a health care provider for a condition that either prevents the employee from performing the functions of the employee's job, or prevents the qualified family member from participating in school or other daily activities.

Subject to certain conditions, the continuing treatment requirement may be met by a period of incapacity of more than 3 consecutive calendar days combined with at least two visits to a health care provider or one visit and a regimen of continuing treatment, or incapacity due to pregnancy, or incapacity due to a chronic condition. Other conditions may meet the definition of continuing treatment.

V. Use of Leave

An employee does not need to use this leave entitlement in one block. Leave can be taken intermittently or on a reduced leave schedule when medically necessary. Employees must make reasonable efforts to schedule leave for planned medical treatment so as not to unduly disrupt the employer's operations. Leave due to qualifying exigencies may also be taken on an intermittent

basis.

VI. Substitution of Paid Leave for Unpaid Leave

Employees may choose or employers may require use of accrued paid leave while taking FMLA leave. In order to use paid leave for FMLA leave, employees must comply with the employer's normal paid leave policies.

VII. Employee Responsibilities

- Employees must provide 30 days advance notice of the need to take FMLA leave when the need is foreseeable. When 30 days notice is not possible, the employee must provide notice as soon as practicable and generally must comply with an employer's normal call-in procedures.
- Employees must provide sufficient information for the employer to determine if the leave may qualify for FMLA protection and the anticipated timing and duration of the leave. Sufficient information may include that the employee is unable to perform job functions, the family member is unable to perform daily activities, the need for hospitalization or continuing treatment by a health care provider, or circumstances supporting the need for military family leave. Employees also must inform the employer if the requested leave is for a reason for which FMLA leave was previously taken or certified. Employees also may be required to provide a certification and periodic recertification supporting the need for leave.

VIII. Employer Responsibilities

- Covered employers must inform employees requesting leave whether they are eligible under FMLA. If they are, the notice must specify any additional information required as well as the employees' rights and responsibilities. If they are not eligible, the employer must provide a reason for the ineligibility.
- Covered employers must inform employees if leave will be designated as FMLA-protected and the amount of leave counted against the employee's leave entitlement. If the employer determines that the leave is not FMLA-protected, the employer must notify the employee.

IX. Unlawful Acts by Employers

A. FMLA makes it unlawful for any employer to:

1. Interfere with, restrain, or deny the exercise of any right provided under FMLA;

2. Discharge or discriminate against any person for opposing any practice made unlawful by FMLA or for involvement in any proceeding under or relating to FMLA.

X. Enforcement

- An employee may file a complaint with the U.S. Department of Labor or may bring a private lawsuit against an employer.
- FMLA does not affect any Federal or State law prohibiting discrimination, or supersede any State or local law or collective bargaining agreement which provides greater family or medical leave rights.

APPENDIX B

FORMS

Chair's Self-Evaluation
Dean's Self-Evaluation
Dillard University Organizational Chart
Dillard University Tuition Remission Benefit Program
Evaluation of Faculty: Self-Evaluation/Chair/Dean/Provost
Faculty (and Provost) Evaluation of Chairs
Faculty (and Provost) Evaluation of Deans
Faculty Grievance Form
Office of Academic Affairs Academic Plan
Office of Academic Affairs Organizational Chart
Student Instructional Report II (SIR II)
Survey of Faculty Advising

Obtain forms from the Office of Academic Affairs or the Dillard University Webpage under the Academic Affairs' tab.