



**The
2017
FACULTY
HANDBOOK**

TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION.....	1
1.1 ACKNOWLEDGMENTS.....	1
1.2 PREFACE TO THE FACULTY HANDBOOK.....	1
1.3 UNIVERSITY ACCREDITATION	2
1.4 AFFIRMATIVE ACTION/NON-DISCRIMINATION STATEMENT.....	2
1.5 APPROVAL OF CHANGES TO THE NCCU FACULTY HANDBOOK	2
1.5.1 Proposing Changes	2
1.5.2 Presenting Proposed Changes to the Faculty Senate	2
1.5.3 Faculty Senate Approval	3
1.5.4 General Faculty Approval	3
1.5.5 Board of Trustees Approval	3
1.5.6 Approval by UNC General Administration and the Office of the President.....	4
1.5.7 Other Changes to the Faculty Handbook	4
1.6 DISCLAIMER	4
 CHAPTER 2: HISTORY AND GOVERNANCE	5
2.1 THE HISTORY AND GOVERNANCE OF THE UNIVERSITY OF NORTH CAROLINA	5
2.1.1 The History and Mission of the University of North Carolina.....	5
2.1.2 The University of North Carolina Board of Governors	5
2.1.3 The Office of the President and General Administration of the University of North Carolina	5
2.1.4 Faculty Assembly of the University of North Carolina	5
2.2 THE HISTORY AND GOVERNANCE OF NORTH CAROLINA CENTRAL UNIVERSITY	5
2.2.1 The History of North Carolina Central University	5
2.2.2 The Mission of North Carolina Central University	5
2.2.3 The Board of Trustees of North Carolina Central University	5
2.2.4 Chancellor and Senior Leadership of North Carolina Central University	5
2.2.5 Academic Organizational Structure	6
2.2.5.1 Dean.....	6

2.2.5.2	Chair/Program Director	6
2.3	SHARED GOVERNANCE	7
2.4	STATEMENT OF PROFESSIONAL ETHICS FOR THE FACULTY	7
2.4.1	Preamble.....	7
2.4.2	The Profession.....	7
2.4.3	Students	7
2.4.4	Colleagues	8
2.4.5	The University.....	8
2.4.6	The Community.....	8
2.4.7	Personal Relationships in the Workplace	8
CHAPTER 3: ACADEMIC FREEDOM, FACULTY RIGHTS, AND APPOINTMENT, REAPPOINTMENT, PROMOTION, AND TENURE POLICIES AND PROCEDURES.....		10
3.1	FREEDOM AND RESPONSIBILITY IN THE UNIVERSITY COMMUNITY	10
3.2	ACADEMIC FREEDOM AND RESPONSIBILITY OF FACULTY	10
3.3	ACADEMIC TENURE.....	11
3.3.1	In General	11
3.3.1.0	Faculty Appointments	11
3.3.1.1	University-Wide Minimum Requirements for Academic Tenure and Promotion	19
3.3.1.2	College/School-Level Requirements.....	21
3.3.2	Tenure in Relation to Faculty Ranks.	21
3.3.3	General Provisions	24
3.3.3.1	Initiation, Review, and Approval of Appointments, Reappointments, Promotions, and Tenure	25
3.3.3.2	Decisions Not to Reappoint When Probationary Terms Expire.....	27
3.3.3.3	Notification of Status of Review	28
3.3.3.4	Early Promotion and Tenure	28
3.3.3.5	Terms and Conditions of Appointments	29
3.3.4	Resignation.....	30
3.4	PROMOTION/TENURE PORTFOLIO REQUIREMENTS	30
3.4.1	Mandatory Items.....	31
3.4.2	Effective Dates	31

3.5 REAPPOINTMENT, NON-REAPPOINTMENT, AND REQUIREMENTS OF NOTICE AND REVIEW FOR TENURE TRACK FACULTY	32
3.5.1 Notice of Reappointment or Non-reappointment	32
3.5.2 Impermissible Reasons for Non-reappointment	32
3.5.3 Review of Non-reappointment Decisions	32
3.5.3.1 Campus Based Review	32
3.5.3.2 The Hearing	34
3.5.3.3 Procedure after Hearing	34
3.5.4 Appeal to the Board of Governors	34
3.6 TERMINATION OF FACULTY EMPLOYMENT	35
3.6.1 Reasons Justifying Termination and Consultation Required	35
3.6.2 Termination Procedure	36
3.6.2.1 Timely Notice of Termination	36
3.6.2.2 Institutional Procedures	37
3.7 POST-TENURE REVIEW POLICY	39
3.7.1 Preface	39
3.7.2 Basic Elements of the PTR Policy	39
3.7.3 Establishment of the Post-Tenure Review Committee and Role of the Unit Chair	41
3.7.4 PTR Evaluation Timetables, Procedures, and Processes	42
3.7.5 Results of Post-Tenure Review	43
3.7.6 The Development Plan	44
3.7.7 The Role of the Dean	44
3.7.8 The Role of the Provost	45
3.8 DUE PROCESS BEFORE DISCHARGE OR THE IMPOSITION OF SERIOUS SANCTIONS	45
3.9 NON-TENURE TRACK FACULTY	47
3.9.1 Non-Tenure Track Faculty	47
3.9.2 Rights of Non-Tenure Track Faculty Members	48
3.9.3 Fixed-Term Non-Tenure Track Faculty Appointments	48
3.9.3.1 Clinical Faculty, Artist in Residence, Writer in Residence, Professional in Residence Appointments	49
3.9.3.2 Research Faculty	50

3.9.3.3	Visiting Faculty	54
3.9.3.4	Adjunct Faculty	54
3.10	FACULTY GRIEVANCE PROCEDURES	55
3.10.1	Authority and Powers	55
3.10.2	Request for Redress	57
3.10.3	Hearing	57
3.10.4	Report of Findings and Recommendations	58
3.10.5	Confidentiality of Proceedings	58
3.10.6	Appeal of the Chancellor's Decision	58
3.10.7	Quorum.....	59
3.10.8	Effective Date of Procedures.....	59
3.11	EFFECTIVE DATE OF POLICIES AND PROCEDURES IN CHAPTER 3	59
CHAPTER 4: FACULTY RESPONSIBILITY		60
4.1	INFORMATION TECHNOLOGY POLICY	60
4.2	ATTENDANCE OBLIGATIONS	60
4.2.1	Academic Year and Calendar	60
4.2.2	Commencements and Convocations	61
4.2.3	Class Attendance by Faculty	61
4.2.4	Adverse Weather and Emergency Event Policy.....	61
4.3	PEDAGOGICAL REGULATIONS	62
4.3.1	Syllabus Requirements	62
4.3.2	Classroom Civility and Discipline	62
4.3.3	Obscenity Guidance	63
4.3.4	Accommodating Students with Disabilities	63
4.3.5	Use of Copyright Protected Materials	63
4.3.6	Office Hours and Advising.....	64
4.3.7	Distance Education.....	64
4.4	ACADEMIC REGULATIONS	65
4.4.1	Class Rosters and Reporting Requirements:	65
4.4.2	Key Academic Regulations	65

4.4.3	Privacy and Confidentiality of Students.....	65
4.4.4	Textbook Adoption.....	66
4.4.5	Other Faculty Duties and Faculty Responsibilities	66
4.4.5.1	Teaching, Research, and Scholarly Activities, and Service	66
4.4.5.2	Advising	66
4.4.6	Faculty Teaching Loads	67
4.5	FACULTY ACCOUNTABILITY	67
4.5.1	Course and Instruction Evaluation	67
4.5.1.1	Student Evaluation of Instruction.....	67
4.5.1.2	Mid-Year Review	67
4.5.1.3	Assessment of Performance	68
4.5.2	Evaluation of Performance	69
4.6	TEACHING AWARDS	69
4.7	HONORARY DEGREES AND FACULTY EMERITUS	70
4.7.1	Honorary Degrees and Awards	70
4.7.2.	Designation of <i>Faculty Emeritus</i>	71
4.7.2.1	Eligibility.....	71
4.7.2.2	Nomination Process	72
4.7.2.3	Nomination Packet	72
4.7.2.4	Privileges of Emeritus Status	72
4.8	RESEARCH RELATED POLICIES	73
4.8.1	University Policy on Research Involving Human Subjects	73
4.8.2	University Policy on Research Involving Animals	74
4.8.3	NCCU Policy and Procedures on Radiation.....	74
4.8.4	NCCU Policy and Procedures on Export Controls	75
4.8.5	NCCU Policy and Procedures on Ethics in Research	75
4.8.6	The Office of Sponsored Research and Programs.....	76
4.8.7	Management of Grants, Contracts and Cooperative Agreements	76
4.8.8	Intellectual Property Policy	77
CHAPTER 5: GENERAL EMPLOYMENT POLICIES		79

5.1	HIRING AND RESIDENCY REGULATIONS	79
5.2	PERSONNEL FILES: REVIEW, RELEASE, INSPECTION	79
5.3	HEALTH AND SAFETY POLICIES	79
5.3.1	Adverse Weather	79
5.3.1.1	Faculty Responsibilities	79
5.3.1.2	Procedures for Communicating Class Closings and Delays.....	80
5.3.2	Violence Prevention Plan	81
5.3.3	HIV Infections/AIDS Policy	81
5.3.4	Workplace Smoking Policy	81
5.3.5	Regulations on Seat Belt Use	81
5.4	CONFLICTS OF INTEREST AND ETHICS POLICIES	81
5.5	EQUAL EMPLOYMENT OPPORTUNITIES AND WORK RELATED CONDUCT POLICIES	82
5.5.1	Equal Employment Opportunity (EEO) Policy Statement	82
5.5.2	Sexual Misconduct Policy (POL - 80.07.1)	82
5.5.3	Improper Relationships between Students and Employees (UNC Policy 300.4.4)	82
5.5.4	Guidelines on Implementing Improper Relationships Policy (UNC Policy 300.4.1[G]).....	82
5.6	POLITICAL ACTIVITIES AND POLITICAL CANDIDACY	82
	CHAPTER 6: FACULTY COMPENSATION AND FRINGE BENEFITS	83
6.1	FACULTY COMPENSATION	83
6.1.1	Regular Session Salaries	83
6.1.2	Summer Session Salaries.....	83
6.1.3	Overload Contracts	83
6.1.4	External Professional Activities for Pay	84
6.1.5	Non-Salary Compensation for Employees Exempt from the State Personnel Act	86
6.2	FACULTY RETIREMENT PLANS AND INFORMATION.....	85
6.2.1	Retirement Programs Plans	86
6.2.1.1	Teachers' and State Employees' Retirement System (TSERS)	86
6.2.1.2	Optional Retirement Program	86
6.2.2	Social Security.....	86

6.2.3	Phased Retirement	87
6.2.4	Tuition Waiver	87
6.2.5	Supplemental Retirement Savings.....	87
6.2.5.1	North Carolina Deferred Compensation Plan (457).....	87
6.2.5.2	State of North Carolina 401(k) Plan.....	88
6.3	INSURANCE	88
6.3.1	Health Insurance.....	88
6.3.2	Group Life Insurance.....	88
6.3.3	Disability Income Plan of North Carolina.....	88
6.3.4	The Standard Disability Plan.....	88
6.3.5	NC Flex Benefits Program.....	89
6.3.6	Workers' Compensation	89
6.3.7	Survivor Benefits.....	89
6.4	FACULTY LEAVE	89
6.4.1	Leaves of Absence.....	89
6.4.2	Serious Illness and Disability Leave	90
6.4.3	Vacation Leave.....	92
6.4.4	Faculty Military Leave	93
6.4.5	Community Service Leave	93
CHAPTER 7: FACULTY RESOURCES		94
7.1	COMMUNITY ENGAGEMENT AND SERVICE.....	94
7.2	ACCESSING UNIVERSITY FACILITIES	94
7.3	ART MUSEUM	94
7.4	BOOKSTORE	94
7.5	CAMPUS ECHO (STUDENT NEWSPAPER).....	94
7.6	CAREER SERVICES	94
7.7	OFFICE OF FACULTY PROFESSIONAL DEVELOPMENT.....	94
7.8	CENTRAL GRAPHICS AND COPY CENTER.....	94
7.9	DISTANCE EDUCATION.....	94
7.10	EAGLE CARD	94

7.11	DINING SERVICES	94
7.12	UNIVERSITY HONORS PROGRAM	94
7.13	INFORMATION TECHNOLOGY SERVICES	94
7.14	OFFICE OF INTERNATIONAL AFFAIRS.....	95
7.15	JAMES E. SHEPARD LIBRARY	95
7.16	KEYS.....	95
7.17	MAIL CENTER.....	95
7.18	ONLINE TICKET PURCHASES/TICKET OFFICE	95
7.19	PARKING AND PUBLIC SAFETY	95
7.20	STUDENT SUPPORT SERVICES.....	95
7.20.1	Related Student Links	96
7.21	TRAVEL.....	96
7.22	USE OF THE UNIVERSITY NAME AND LOGO	96
7.23	USE OF UNIVERSITY VEHICLES	96
7.24	WNCU, 90.7 FM RADIO STATION.....	96
7.25	WRITING AND SPEAKING STUDIO	96

CHAPTER 1: INTRODUCTION

The Faculty Handbook has been developed as a component intended to offer a prelude to the information relevant for all faculty members. Chapter I includes acknowledgments to the individuals, without whose dedication, this updated Handbook could not have been completed. It includes also a Preface, Statement of Accreditation, Affirmative Action/Non-Discrimination Statement, Approval of Changes, and a Disclaimer.

The Constitution and Bylaws are no longer embedded in the Faculty Handbook; rather they are free standing documents of the Faculty Senate. Given their importance to shared governance, they are attached in Appendix A and Appendix B, respectively.

1.1 ACKNOWLEDGMENTS

The administration and faculty of North Carolina Central University acknowledge and thank the committee members named below for their dedication in the creation of the 2014-15 edition of the Faculty Handbook. This Committee made extraordinary efforts to revise sections 3.3, 3.4 and 4.7 of the 2013 Faculty Handbook and will complete its work during the 2014-2015 year. Recent Handbook Committee members are noted in Appendix C.

Dr. Winston Goldman, Psychology
Dr. Grace Hao, Education
Dr. Jarvis Hargrove, History
Dr. Ernestine Lassiter, Nursing
Dr. Harvey McMurray, Criminal Justice
Dr. Gabriel Peterson, Library and Information Sciences
Dr. Alade Tokuta, Mathematics (Chair)

The Senate also acknowledges the timely support of Chancellor Debra Saunders-White and Provost and Vice Chancellor for Academic Affairs Johnson Akinleye. Without their leadership this cornerstone of shared governance would not have come to fruition for the 2014 – 2015 academic year.

Last, but certainly not least, the Faculty Senate thanks the faculty who gave comments and actively participated in the revisions during the General Faculty Meeting and Faculty Senate meetings. The Senate immensely appreciates them.

1.2 PREFACE TO THE FACULTY HANDBOOK

This edition of the Handbook is an updated version of the 2014 North Carolina Central University Faculty Handbook. The Faculty Handbook has been written by members of the North Carolina Central University faculty to provide their colleagues with useful information about the policies, procedures, and services of the university. The university-wide Faculty Handbook Committee is committed to keeping this Handbook up-to-date; however, as policies are constantly changing, members of the North Carolina Central University faculty should continuously consult the online version of the Handbook for links to relevant and current information.

1.3 UNIVERSITY ACCREDITATION

North Carolina Central University (NCCU) is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), 1866 Southern Lane, Decatur, Georgia 30033-4097, (404) 679-4500, awarding baccalaureate, master and doctoral degrees.

1.4 AFFIRMATIVE ACTION/NON-DISCRIMINATION STATEMENT

North Carolina Central University is committed to the principles of affirmative action and non-discrimination. The university welcomes diversity in its student body, its staff, its faculty and its administration. NCCU admits, hires, evaluates, promotes, and rewards its employees on the basis of relevant performance criteria without regard to race, gender, age, disability, national origin, ethnicity, veteran's status, religion, sexual orientation, gender identity, color or genetic information. The University actively promotes diversity in general and respect for every individual.

1.5 APPROVAL OF CHANGES TO THE NCCU FACULTY HANDBOOK

At any academic institution, the policies and procedures are frequently in the process of review and revision. The Faculty Senate and the Office of the Provost welcome pertinent comments, suggestions, corrections, and questions regarding this Handbook. Suggestions for other areas that might be addressed appropriately in this Handbook should be sent to the Office of the Faculty Senate (facultysenate@nccu.edu).

1.5.1 Proposing Changes

Any full-time member of the NCCU general faculty may propose a change or changes to the Faculty Handbook. To do so, the faculty member must submit proposed changes, accompanied by a rationale for their adoption, to the Office of the Faculty Senate (facultysenate@nccu.edu). Submissions will be forwarded to the university Faculty Handbook Committee (FHC) for consideration. Proposed changes must be submitted by the **last Friday in October to be considered for action during the current academic year**. The FHC will consider all suggested changes.

The FHC will consult with the NCCU Office of Legal Affairs in the evaluation of suggested changes to ensure consistency with applicable policies, procedures, rules, and federal and state law.

At its November meeting, the Faculty Handbook Committee will evaluate all properly submitted proposed changes and determine which changes should be presented to the Faculty Senate for consideration and approval. A proposed draft of changes to the Faculty Handbook will be written by the FHC.

1.5.2 Presenting Proposed Changes to the Faculty Senate

At the January Faculty Senate meeting the Faculty Handbook Committee will present and discuss proposed changes to the Faculty Handbook. A draft of the proposed changes will be

made available to members of the Faculty Senate at least 5 calendar days before the January Faculty Senate meeting.

Senators of the Faculty Senate will have 10 calendar days after the January Faculty Senate meeting to submit any comments, suggestions, or revisions to the proposed draft of changes to the Faculty Handbook Committee. In addition, the Chancellor's Office and the Office of the Provost will also have 10 calendar days to report any comments or suggestions to the revised draft of proposed changes. All suggested changes will be discussed by the Administration and the Faculty Handbook Committee in collaboration with the Executive Committee of the Senate. The administration also can include changes or revisions that reflect UNC system and university policy.

1.5.3 Faculty Senate Approval

A revised draft of proposed changes to the NCCU Faculty Handbook will be made available to all senators and alternates at least 10 calendar days prior to the February Faculty Senate meeting. The Chair of the Faculty Handbook Committee will briefly present the proposed changes at the January Faculty Senate meeting.

A vote will be taken following the presentation of the proposed changes to the Faculty Handbook. Faculty Senate approval of changes to the Faculty Handbook will require a simple majority affirmative vote of the senators (or alternates representing absent senators) who are present and voting at the February Senate meeting after a quorum has been achieved. Absentee voting will not be allowed.

1.5.4 General Faculty Approval

After approval by the Faculty Senate, changes to the Faculty Handbook must be approved by a simple majority of the General Faculty at the regular March meeting. All full-time members of the General Faculty are eligible to participate in voting approval or disapproval of the changes.

The Faculty Senate-approved draft of proposed changes will be made available to the general faculty at least 10 calendar days before the March General Faculty Meeting.

Voting will be conducted by secret ballot and will be managed by the Faculty Handbook Committee in such a way as to ensure that only one vote is cast by each member of the faculty eligible to vote. The schedule and procedure for balloting will be reported to the Senate in advance for its approval.

The verified ballots will be counted within 72 hours after the close of voting, and a written report of the results will be distributed to all faculty members immediately afterward.

1.5.5 Board of Trustees Approval

Approved changes to the Faculty Handbook by the General Faculty that involve academic tenure and promotion will be submitted by the Chancellor, following his or her review, to the NCCU Board of Trustees. The Chancellor will present the proposed changes to the Board of

Trustees for its approval.

1.5.6 Approval by UNC General Administration and the Office of the President

Policies adopted by the NCCU Board of Trustees regarding academic tenure and promotion shall be effective upon review by the Senior Vice President for Academic Affairs and the President of the UNC System.

1.5.7 Other Changes to the Faculty Handbook

The Faculty Handbook Committee will make changes to the Faculty Handbook in accordance with *The Code* and the *Policy Manual* for the University of North Carolina Board of Governors. In addition, the FHC will check and update all links within the Faculty Handbook at the beginning of each academic year. Such changes or updates will be communicated to the University community, and do not require Faculty Senate or General Faculty Approval.

The Code and the *Policy Manual* for the *University of North Carolina Board of Governors* shall supersede relevant NCCU campus policies.

1.6 DISCLAIMER

The North Carolina Central University Faculty Handbook contains policies, procedures, and other information in effect as of the date of issuance (see date at the bottom of each Faculty Handbook page). Any subsequent changes in policies, procedures, or other information become effective as of the date of action or issuance by the appropriate university body. Although such changes may not have been distributed as revisions or additions to the North Carolina Central University Faculty Handbook, they are effective in accordance with university policy. Revisions of, or additions to, the Faculty Handbook will be issued regularly (usually annually) to deans, directors, and chairpersons. In the interim, every effort will be made to communicate revisions and additions to deans, directors, and chairpersons for communication to faculty and academic staff members.

Although the policies and other statements found herein cover a wide range and variety of subjects, the reader should be aware that there are other important policies and procedures specific to the university's colleges, schools, departments, and other academic units that should be consulted as appropriate.

The publisher of this handbook has made every effort to attain factual accuracy. The Faculty Handbook cannot and is not intended to address all circumstances related to the faculty member's role at the University, nor is the information contained in the Handbook intended to constitute an express or implied contract of employment with the University.

CHAPTER 2: HISTORY AND GOVERNANCE

Faculty members must have a firm grasp of institutional history and governance in order to be most effective in the performance of their duties as - contributing and knowledgeable members of North Carolina Central University. Their knowledge must encompass not only the fulfillment of their responsibilities in the classroom but also their membership in the institutional community. To achieve this end, this chapter provides an overview of the primary internal and external constituency, North Carolina Central University and the University of North Carolina System, respectively.

2.1 THE HISTORY AND GOVERNANCE OF THE UNIVERSITY OF NORTH CAROLINA

For more information or updated information, see Board of Governors web site, and click or search on keywords at

<http://www.northcarolina.edu/>

<http://www.northcarolina.edu/policy/index.php>

2.1.1 The History and Mission of the University of North Carolina

<https://www.northcarolina.edu/About-Our-System/Our-Mission>

<https://www.northcarolina.edu/about-our-system/220-years-history>

2.1.2 The University of North Carolina Board of Governors

<https://www.northcarolina.edu/apps/policy/index.php>

2.1.3 The Office of the President and General Administration of the University of North Carolina

<http://www.northcarolina.edu/Leadership-and-Policy/System-Offices>

<http://www.northcarolina.edu/system-offices/general-administration>

2.1.4 Faculty Assembly of the University of North Carolina

<http://www.northcarolina.edu/leadership-policy/faculty-assembly>

2.2 THE HISTORY AND GOVERNANCE OF NORTH CAROLINA CENTRAL UNIVERSITY

2.2.1 The History of North Carolina Central University

<https://www.nccu.edu/we-are-nc-central>

2.2.2 The Mission of North Carolina Central University

<https://www.nccu.edu/we-are-nc-central>

2.2.3 The Board of Trustees of North Carolina Central University

<https://www.nccu.edu/leadership/board-trustees>

2.2.4 Chancellor and Senior Leadership of North Carolina Central University

<https://www.nccu.edu/leadership/office-chancellor>

<http://www.nccu.edu/administration/>

2.2.5 Academic Organizational Structure

The Academic Division currently has eight (8) Deans. These deans provide leadership over the School of Business, the School of Law, the School of Education, the School of Library & Information Sciences, the School of Graduate Studies, the University College, the College of Behavioral and Social Sciences, the College of Arts and Sciences, and the Division of Research and Sponsored Programs.

2.2.5.1 Dean

The responsibilities of the dean of a college or school at North Carolina Central University fall into three basic areas:

1. Planning. The dean is the chief planning officer of the college/school and works closely with the chairpersons and department faculties to develop plans for the intermediate and long term development and improvement of the college or school.
2. Operations. The dean as the chief operating officer of the college/school has overall responsibility for faculty and personnel procedures; instructional, research, and service programs; budget allocations and management.
3. Leadership. The dean provides academic and educational leadership through the personal example of his or her own faculty accomplishments and through systematic communication to the basic constituencies of the college/school, including the faculty of the college/school, students of the college/school, alumni and other former students of the college/school, the local community, and the academic discipline or profession.

The Dean serves a number of roles, including Educator, Manager, Recruiter, Evaluator, Counselor, Advisor, Planner, Promoter, and Leader.

For more information or updated information regarding Schools or Colleges at NCCU see <http://www.nccu.edu/>.

2.2.5.2 Chair/Program Director

Within a college or school, academic unit leaders are selected through a search process. These leaders are chairpersons or program directors. The chairperson or program director is expected to provide academic leadership for the department and to ensure the effective administration of the affairs of the department. The major responsibilities of the chairperson/program director include the following:

1. Recruiting, hiring, orienting, evaluating, and mentoring faculty;
2. Representation of the Department within University administrative and governance structures and among external professional and community groups;
3. Development and review of Instructional Programs;

4. Development of Students including certifying that students meet departmental graduation requirements, paying particular attention to academic advising;
5. Maintaining contact, follow-up, and records of Alumni; and
6. Administration of the Department and departmental planning, budgets, activities of support staff, and meetings.

2.3 SHARED GOVERNANCE

Shared governance as embodied in Section 502D (2) of the *Code of the Board of Governors of The University of North Carolina* is defined in the document, ***Standards on Shared Governance on the 16 UNC Campuses***, that was adopted by the Faculty Assembly of the University of North Carolina in April 2005, and supported by the NCCU Faculty Senate: <https://facultygov.unc.edu/wp-content/uploads/sites/261/2010/10/FADSharedGovernance2005.pdf>

The NCCU Faculty Senate recommends that curriculum, university structure, and search committees for administrative positions, such as Chancellor, have a significant percentage from the faculty.

2.4 STATEMENT OF PROFESSIONAL ETHICS FOR THE FACULTY

While the Handbook describes the many responsibilities as well as the rights of the faculty, the following statement of professional ethics, adopted by the Faculty Senate on April 16, 1993, should form the underlying foundation for faculty actions.

2.4.1 Preamble

We, the members of the faculty of North Carolina Central University, in recognition of our responsibility to provide a quality education for members of the student body and in further recognition of our obligation to conduct ourselves as faculty members in a professional and ethical manner, hereby establish, adopt, and promulgate the following Statement of Professional Ethics for the Faculty of the University:

2.4.2 The Profession

As faculty members, we are dedicated to the advancement of knowledge. We maintain our commitment to the pursuit of excellence and to the search for truth. To this end, we devote ourselves to the enhancement of our scholarly competence. We accept the obligation to exercise critical self-discipline and impartial judgment in researching, applying, advancing, and imparting knowledge. We practice intellectual honesty. We zealously guard against attempts to infringe upon our academic freedom. We refuse to allow expediency or collateral interests to deter or compromise our freedom of inquiry.

2.4.3 Students

As faculty members, we encourage the pursuit of learning and knowledge by our students. We attempt to exemplify the highest standards of scholarship and ethical conduct of our respective disciplines. We demonstrate respect for all students and uphold our roles as intellectual

mentors and counselors. We seek to foster an atmosphere of intellectual honesty and academic inquiry. We evaluate the performances of our students accurately, fairly, and impartially. We respect the confidential nature of the relationship between professor and student. We condemn and avoid the exploitation or harassment of any student in any situation, either within or outside the academic setting. We refuse to engage in the discriminatory treatment of students based upon factors such as race, gender, age, national origin, religion, ethnic background, physical disability, sexual orientation, gender identity, color or genetic information. We acknowledge the significant academic or scholarly assistance of students, and, by precept and example, demonstrate our utmost respect for the work of others.

2.4.4 Colleagues

As colleagues, we understand and appreciate the benefits as well as the obligations that derive from common membership in the community of scholars. We neither discriminate against nor harass colleagues. We respect and defend the free inquiry of associates. In the exchange of criticism and ideas, we show respect for the opinions of others. We acknowledge the work done by others and strive to be objective in our professional evaluation of our colleagues.

2.4.5 The University

As members of the faculty of this University, we strive above all to be effective teachers and scholars. We take pride in the University and we seek to enhance the image of the University through our scholarship, our teaching, and our service to the University and to our respective communities. We accept our share of the faculty responsibility for the overall governance of the University. Although we observe the rules and regulations that govern the University, we maintain our right to criticize and promote positive changes in the operations of the University. If we engage in work activities outside the University, we understand that we must avoid conflicts of interest and that we must give paramount regard to our responsibilities within the University in determining the amount and character of our outside activities. Further, we acknowledge that when we engage in external activities for pay we must follow policy and procedures governing these activities.

2.4.6 The Community

As members of our respective communities, we enjoy the full rights, privileges, and duties of citizenship. We recognize our obligation to participate in civic and charitable activities, as long as those activities do not interfere with the performance of our responsibilities within the University. We seek to share our knowledge and skills in order to promote the welfare of society in general. We strive to encourage the free exchange of ideas, to further the search for truth and knowledge, and to promote public understanding of the need to protect academic freedom.

2.4.7 Personal Relationships in the Workplace

As faculty members and as individuals, we seek to maintain professional work relationships with students, colleagues, administrators, and staff. We will avoid situations in which personal relationships with other members of the University community affect professional decisions or conduct. We do not engage in acts of favoritism, exploitation, harassment, or discriminatory

treatment of anyone in the workplace on the basis of personal relationships. We deem it unprofessional and unethical for any faculty member to be influenced by personal relationships with individuals in the workplace when making professional decisions that will impact positively or negatively on any individuals in the workplace.

CHAPTER 3: ACADEMIC FREEDOM, FACULTY RIGHTS, AND APPOINTMENT, REAPPOINTMENT, PROMOTION, AND TENURE POLICIES AND PROCEDURES

COPY OF TENURE REGULATIONS AS APPROVED BY THE BOARD OF GOVERNORS OF THE UNIVERSITY OF NORTH CAROLINA, FEBRUARY 13, 1976.

**AND AS AMENDED, MAY 4, 1982
AS FURTHER AMENDED, NOVEMBER 14, 1984
AS FURTHER AMENDED, May 3, 2012
AS FURTHER AMENDED, JUNE 25, 2014**

TENURE POLICIES AND REGULATIONS OF NORTH CAROLINA CENTRAL UNIVERSITY

3.1 FREEDOM AND RESPONSIBILITY IN THE UNIVERSITY COMMUNITY

It is crucial that there be a shared mutual understanding of what constitutes academic freedom and faculty rights in an institution of higher education. The overarching guidelines and mandates and the policies and procedures that undergird these are largely determined by both North Carolina Central University and The UNC Board of Governors. Let it be herein noted that academic freedom is a privilege, not a right. In this chapter, a delineation of the much-prized academic freedom accorded to faculty is provided. Additionally, faculty rights as observed in the institution are described.

NCCU is dedicated to the transmission and advancement of knowledge and understanding. Academic freedom is essential to the achievement of these purposes. This institution, therefore, supports and encourages freedom of inquiry for faculty members and students. Faculty members may responsibly pursue these goals through teaching, learning, research, discussion, and publication, free from internal or external restraints that unreasonably restrict their academic endeavors.

NCCU shall protect faculty and students in their responsible exercise of the freedom to teach, to learn, and otherwise to seek and speak the truth.

Faculty and students of this institution shall share in the responsibility for maintaining an environment in which academic freedom flourishes and in which the rights of each member of the academic community are respected.

3.2 ACADEMIC FREEDOM AND RESPONSIBILITY OF FACULTY¹

¹ Faculty should refer to the current *University of North Carolina Policy Manual, Chapter 100.1, The Code, Chapter VI: Academic Freedom and Tenure*, for system-wide policies on these topics. The *UNC Policy Manual* can be found at <https://www.northcarolina.edu/apps/policy/index.php>.

² “Department” as used herein as a generic term for departments, professional schools without departments, and

It is the policy of North Carolina Central University to support and encourage full freedom, within the law, of inquiry, discourse, teaching, research and publication for all faculty members of this institution. Members of the faculty are expected to recognize that accuracy, forthrightness, and dignity befit their association with this institution and their position as men and women of learning. They should not represent themselves, without authorization, as spokespersons for North Carolina Central University

North Carolina Central University will not penalize or discipline members of the faculty because of the exercise of academic freedom in the lawful pursuit of their respective areas of scholarly and professional interest and responsibility.

3.3 ACADEMIC TENURE²

3.3.1 In General

Academic tenure serves to insure academic freedom by guarding faculty members against negative consequences of expressing unpopular points of view. Academic tenure refers to the conditions and guarantees that apply to a faculty member's professional employment. Tenure protects a faculty member against involuntary suspension or discharge from employment or reduction in rank except upon specified grounds and in accordance with the procedures provided in UNC Code 604D; or against termination of employment except as provided for in UNC Code 605. During the term of such guarantees, the faculty member may be discharged or suspended from employment or diminished in rank only for reasons of incompetence, neglect of duty, misconduct of such a nature as to indicate that the individual is unfit to continue as a member of the faculty, as demonstrated in Section 3.8, or demonstrable, bona fide institutional financial exigency or major curtailment or elimination of a teaching, research, or public service program as detailed in Section 3.6.1.

Academic tenure for faculty members is intended to secure their academic freedom and to help the institution attract and retain faculty members of high quality. Academic tenure may be withheld consistent with section 3.5.2. A conferral of tenure requires an assessment of the faculty member's demonstrated professional competence, her/his potential for future contribution, and institutional needs and resources.

3.3.1.0 Faculty Appointments

A. General Provisions

1. Categories of Appointments

There are three kinds of faculty appointments:

other academic units to which faculty appointments are made; "chair," as a generic term for department chair, deans of professional schools without departments, academic unit leaders and any other heads of academic units to which faculty appointments are made.

(a) Fixed-Term Appointments [cf. Special Faculty Appointments, the UNC Code, 610] Fixed-term appointees do not hold tenure-track positions and can include the following titles: instructor, lecturer, visiting lecturer, visiting instructor, visiting assistant professor, visiting associate professor, visiting professor, artist in residence, adjunct instructor, adjunct assistant professor, adjunct associate professor, adjunct professor, research assistant professor, research associate professor, research professor, clinical assistant professor, clinical associate professor, and clinical professor. Fixed-term faculty members may be paid or unpaid, per letter of appointment. Fixed-term appointments are without permanent tenure and do not entitle the faculty member to consideration for reappointment or conferral of permanent tenure. The term of appointment is as specified in section 3.9.2 or in the appointment letter, and the letter of appointment, constitute full and timely notice that a new term will not be granted when that term expires. No obligation exists on the part of North Carolina Central University to give any notice before a current fixed-term appointment expires as to whether a new appointment will be granted at the end of a specified fixed term.

(b) Probationary Appointments and Reappointments. Probationary appointments are made at the professorial ranks of assistant professor, associate professor, or professor. Probationary appointees are entitled to reappointment reviews and, if reappointed throughout the probationary period, are entitled to a tenure review. The timing of these reviews is explained 3.3.3.1 below. Persons appointed as assistant professor, associate professor, or professor are eligible for permanent tenure.

A faculty member appointed to an administrative position is eligible for permanent tenure only as a faculty member in one of the professorial ranks. There is no permanent tenure in an administrative position.

(c) Appointments with Permanent Tenure. Appointments with permanent tenure are continuous until retirement, resignation, or removal according to the provisions of Section 3.6 or Section 3.8 of this document. Appointments with permanent tenure may be made at the professorial ranks of assistant professor, associate professor, or professor.

2. Description of Ranks, Titles and Mutual Expectations

2.1 Instructor: Tenure will not be granted while a person holds this rank.

2.1.1 Minimum Required Qualifications

2.1.1.1 Ability or potential in the mutually agreed upon realms of responsibility as set forth in Section 2.5.

2.1.1.2 A master's degree, an equivalent degree, or equivalent professional experience.

2.2 Assistant Professor: Appointment to the rank of Assistant Professor

is the entry-level professorial tenure-track appointment.

- 2.2.1 Minimum Required Qualifications
 - 2.2.1.1 A doctor's degree, an equivalent degree, or equivalent professional experience.
 - 2.2.1.2 Potential for directing activities in the mutually agreed upon realms of responsibility.
 - 2.2.1.3 Ability and willingness to participate in department, college and university affairs.
- 2.3 Associate Professor: An Associate Professor coming to that rank from outside the university may either be appointed with tenure or for two (2) probationary appointments not to exceed a total of five (5) years. In cases where the appointment occurs prior to or subsequent to the start of the normal academic or fiscal year, the initial probationary term must be adjusted to coincide with the appropriate reappointment, promotion and tenure cycle, coincident with the succeeding fall semester.
 - 2.3.1 Minimum Required Qualifications
 - 2.3.1.1 A doctor's degree, an equivalent degree, or equivalent professional experience.
 - 2.3.1.2 Demonstrated ability to direct activities in the mutually agreed upon realms of responsibility.
 - 2.3.1.3 Demonstrated ability and willingness to participate in department, college and university affairs.
- 2.4 Professor: A professor is the highest professorial rank. An individual coming to that rank from outside the university may either be appointed with tenure or for one (1) probationary appointment not to exceed three (3) years. In cases where the appointment occurs prior to or subsequent to the start of the normal academic or fiscal year, the initial probationary term must be adjusted to coincide with the appropriate reappointment, promotion and tenure cycle, coincident with the succeeding fall semester.
 - 2.4.1 Minimum Required Qualifications
 - 2.4.1.1 A doctor's degree, an equivalent degree, or equivalent professional experience.
 - 2.4.1.2 Demonstrated ability to direct activities in the mutually agreed upon realms of responsibility.
 - 2.4.1.3 Established reputation in the individual's profession or field of scholarly or germane creative activity.
 - 2.4.1.4 Demonstrated ability and willingness to participate in department, college and university affairs.
- 2.5 Expectations and Realms of Responsibilities
Creative scholarship in all of the following realms of faculty

responsibility is valued and rewarded. Scholarly contributions in an appropriate mix of these realms must be the principal criteria for decisions about faculty reappointment, promotion, and tenure. The nature of the “appropriate” mix is defined by each academic unit’s Reappointment, Promotion and Tenure rule and agreed upon in each faculty member’s Statement of Mutual Expectations.

- 2.5.1 Teaching and Mentoring of Students
Transmission of knowledge to students and the development of wisdom are two primary reasons why universities exist. Knowledge, insights, and understanding are transmitted through disciplinary, interdisciplinary, and multidisciplinary learning.
- 2.5.2 Discovery of Knowledge through Discipline-Guided Inquiry
Such inquiry involves inductive and deductive reasoning; qualitative and quantitative methodologies; hypotheses and propositions; measurements; accumulation of evidence; analysis and argument; interpretation and evaluation; and communication/publication of findings, concepts, and conclusions. Basic research is inquiry aimed at understanding the world around us. Applied research is inquiry aimed at enhancing the arts of teaching and learning, management of nature and human institutions, and developing practices and technologies useful to society. Discovery of knowledge can be achieved by working either as an individual or as part of a collaborative team, with generation of intellectual property as appropriate.
- 2.5.3 Creative Artistry and Literature
Creative artistry involves the creation, production, interpretation, and evaluation of cultural artifacts that generate new insights and interpretations with the potential to inspire and advance the quality of life in society. Creative artistry can be expressed through literary, performing, fine, and applied arts.
- 2.5.4 Service in Professional Societies and within the University.
Universities and discipline-focused scientific and professional societies simply do not work effectively, efficiently, or for long, without the dedicated and continuing investment of university faculty time and creative energy in the programs and governance of these organizations. Thus, service to all parts of the university and organizations, including professional scientific and literary associations is valued, appreciated, and rewarded.

3. Criteria for Initial Appointment and Reappointment

All appointments, including fixed-term appointments, and all reappointments of candidates to probationary term positions shall be based on assessments of candidates' demonstrated professional competence, potential for future contributions,

and the institution's needs and resources.

4. Terms and Conditions for Appointment and Reappointment

The Chancellor or the Chancellor's designee³ shall set out in writing, with a copy to the faculty member, the terms and the conditions of each appointment, including fixed-term appointments, and each reappointment. The terms shall incorporate by reference appropriate sections of the *Faculty Handbook* and shall state any conditions placed on the appointment or reappointment⁴. The responsibility for initiating the inclusion of special terms and conditions in documents of appointment is with the unit administrator. Prior to initial appointment the unit administrator shall provide a copy of the unit's criteria for evaluating faculty performance to persons offered a faculty appointment in the unit. Criteria for evaluating faculty performance shall be discussed by the unit administrator in a meeting with each fixed-term and probationary-term faculty member at the beginning of the first term of employment and at the beginning of each academic year thereafter. A summary of this discussion shall be placed in the faculty member's personnel file. The responsibility for calling this meeting is with the unit administrator.

Notice of reappointment or non-reappointment to probationary-term persons shall be written. The decision not to reappoint probationary term faculty shall not be based upon (1) the faculty member's exercise of rights guaranteed by either the First Amendment to the United States Constitution or Article I of the North Carolina Constitution; (2) discrimination based upon the faculty member's race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, genetic information, or veteran status; or (3) personal malice.

5. Notice of Reappointment or Non Reappointment. (UNC Code 604).

The decision not to reappoint a faculty member at the expiration of a term of service shall be made by the appropriate unit committee and the administrative officers, early enough to permit timely notice to be given.

For full-time faculty at the rank of instructor, assistant professor, associate professor, or professor, the minimum requirement for timely notice shall be as follows:

(a) During the first year of service at North Carolina Central University, the faculty member shall be given not less than 90 calendar days' notice before the employment contract expires.

(b) During the second year of continuous service at North Carolina Central University, the faculty member shall be given ~~not less~~ no fewer than 180

³ References to the chancellor's designee shall include and be limited to the Provost and Vice Chancellor for Academic Affairs, or deans and/or department chairs

⁴ The Senate office shall be responsible for the maintenance of the *Faculty Handbook*. The Faculty Handbook shall contain the tenure and personnel policies and regulations of North Carolina Central University. Whenever changes are made to the *Faculty Handbook*, all faculty members shall receive electronic notification of such changes via the NCCU-Faculty listserv.

calendar days' notice before the employment contract expires.

(c) After two or more years of continuous service at North Carolina Central University, the faculty member shall be given ~~not less~~ no fewer than 12 months' notice before the employment contract expires.

Notice of reappointment or non-reappointment shall be written. If the decision is not to reappoint, then failure to give timely notice of non-reappointment will oblige the chancellor thereafter to offer a terminal appointment of one academic year.

6. Probationary Terms

Although the chancellor may recommend that a faculty member be granted permanent tenure at any time, the faculty member shall be notified not later than twelve months before the end of the probationary period whether he or she will be recommended for permanent tenure. The normal probationary term for the professorial ranks, as established at the time of initial appointment, shall be as follows:

(a) Instructor. The rank of instructor is reserved for persons who lack the qualifications for appointment as assistant professor. Faculty members appointed as instructors are eligible for an initial one-year appointment and two successive reappointments of one year each. Instructors promoted to the rank of assistant professor no later than the beginning of the third year of employment are eligible for a two-year probationary appointment in the higher rank. The maximum probationary term is eight years.

(b) Assistant Professor. The maximum probationary term is eight years, consisting of an initial two-year appointment and two successive three-year appointments.

(c) Associate Professor. The maximum probationary term is five years, consisting of an initial two-year appointment followed by a three-year appointment.

(d) Professor. The probationary term is three years, consisting of one three-year appointment.

All time served in a probationary appointment at North Carolina Central University must be continuous as noted in 3.3.1.0(A)(7), excluding any leaves of absence. When a faculty member in probationary appointment requests and is awarded promotion in rank before the end of the probationary term, the original contractual probationary term shall not be altered.

In order to afford the maximum opportunity for tenure, the probationary term for personnel hired at the professorial ranks with contract dates occurring earlier than the beginning of the Fall semester, will be measured from the beginning of the subsequent Fall semester.

7. Reduction of the Normal Probationary Term for Previous Academic Employment

Reduction of the normal probationary term may be granted for previous full-time faculty employment at the time of initial appointment as assistant professor, associate professor, or professor. The granting of such reduction shall require the agreement of the appointee, a simple majority of the unit RPT Personnel Committee, the unit administrator, the dean, and the appropriate vice chancellor. The maximum reduction at each professorial rank shall be as follows:

- (a) For a candidate appointed at the rank of instructor, no reduction is allowed.
- (b) For a candidate appointed at the rank of assistant professor, a maximum reduction of three years is allowed.
- (c) For a candidate appointed at the rank of associate professor, a maximum reduction of two years is allowed.
- (d) For a candidate appointed at the rank of professor, a maximum reduction of one year is allowed.

8. Extensions of the Probationary Term

Leaves from all employment obligations which are granted to probationary-term faculty may include extension of the length of the probationary term. (Leaves of absence normally should be for not more than two academic years or occur more often than once in three years). Extensions of the probationary term must be requested by the faculty member and shall be granted only in cases of severe personal exigency, such as illness, childbirth, child care, or other compelling personal circumstances, and shall be limited to a total of no more than two years. Probationary term faculty who have received paid leave of at least 15 weeks under the NCCU Serious Illness and Disability Leave Policy shall receive an extension of the probationary term if requested. Extensions of the probationary term must be expressly stated in appointment or reappointment documents or added by a written memorandum of amendment by the unit administrator during the term of an appointment. The probationary term may be extended in increments of one or more academic years: one year for leaves of one or two semesters, two years for leaves of three or four semesters. All such extensions must be approved in writing by the faculty member, the unit Reappointment, Promotion and Tenure Committee (RPT), the unit administrator, the dean, the appropriate vice chancellor, and the chancellor or the chancellor's designee. A probationary-term faculty member who assumes a full-time administrative position for one or more semesters may be granted extensions of the length of the probationary term in the same way.

9. Progress Toward Tenure Letters

Each Spring semester, the unit RPT Committee and unit administrator will review the annual reports of each probationary term faculty member. On the basis of this review,

the unit administrator, in consultation with the unit RPT Committee, will write a progress toward tenure letter to each probationary term faculty member. This letter will address the candidate's cumulative accomplishments to date as well as the unit administrator's and tenure committee's ongoing expectations of the candidate. In the event the unit Committee and the unit administrator cannot agree on the contents of the letter, the next higher administrator shall confer jointly with the unit Committee and unit administrator, determine at his or her discretion the content of the letter, and prepare the progress toward tenure letter. Copies of the progress toward tenure letter will be placed in the faculty member's personnel file, and a copy will be sent to the unit Committee and to the next higher administrative level. The unit administrator and a representative of the unit Committee will discuss the progress toward tenure letter with the faculty member. In the event that the faculty member disagrees with the contents of the progress toward tenure letter, it is the responsibility of the faculty member to make this disagreement known in writing addressed to the unit administrator for inclusion in the personnel file. Copies of this letter will be placed in the faculty member's personnel file, and a copy will be sent to the unit RPT Committee and to the next higher administrative level.

10. Request for Early Permanent Tenure

During the Spring semester of the academic year, a faculty member who has not completed the probationary term (see § 2 above and Section 3.3.3.4) and who requests in writing that consideration be given to conferral of permanent tenure will be considered for permanent tenure during the Fall semester of the academic year⁵.

(a) Initial Appointment with Permanent Tenure

A faculty member whose initial appointment is to a professorial rank with permanent tenure shall be regarded as having permanent tenure until retirement, resignation, or removal according to the provisions of sections 3.8 of this document.

(b) Tenure While Under Contract to North Carolina Central University

A faculty member who does not have permanent tenure has the protection of tenure until the expiration of the faculty member's employment contract.

(c) Permanent Tenure

i. Permanent tenure may be conferred only by action of the UNC Board of Governors *upon recommendation by the* Board of Trustees of North Carolina Central University, and is always held with reference to employment by North Carolina Central University rather than to employment by The University of North Carolina. The conferral of permanent tenure is allowed only as the result of the processes enunciated in this document.

⁵ When a faculty member applies for and then withdraws a request for early consideration for permanent tenure, a copy of all documents submitted to support the request and a record of all decisions by the appropriate committee and any administrator(s) shall be directly forwarded to the appropriate vice chancellor.

ii. Conferral of permanent tenure shall be based on the faculty member's demonstrated professional competence in teaching, research and creative activity, and service; a potential for future contributions; and the institution's needs and resources. While teaching is the first consideration, neither teaching nor research and creative activity nor service is the sole measure of a faculty member's competence and contribution. Permanent tenure is independent of promotion but sound academic practice supports the concept that an assistant professor eligible for tenure should qualify for promotion to associate professor.

3.3.1.1 University-Wide Minimum Requirements for Academic Tenure and Promotion

To be in effect for tenure-track faculty initially hired on or after July 1, 2011. Therefore, faculty members hired before July 1, 2011 are not required to fulfill these requirements but must adhere to the department-level requirements.

Promotion and conferral of permanent tenure shall be based on the faculty member's demonstrated professional competence in teaching, research and creative activity, and service; a potential for future contributions; and the institution's needs and resources. The faculty member will be considered for tenure based upon his or her body of work, neither teaching nor research nor creative activity nor service is the sole measure of a faculty member's competence and contribution. Permanent tenure is independent of promotion.

A. Minimum criteria for tenure and promotion: Faculty members must fulfill the following university-wide minimum criteria for tenure and promotion:

1. Teaching: Faculty must receive a favorable evaluation from their department. The department will consider, among other things, the Student Ratings of Instruction (SRI) evaluations, peer evaluations, and annual reviews.
2. Research: The quality of the scholarly works within an academic discipline, or across disciplines that faculty produce should be based on the standards of the profession as determined by the community of scholars and determined by the faculty member's department with the expertise and training to establish these standards.
3. Service: Faculty must engage in service beyond departmental committee work. Service may advance the mission of NCCU or the profession. Faculty can fulfill service requirements through: (1) NCCU at the College and/or University levels; (2) their academic discipline at the state, national, and/or global levels; and (3) the community.

B. External Review: Faculty making application for promotion and tenure must prepare portfolios for external review by at least two persons from institutions other than NCCU. The purpose of the external review is to allow

individuals not affiliated with NCCU to evaluate whether the candidate has fulfilled the applicable university and departmental criteria for tenure and/or promotion. NCCU departmental criteria for tenure and/or promotion must be included in the portfolio sent to the External Reviewers. The External Reviewers must be instructed to evaluate the faculty member's submitted works *based only on the NCCU University, College/School and the candidate's departmental criteria for tenure and/or promotion*. External Reviewers are non-voting members of a review and shall not be included as members of a department's RPT Committee.

1. Initiation of the External Review: The External Review Process (ERP) will begin during the spring semester for faculty submitting portfolios for tenure and/or promotion. For non-tenured faculty, the ERP will begin during the spring semester of the first year of the ultimate three-year contract (see Section 3.3.2, parts (2), (3), and (4) for details about contract lengths, by rank, for tenure-track faculty).

By March 15th the names of 5-6 possible External Reviewers along with a short bio of each reviewer must be submitted by the candidate and the department's Reappointment, Tenure and Promotion Committee (RPT) to the department chair. The RPT committee will make a recommendation of 4 of these names to the chair for contact of which at least 2 will be selected for the review.

The Office of the Provost will provide university-wide criteria for the selection of External Reviewers. By March 30th the department chair, in consultation with the RPT committee, will select 2 to 3 reviewers from the submitted lists.

During the first week in April the department chair is to contact the potential External Reviewers to request their participation in the EPR. The department chair must continue to contact potential reviewers until the minimum number of reviewers has agreed to participate.

2. Submission of Portfolio: Between April 20th and May 10th the faculty member must submit to the department chair copies of her/his portfolio for promotion and/or tenure to be sent to the External Reviewers. The portfolio may be submitted via electronic format following the guidelines established by the Office of the Provost.
3. External Review of Candidate's Portfolio: By May 15th the department chair will send the portfolios to the External Reviewers with instructions on how to conduct the reviews. A form letter, developed by the Office of the Provost, will be used by all departments to ensure conformity of instructions to External Reviewers.

4. Receipt of Reviews: On August 10th, the External Reviews are due to the department chair. The reviews are to be duplicated by the department and included in the faculty member's completed portfolio for tenure and/or promotion. The External Reviews will be part of the NCCU internal review and evaluation of portfolios for tenure and/or promotion (See Section 3.3.3.1).

3.3.1.2 College/School-Level Requirements

Colleges may establish criteria for reappointment, promotion, and tenure. College-level criteria for tenure and promotion must, at minimum, meet university-wide criteria for tenure and promotion and may exceed such criteria.

Criteria must be approved by the general faculty of the college/school. Approved college/school-level criteria are to be submitted to the Office of the Provost for final review and approval. The Office of the Provost can return the document to the college for revision or reconsideration of stated criteria.

After the Office of the Provost has approved the established or updated college criteria all tenured and tenure-track faculty are required to acknowledge receipt of the updated college/school criteria

3.3.2 Tenure in Relation to Faculty Ranks.

Academic tenure, as herein described, pertains exclusively to the employment of faculty members by appointment to specified faculty ranks. Such appointments may be for probationary terms ("probationary term appointment"); or they may be continuous until resignation, retirement, or death ("appointment with permanent tenure"). Details regarding notice of decisions of reappointment and non-reappointment are specified in Section 3.5.1.1.

The faculty ranks to which appointments may be made and the incidents of academic tenure applicable to each are:

1. Instructor. Effective for persons initially hired on or after July 1, 2011. This rank is appropriate for one appointed to the faculty with the expectation that in normal course she/he will progress to the professorial ranks in this or another institution.

Initial appointment to the rank of instructor is for a probationary term of one year. The instructor may be reappointed successively for two additional one year terms, for a total of three such terms. At least 90 calendar days before the end of the first term and 180 days before the end of the second consecutive term, a decision shall be made and communicated in writing to the instructor as to whether upon expiration of that term she/he will be reappointed at the rank of instructor for another term or not reappointed. The rank of instructor is not eligible for tenure consideration.

An appointment or reappointment at the rank of instructor may be made on the specified condition that automatically upon completion of the deficit requirements, such as conferral of a specified academic degree, the instructor shall be reappointed at the rank of assistant professor.

2. Assistant Professor. The initial appointment to the rank of assistant professor is for a probationary term of two years effective July 1. In the first semester of the second year of the initial two-year appointment, at a time designated by the Division of Academic Affairs, the assistant professor is required to submit a reappointment portfolio to the department chair.

The process for reappointment is presented in Section 3.3.3.1. At least 180 days before the end of the initial two-year appointment a decision shall be made and communicated in writing to the assistant professor as to whether s/he will be reappointed upon expiration of the current term. The decision shall be made and communicated in the manner provided in Section 3.3.3.1. If a decision to reappoint is made the assistant professor is thereupon reappointed for a probationary term of three years at the rank of assistant professor.

During the first semester of the second year of the initial three-year appointment, at a time designated by the Division of Academic Affairs, the assistant professor is required to submit a reappointment portfolio to the department chair for a second three-year appointment. Before the end of the second year of the first three-year term as assistant professor a decision shall be made and communicated in writing to the assistant professor as to whether she/he will be reappointed upon expiration of the current term. The decision shall be made and communicated in the manner provided in Section 3.3.3.1. If a decision to reappoint is made the assistant professor is thereupon reappointed for a second probationary term of three years at the rank of assistant professor.

Between April 20th and May 10th in the second semester of the first year of the second three-year appointment the assistant professor is required to submit a portfolio of scholarly accomplishment for External Review, as designated in Section 3.3.1.1(B).

During the first semester of the second year of the second three-year appointment, at a time designated by the Division of Academic Affairs, the assistant professor is required to submit a portfolio for consideration of tenure and promotion to the department chair. The review process for promotion and/or tenure is presented in Section 3.3.3.1. An affirmative decision shall be effective the next academic year.

Promotion without tenure at any time from the rank of assistant professor to that of associate professor constitutes an initial appointment to the three-year term at the latter rank, with the incidents described for that term in Section 3.3.2(3).

3. Associate Professor. When a faculty member's initial appointment by the institution is to the rank of associate professor, the appointment is to a probationary term of two years effective July 1. In the first semester of the second year of the initial two-year appointment, at a time designated by the Division of Academic Affairs, the associate professor is required to submit a reappointment portfolio to the department chair for a three-year appointment. The process for reappointment is presented in Section 3.3.3.1. At least 180 days before the end of the initial two-year appointment a decision shall be made and communicated in writing to the associate professor as to whether s/he will be reappointed upon expiration of the current term. The decision shall be made and communicated in the manner provided in Section 3.3.3.1. If a decision to reappoint is made the associate professor is thereupon reappointed for a probationary term of three years at the rank of associate professor.

Between April 20th and May 10th in the second semester of the first year of the three-year appointment the associate professor is to submit a portfolio of scholarly accomplishment for External Review as designated in Section 3.3.1.1(B) for associate professors initially hired on or after July 1, 2011.

During the first semester of the second year of the three-year appointment, at a time designated by the Division of Academic Affairs, the associate professor is required to submit a portfolio for consideration of tenure and promotion to the department chair. The process for promotion and tenure is presented in Section 3.3.3.1. Before the end of the second year of the three-year term, a written decision shall be given the associate professor whether s/he will be recommended for permanent tenure at the same or higher rank. An affirmative decision shall be effective the next academic year

Promotion at any time from the rank of associate professor to that of professor confers permanent tenure from the effective date of the promotion. Since promotion from associate professor to professor includes a recommendation for tenure, it must be approved by the President and the UNC Board of Governors.

4. Professor. When a faculty member's initial appointment by the institution is to the rank of professor, the appointment is to a probationary term of three years effective July 1.

Between April 20th and May 10th in the second semester of the first year of the three-year probationary term the professor is to submit a portfolio of scholarly accomplishment for External Review as designated in Section 3.3.1.1(B).

During the first semester of the second year of the three-year probationary appointment, at a time designated by the Division of Academic Affairs, the professor is required to submit a portfolio for consideration of tenure to the

department chair. The process for tenure is presented in Section 3.3.3.1. Before the end of the second year of this term, a written decision shall be given to the professor whether, when her/his current term expires, she/he will be recommended for permanent tenure or not reappointed. An affirmative decision shall be effective the next academic year.

The decision shall be made in the manner provided in Section 3.3.3.1. If a decision not to grant tenure is made but not communicated as herein required, the Chancellor is to offer a terminal appointment of one academic year.

3.3.3 General Provisions

A. Department's Reappointment, Promotion and Tenure (RPT) Committee

1. Function

The Reappointment, Promotion and Tenure (RPT) Committee shall be responsible for making recommendations for promotions in rank and for recommendations for reappointments of probationary-term faculty members, the granting of permanent tenure, and conferral of tenure for initial appointments with permanent tenure.

2. Composition

The membership of the RPT Committee shall be composed of at least three tenured faculty, excluding the unit administrator, having the rank at least equal to the candidate(s) being considered for promotion and/or tenure. A faculty member undergoing consideration for promotion and/or tenure shall not be able to serve on the department's RPT Committee during that cycle. In the instances where units do not have the requisite number of faculty qualified to review a candidate, the committee shall recruit the sufficient number of qualified persons from related academic areas within the University to increase the committee's membership to three. Members of the RPT Committee shall not write letters of support for faculty under review.

Appointments to the committee must come from one list of candidates selected by a vote of the unit's tenured and probationary-term faculty having rank at least equal to the candidate(s) being considered for promotion. The list forwarded to the next higher administrator by the faculty will contain at least twice the number of faculty members required to complete the membership of the committee. Before voting on the list to be forwarded to the next higher administrator, the chair of the committee will ascertain that faculty members nominated to have their names placed on the list

are willing and able to serve in this capacity. The list of faculty names recommended to the next higher administrator may not be returned for revision.

The first order of business for a newly convened Committee shall be to elect a Chair from among its membership.

B. Role of Department Administrator

The department administrator serves to provide leadership, support, and guidance to the total functioning of the department. The department administrator is responsible for maintaining the personnel files, providing timely notification to the chair of the unit RPT Committee on all personnel actions required or expected, and distributing all personnel documents and materials to the appropriate location. The department administrator, in consultation with the department's RPT Committee (or properly constituted subcommittee), will write a progress toward tenure letter to each probationary term faculty member as described in subsection 3.3.1.0(9); of the candidate's teaching, research, service, and any other relevant duties. The department administrator is excluded from all unit committee deliberations concerning candidates for appointment, reappointment, promotion, or tenure. However at the invitation by a majority vote of the membership of the RPT Committee, may request additional information of the department administrator.

3.3.3.1 Initiation, Review, and Approval of Appointments, Reappointments, Promotions, and Tenure

New faculty must be provided with a current copy of the department's or college/school's Reappointment, Promotion, and Tenure (RPT) criteria with the original letter of appointment or within the first sixty (60) days of employment.

At the end of each spring semester, department chairs are required to conduct annual evaluations of all Faculty, which includes tenured, tenure-track, instructors, and special faculty (described in Section 3.9). See Sections 4.5.1.3 and 4.5.2 for details regarding annual evaluations. One function of annual evaluations is to determine whether tenure-track faculty are making adequate progress toward meeting the department, school/college (if required), and university criteria for promotion and tenure.

The submission of the portfolio for reappointment, promotion, or tenure (RPT) to the unit chairperson is the responsibility of the faculty member. Deadlines for submission will be distributed by the Division of Academic Affairs and posted on the Faculty Senate website to be available to faculty, chairs, and deans. The faculty member must include a copy of each annual evaluation in her/his portfolio.

Each initial appointment, each promotion in rank, each reappointment to a fixed term, and each reappointment of an assistant professor, associate professor, or professor, whether or not the reappointment recommends the conferral of permanent tenure, shall be initiated by

recommendation of the chair of the department concerned after consulting with the departmental committee on reappointment, promotion, and tenure (RPT). If there are too few tenured professors or, for other reasons, if it appears that the consultation required by the preceding sentence may not produce advice adequately representative of the departmental faculty members' views, the chair shall consult with other senior members of the department, including untenured full professors and untenured or tenured associate professors. No member of the RPT Committee will vote at another level (college or university) of review for a faculty member. If there are too few senior members of the department or, if it appears that the consultation required by the first sentence of this section may not produce advice adequately representative of the departmental faculty members' views, then the chair, after consultation with the dean, may consult with other department's senior faculty members who are familiar with the faculty member's work.

Each member of the departmental RPT committee will review the faculty member's portfolio. A written recommendation summarizing the decision by the department's RPT committee and reflecting a tally of the departmental RPT committee vote (e.g., 7 yes, 2 no) will be signed by each member of the departmental RPT committee to verify that: (1) the person reviewed the portfolio of the candidate, (2) the person voted on the portfolio, along with a record of their vote, and (3) the vote tally accurately reflects the unit RPT committee's assessment of the portfolio. Deliberations and recommendations shall be kept in confidence.

The department chair will provide a separate recommendation regarding the faculty member's portfolio. The chair's recommendation letter must include an assessment, with accompanying rationale, regarding the faculty member's strengths and weaknesses in each of the areas of teaching, scholarship, and service, based upon the departmental RPT criteria. The chair's recommendation letter may also quote from comments from the departmental RPT committee.

The chair's recommendation along with the unit's RPT committee recommendation shall be sent to the dean of the college, who shall consult the college's committee on reappointment, promotion, and tenure. Each member of the college RPT committee will review the faculty member's portfolio. A written recommendation summarizing the decision by the college's RPT committee and reflecting a tally of the college's RPT committee vote (e.g., 7 yes, 2 no) will be signed by each member of the college's RPT committee to verify that: (1) the person reviewed the portfolio of the candidate, (2) the person voted on the portfolio, along with a record of their vote, and (3) the vote tally accurately reflects the unit RPT committee's assessment of the portfolio.

For all reappointments, the final decision will be made at the Provost's level. The Provost will inform the candidate of the final decision in writing. This decision is final except as it may later be reviewed in accordance with the provisions of Section 3.5.3.

For all applications for tenure, promotion, and tenure with promotion, the dean will forward a recommendation regarding the faculty member's portfolio. The dean's recommendation letter must include an assessment, with accompanying rationale, regarding the faculty member's strengths and weaknesses in each of the areas of teaching, scholarship, and service, based upon the departmental RPT criteria. The dean's recommendation letter may also quote from comments from the department chair, and the school/college and unit RPT committees. The recommendation from the unit's RPT committee, the chair and the dean along with the

candidate's portfolio will be forwarded to the Provost. The Provost shall consult the Faculty Portfolio Review Committee (formerly named the Faculty Personnel Committee – see Section 2.5.2, Article VII for description and composition of this committee).

Each member of the Faculty Portfolio Review (FPR) Committee will review the faculty member's portfolio. A written recommendation summarizing the decision by the university's FPR committee and reflecting a tally of the committee vote (e.g., 7 yes, 2 no) will be signed by each member of the committee to verify that: (1) the person reviewed the portfolio of the candidate, (2) the person voted on the portfolio, along with a record of their vote, and (3) the vote tally accurately reflects the FPR committee's assessment of the portfolio.

At the unit, college or university levels, a vote for the recommendation by a majority of the committee members present shall constitute a recommendation for reappointment, promotion, and/or conferral of permanent tenure. A member of a committee who is present when a vote is taken but who does not vote counts as part of the membership of the committee for the purposes of determining what constitutes a majority vote. Obtaining a majority vote shall constitute a recommendation for reappointment, promotion, and/or the conferral of permanent tenure.

The Provost makes the final decision of non-reappointment. A negative tenure and/or promotion decision shall be made at the Provost level. The Provost will inform the candidate of the decision in writing. The Provost will send a letter to the faculty member by a method where delivery can be confirmed. The letter is to be a simple, unelaborated written statement that the faculty member will not be reappointed. This decision is final except as it may later be reviewed in accordance with the provisions of Section 3.5.3.

The Provost shall forward her/his recommendation on all positive cases with supporting documentation to the Chancellor. If the Chancellor concurs in a recommendation that will confer permanent tenure, she/he shall present this recommendation to the Board of Trustees and then forward the recommendation to the President and the UNC Board of Governors for final approval. All other personnel actions in which the Chancellor recommends promotion shall be forwarded by her/him to the Board of Trustees for final approval unless the approval authority is delegated to the Chancellor by that Board. This decision is final except as it may later be reviewed in accordance with the provisions of Section 3.5.3.

Nothing in these regulations is to be construed to preclude the Chancellor, in consultation with the appropriate Dean and the Provost, from recommending permanent tenure and/or promotion of a faculty member at any time.

3.3.3.2 Decisions Not to Reappoint When Probationary Terms Expire

The recommendation not to reappoint when a probationary term appointment as assistant professor, associate professor, or professor expires shall be made by the chair of the department concerned, based on recommendation of and consultation with the unit's RPT committee. If, because there are too few tenured professors or for other reasons, it appears that the consultation required by the preceding sentence may not produce advice adequately representative of the departmental faculty members' views, the department chair is to consult with other senior members of the department, including untenured full professors and

untentured or tenured associate professors. If there are too few senior members of the department or for other reasons, it appears that the consultation required by the first sentence of this section may not produce advice adequately representative of the departmental faculty members' views, then the chair, after consultation with the dean, may consult with senior members of other departments within the school/college that are familiar with the faculty member's work.

A recommendation for non-reappointment shall be sent to the dean of the school/college, who will consult the school/college's committee on reappointment, promotion, and tenure.

Faculty will be notified in writing of completion of review at each level e.g., department, college, and Provost.

The Provost makes the final decision of non-reappointment. The Provost will send a letter to the faculty member by a method where delivery can be confirmed. The letter is to be a simple, unelaborated written statement that the faculty member will not be reappointed. This decision is final except as it may later be reviewed in accordance with the provisions of Section 3.5.3.

The Provost shall report any negative decisions concerning promotion and/or tenure to the Chancellor.

3.3.3.3 Notification of Status of Review

Upon completion of each step of the review (department chair, dean, Provost) the faculty member will be notified in writing, via a notification letter, when the review of the portfolio has been completed at that particular level. Faculty will be notified in writing of completion of review at each level e.g., department, college, and Provost. The Provost or Chancellor will notify faculty of the final decision.

3.3.3.4 Early Promotion and Tenure

Tenure-track faculty may apply for early promotion and/or tenure.

Early tenure is possible, but application for early tenure is strongly discouraged. Early tenure is a rare occurrence that is only achievable for exceptional cases. Such exceptional cases must be determined by the departmental RPT committee in consultation with the dean and a candidate may only apply for early tenure upon agreement of the RPT committee and the dean. Assistant professors may apply for early tenure only after completing a minimum of 4 years of their probationary period. Associate professors may apply for early tenure only after completing a minimum of 3 years of their probationary period.

The process for the application of early promotion and/or tenure is the same as the process for application of promotion and tenure during the prescribed probationary periods.

The denial of early promotion and/or tenure will not affect the faculty member's employment status and contract with the university. Faculty members denied early tenure will continue their rank-specific probationary periods.

Faculty members denied early tenure are not entitled to submit a request for review of the denial of early tenure pursuant to Section 3.5.3 of this *Handbook*.

3.3.3.5 Terms and Conditions of Appointments

The terms and conditions of each initial appointment and of each reappointment to the faculty are required to be set out in writing by the Provost. A copy of the terms, signed by the Provost, must be delivered to the faculty member; the Office of the Provost will also retain a copy. A copy of the signed offer letter shall also be forwarded to the Department of Human Resources and maintained in the Faculty member's personnel file. The general terms and conditions of such appointments, including those provided herein, shall be either set out in the document of appointment or incorporated therein by clear reference to specified documents that shall be readily available to the faculty member.

- A. A joint appointment is defined as a faculty member holding appointments in more than one unit (in two academic units, or in an academic unit and a research unit). The primary unit will be identified for each faculty member, and the policies and practices of the primary unit will govern any subsequent review process and decisions regarding the awarding of promotion and/or tenure to that faculty member. The secondary units will participate in discussions regarding appointment recommendation, and evaluation of the faculty member concerning promotion, reappointment, tenure, leave eligibility, and salary increases. However, the primary unit has the final responsibility for such actions. After receiving the recommendation of the other units, the primary unit will be responsible for securing agreements among the other units regarding the sharing of salary and support funds.

Any special terms and conditions shall be clearly stated in the written appointment. The responsibility for initiating the inclusion of special terms and conditions in documents of appointment is with the Provost after consultation with the chair or dean who recommends the appointment. The final decision to hire is subject to approval by the Board of Trustees.

- B. Continued Availability of Special Funding⁶

The appointment, reappointment, or promotion of a faculty member to a position funded in whole or in substantial part from sources other than continuing state budget funds or permanent trust funds shall specify in writing that the continuance of the faculty member's services, whether for a specified term or for permanent tenure, shall be contingent upon continuing availability of such funds. The tenure policies and regulations may make one or more of the following exceptions to the foregoing contingency requirement

- 1. That such a contingency shall not be included in a promotion to a higher rank, if, before the effective date of that promotion, the faculty member had permanent tenure and no such condition is

⁶ This section is based on Section 602(7) of *The Code of The UNC Policy Manual*.

attached to the tenure.

2. That such a contingency shall not be attached to the faculty member's contract if the faculty member held permanent tenure on July 1, 1975, and the contract was not contingent upon the continuing availability of sources other than continuing state budget or permanent trust funds.
3. That such a contingency may be waived for health affairs faculties because of the unusual dependence of programs in the health professions on income from sources such as clinical receipts.

If a faculty member's appointment is terminated because of non-availability of these funds, the institution will make every responsible effort to give the same notice as set forth in Section 605 B (1) of The Code of The UNC Policy Manual.

- C. Provisions for Less Than Full-Time Employment. Special terms for less than full-time employment with commensurate compensation, or for relief from all employment obligations for a specified period, may be included in an appointment or reappointment to any faculty rank or may be added by a written memorandum of amendment during the term of an appointment. For compassionate reasons of health, or requirements of childbirth or child care, or similar compelling reasons, such terms may, with the concurrence of the faculty member, include extension of period of a current probationary term of appointment to coincide with the extent and duration of the relief from the full-time employment obligation (see Section 6.4.2, "Serious Illness and Disability Leave"). Such special terms must be expressly stated in initial appointment documents or, if added by memorandum of amendment, must be approved by signature of the Provost and the faculty member, with a copy to be retained by each. Except as may be otherwise expressly provided in the documents of appointment all appointments to any faculty rank are on the basis of a full-time employment obligation and confer the full incidents of academic tenure pertinent to the particular appointment.

These provisions do not apply to informal temporary adjustments of the regularly assigned duties of faculty members by the department chair that is responsible for their direct supervision, or to the granting by the University of extended leaves of absence with or without compensation.

3.3.4 Resignation

A faculty member shall give prompt written notice of her/his resignation with its effective date to her/his department chair, the dean, and the Provost. It is recommended that a faculty member give at least three months' notice of the resignation intent.

3.4 PROMOTION/TENURE PORTFOLIO REQUIREMENTS

3.4.1 Mandatory Items

The below mentioned items are mandatory minimum directives for each portfolio for promotion and/or tenure. Faculty members are required to submit an electronic portfolio. The following list of items must be included in each portfolio for promotion and/or tenure:

- a. The designated checklist for contents of the portfolio;
- b. The most recent "Recommendation on Change in Faculty Rank and/or Tenure" form;
- c. The one-page "Personnel Recommendation Requiring Action by Board of Governors" (for all tenure and/or promotion recommendations);
- d. The one-page "Personnel Recommendation Requiring Action by Board of Trustees" (for all tenure and/or promotion recommendations);
- e. A copy of the departmental criteria for promotion and tenure;
- f. A current curriculum vitae indicating all educational backgrounds and professional experiences, publications, etc.;
- g. Annual departmental evaluations;
- h. External review letters if hired after July 1, 2011 (to be inserted by the department chair);
- i. Evidence of effective teaching, including Student Ratings of Instruction (SRIs), and Peer Evaluation of Instruction for at least the previous three years;
- j. Copies of research articles and/or books published since the last positive personnel action, or if the first review, since being hired by NCCU;
- k. Copies of notification of award letters for successful grant proposals, if applicable;
- l. Evidence of service to the University community since the last positive personnel action, or if the first review, since being hired by NCCU;
- m. Confirmation, by signatures and their individual votes, that the assembled RPT Committees have been consulted in accordance with the university's tenure policies and regulations; and
- n. Added written recommendations from:
 1. the Dean;
 2. the Department Chairperson, if applicable; and/or
 3. the Program Director, if applicable.

It should be noted that the above list does not alter those factors that have always been considered. It does standardize the documentation used to support the applications for promotion and tenure.

3.4.2 Effective Dates

Effective dates for promotions and tenure will be communicated by the Office of the Provost. Questions pertaining to the portfolio requirements, processing, or processing schedules may be addressed to the Dean or to the Division of Academic Affairs.

3.5 REAPPOINTMENT, NON-REAPPOINTMENT, AND REQUIREMENTS OF NOTICE AND REVIEW FOR TENURE TRACK FACULTY⁷

3.5.1 Notice of Reappointment or Non-reappointment

3.5.1.1 The decision not to reappoint a faculty member at the expiration of a fixed term of service shall be made by the appropriate institutional faculty and administrative officers early enough to permit timely notice to be given. For full-time faculty at the rank of instructor, assistant professor, associate professor, or professor, the minimum requirement for timely notice shall be as follows:

- a. during the first year of service at the institution, the faculty member shall be given not less than 90 calendar days' notice before the employment agreement expires; and
- b. during the second year of continuous service at the institution, the faculty member shall be given not less than 180 calendar days' notice before the employment agreement expires; and
- c. after two or more years of continuous service at the institution, the faculty member shall be given not less than 12 months' notice before the employment agreement expires.

3.5.1.2 Notice of reappointment or non-reappointment shall be written. If the decision is not to reappoint, then failure to give timely notice of non-reappointment will oblige the Chancellor thereafter to offer a terminal reappointment of one academic year.

3.5.2 Impermissible Reasons for Non-reappointment

In no event shall a decision not to reappoint a faculty member be based upon (a) a faculty member's exercise of rights guaranteed by either the First Amendment to the United States Constitution or by Article I of the North Carolina Constitution, or (b) the faculty member's race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, genetic information, or veteran status, or other forms of discrimination prohibited under policies adopted by the Board of Trustees, or (c) personal malice. For purposes of this section, the term "personal malice" means dislike, animosity, ill-will, or hatred based on personal characteristics, traits or circumstances of an individual. See The UNC Policy Manual, Policy 101.3.1 II.B for details.

3.5.3 Review of Non-reappointment Decisions

3.5.3.1 Campus Based Review

- a. The purpose of the campus based review process is to determine, (1) whether the decision was based on the considerations that The Code provides are impermissible; and (2) whether the process followed to reach the decision

⁷ This section is based on Section 604 of *The Code of The University of North Carolina*, effective on or after September 1, 2009.

materially deviated from prescribed procedures such that doubt is cast on the integrity of the decision not to reappoint.

- b. A notice of non-reappointment shall be sent by a method of mail or delivery that provides proof of delivery. The faculty member may request a review of the decision by the Faculty Reappointment and Tenure Appeal Committee. No more than 14 calendar days after receiving the official notice of non-reappointment or non-conferral of tenure, the faculty member may request review of the decision by the Faculty Reappointment and Tenure Appeal Committee. If the faculty member does not request review of the non-reappointment or non-conferral of permanent tenure decision in a timely fashion as specified above, the non-reappointment or non-conferral of permanent tenure is final without resource to any further review by faculty committees, the institutions or the Board of Governors.
- c. If the faculty member files a request for review in a timely fashion, the request for review shall be written and addressed to the Chair of the Faculty Reappointment and Tenure Appeal Committee, Office of the Faculty Senate. It shall specify the grounds upon which the faculty member contends that the decision was impermissibly based, with a short, plain statement of facts that the faculty member believes supports the contention. Such a request constitutes on the faculty member's part: (1) a representation that s/he can prove her/his contention, and (2) an agreement that the institution may offer in rebuttal of her/his contention any relevant data within its possession.
- d. A hearing shall be held within 60 calendar days after the request is received except under unusual circumstances such as when a hearing request is received during official university breaks and holidays and despite reasonable efforts the hearing committee cannot be assembled; the faculty member and the department chair or dean shall be given at least 14 days notice of the hearing.
- e. The hearing shall be conducted informally and in closed session with only the members of the Faculty Reappointment and Tenure Appeal Committee, the faculty member, the department chair or dean, and such witnesses as may be called in attendance, except that the faculty member and the department chair or dean may each be accompanied by a person of her/his choosing, including an attorney. The faculty member must inform the Committee if s/he is to be accompanied by an attorney 14 days prior to the hearing date. Any such advisor or attorney will not be allowed to actively participate in the hearing. The faculty member shall have the right to present the testimony of witnesses and other evidence, to confront and cross-examine adverse witnesses, and to examine all documents and other adverse demonstrative evidence, and to make argument. A quorum for the hearing is a simple majority of the total Committee membership. Committee members who hold an appointment in the faculty member's department or school, who will testify as witnesses, or who have any other conflict of interest are disqualified. A transcript of the proceedings shall be made; if the faculty member requests it, the transcript shall be provided to the faculty member. The Committee may

consider only such evidence as is presented at the hearing and need consider only the evidence offered that it considers fair and reliable. All witnesses may be questioned by the Committee members, the faculty member, and the department chair or dean. Except as herein provided, the conduct of the hearing is under the Committee Chair's control.

3.5.3.2 The Hearing

The hearing shall begin with an opening statement from the Committee chair. The faculty member will then present the contentions, which shall be limited to those grounds specified in the request for a hearing and supported by such proof as s/he desires to offer. When the faculty member has concluded this presentation, the Committee shall recess to consider whether the faculty member has established a prima facie case. If it determines that the contention(s) has not been established, it shall so notify the parties to the hearing and thereupon terminate the proceedings. Such termination confirms the decision not to reappoint. If it determines that rebuttal or explanation is desirable, it shall so notify the parties and the hearing shall proceed. The department chair or dean may then present in rebuttal of the faculty member's contentions, or in general support of the decision not to renew, such testimonial or documentary proofs as s/he desires to offer, including her/his own testimony.

At the end of this presentation, the Committee shall consider the matter in executive session. The committee shall consider only the evidence presented at the hearing and such written or oral arguments as the Committee, in its discretion, may allow. The faculty member shall have the burden of proof. In evaluating the evidence the committee shall use the standard of preponderance of evidence (which is the same as the greater weight of evidence).

3.5.3.3 Procedure after Hearing

The Faculty Reappointment and Tenure Appeal Committee will make a recommendation to the Chancellor, with copies to the faculty member, department chair or dean and Provost, within 14 calendar days following the hearing or receipt of the hearing transcript, whichever is later. The Committee's recommendation shall state whether or not the evidence presented at the hearing supported the faculty member's contention(s). If the evidence did not support the faculty member's contention, the Committee shall recommend to the Chancellor that no further substantive review be had regarding the faculty member's contention. If the evidence does support the faculty member's contention, then the Committee shall recommend what further substantive review, including recommended corrective action, should be had of the faculty member's contention. The Committee shall submit a report to the Chancellor in support of its recommendation that includes: (1) information regarding date the request was received and the calendaring of the hearing; (2) summary of the hearing for both the faculty member's case and the department chair's case (if applicable); (3) official transcripts of the hearing; and (4) findings of fact and recommendations of the Committee. The Committee shall also compile an official record of the proceedings.

3.5.4 Appeal to the Board of Governors

If the Chancellor concurs in a recommendation of the Faculty Reappointment and Tenure

Appeal Committee that is favorable to the faculty member, the Chancellor's decision shall be final. If the Chancellor either declines to accept a committee recommendation that is favorable to the faculty member or concurs in a committee recommendation that is unfavorable to the faculty member, the faculty member may appeal to the Board of Governors, by submitting notice of appeal by certified mail return receipt requested, or by another means that provides proof of delivery, within 14 calendar days after the faculty member's receipt of the Chancellor's decision. The notice must contain a brief statement of the basis for the appeal. The purpose of the appeal to the Board of Governors is to assure (1) that the campus-based process for reviewing the decision was not materially flawed, so as to raise questions about whether the faculty member's contentions were fairly and reliably considered, (2) that the result reached by the Chancellor was not clearly erroneous, and (3) that the decision was not contrary to controlling law or policy⁸.

3.6 TERMINATION OF FACULTY EMPLOYMENT⁹

3.6.1 Reasons Justifying Termination and Consultation Required

A. The employment of a faculty member with permanent tenure or of a faculty member appointed to a fixed or probationary term may be terminated by North Carolina Central University because of (a) demonstrable, bona fide institutional financial exigency or (b) major curtailment or elimination of a teaching, research, or public service program. "Financial exigency" is defined as a significant decline in financial resources of the institution that is brought about by decline in institutional enrollment or by other action or events that compel a reduction in the institution's current operations budget. The determination of whether a condition of financial exigency exists or whether there shall be a major curtailment or elimination of a teaching, research, or public service program shall be made by the Chancellor, after consulting with the academic administrative officers and faculties as required by Section 605C (1) of Chapter 100.1 of The Code of The University of North Carolina. This determination is subject to concurrence by the President and then approval by the Board of Governors. If the financial exigency or curtailment or elimination of a program is such that the institution's contractual obligation to a faculty member may not be met, the employment of the faculty member may be terminated in accordance with the institutional procedures set forth in Section 3.6.2 below.

B. Consultation with Faculty and Administrative Officers

When it appears that the institution will experience an institutional financial exigency or when it is considering a major curtailment in or elimination of a teaching, research, or public service program, the chancellor or the chancellor's delegate shall forthwith prepare a report which identifies specifically the state of financial exigency or the program change. The report must outline the options readily apparent to the chancellor at the time, including any options which would or might involve terminations of faculty employment. The chancellor's

⁸ See *The Code of The University of North Carolina*, Section 604D and *The UNC Policy Manual*, Section 101.3.1 for additional information

⁹ This section is based on Section 605 of *The Code of The University of North Carolina*.

report shall be directed to the Academic Planning Council, the Faculty Senate and the Faculty Senate's Curriculum and Academic Programs Committee for their written advice and recommendations. In considering this report the Faculty Senate and the Faculty Senate's Curriculum and Academic Programs Committee shall have access to information on which the chancellor's report was based. The Senate and the Senate Committee may interview appropriate persons.

The Faculty shall prepare a response to the chancellor, to be submitted at a time determined by the chancellor and forwarded to the Academic Planning Council for their written advice and recommendations. The Academic Planning Council shall prepare a report to the chancellor to be submitted at a time determined by the chancellor. In preparing its report, the council may also interview appropriate persons

Should the chancellor decide, following receipt of the Academic Planning Council's report, to consider reducing a unit's faculty for reasons of financial exigency or major curtailment or elimination of a program, the chancellor shall promptly convene at least two University-wide meetings for further faculty input regarding the contemplated reduction.

3.6.2 Termination Procedure

3.6.2.1 Timely Notice of Termination

- a. When a faculty member's employment is to be terminated because of major curtailment or elimination of a teaching, research, or public service program and such curtailment or elimination of program is not founded upon financial exigency, the faculty member shall be given timely notice as follows.
 - i. One who has permanent tenure shall be given no less than 12 months' notice; and
 - ii. One who was appointed to a fixed term and does not have permanent tenure shall be given notice in accordance with the requirements specified in Section 604A (1) of The Code.
- b. When a faculty member's employment is to be terminated because of financial exigency, the institution will make every reasonable effort, consistent with the need to maintain sound educational programs and within the limits of available resources, to give the same notice as set forth in Section 3.6.2.1(a).
- c. For a period of two years after the effective date of termination of a faculty member's contract for any of the reasons specified in Section 3.6.1, the institution shall not replace the faculty member without first offering the position to the person whose employment was terminated. The offer shall be made by a method of delivery that requires a signature for delivery, and the faculty member will be given 30 calendar days after attempted delivery of the

notice to accept or reject the offer.

d. When a faculty member's employment is to be terminated because of financial exigency, when requested by the faculty member, North Carolina Central University shall give reasonable assistance in finding other employment for a faculty member whose employment has been terminated. (See UNC Code 605(c) for additional information.)

3.6.2.2 Institutional Procedures

a. In determining which faculty member's employment is to be terminated for reasons set forth in Section 3.6.1 (see also Section 605A of The Code), the Chancellor shall give consideration to tenure status, to years of service to the institution, and to other factors deemed relevant, but the primary consideration shall be the maintenance of a sound and balanced educational program that is consistent with the functions and responsibilities of North Carolina Central University.

b. An individual faculty member whose employment is to be terminated shall be notified of this fact in writing by certified mail or by another means that provides proof of delivery. This notice shall include a statement of the conditions requiring termination of employment, a general description of the procedures followed in making the decision, and a disclosure of pertinent financial or other data upon which the decision was based.

c. Should a faculty member allege that the decision to terminate her/him was arbitrary or capricious, a request for reconsideration of the decision can be made to the university's Faculty Grievance Committee. This request for reconsideration must be made within 14 calendar days of receiving the notice of termination. The Chair of the Faculty Grievance Committee or designee must inform the Office of the Chancellor within 7 calendar days of receiving the request for reconsideration. The request shall specify the grounds upon which it is contended that the decision to terminate her/his employment was arbitrary or capricious, and shall include a short, plain statement of facts that the faculty member believes support the contention. Submission of such a request shall constitute on the part of the faculty member: (1) a representation that he can support his contention by factual proof and (2) an agreement that the institution may offer in rebuttal of her/his contention whatever relevant data it may have.

d. The reconsideration hearing shall be held within 35 calendar days of the Committee's notification of the faculty member's request for a hearing. The Committee shall accord the faculty member 21 calendar days from the hearing date notification to prepare for it.

e. The hearing shall be conducted informally and shall be closed to the public. The purpose of the hearing is to determine if the decision to terminate was arbitrary or capricious. The faculty member and the Chancellor have the right

to legal counsel. The faculty member must inform the Committee if s/he is to be accompanied by an attorney 14 calendar days prior to the hearing date. The faculty member and her/his attorney shall have the right to present the testimony of witnesses and other evidence, to confront and cross-examine adverse witnesses, and to examine all documents and other adverse demonstrative evidence, and to make argument. The faculty member and the Committee shall be given access, upon request, to documents of North Carolina Central University that were used in making the decision to terminate the faculty member. Upon request, a transcript of the proceedings shall be given the faculty member at the institution's expense. The Committee may consider only such evidence as is presented at the hearing and need consider only that offered that it considers relevant. All witnesses may be questioned by the members of the Committee. Except as herein provided, the conduct of the hearing is under the control of the Committee Chair. A quorum for purposes of the hearing is a simple majority of the total membership. No one shall serve on the Committee who holds appointment in the faculty member's department, college, school, or unit or who may otherwise have a substantial conflict of interest.

f. The hearing shall begin with an opening statement from the Committee chair. The faculty member will then present the contentions, limited to those grounds specified in the request for hearing and supported by such proof as s/he desires to offer. The Chancellor or her/his representative may then present in rebuttal of the faculty member's contentions, or in general support of the decision to terminate her/his employment, such testimonial or documentary proofs as s/he desires to offer, including her/his own testimony. At the end of this presentation, the Committee shall consider the matter in executive session and shall make its written recommendations to the Chancellor, as well as evidence introduced during the hearing, within 14 calendar days after the hearing concludes. The burden is on the faculty member to satisfy the Committee that her/his contention is true to a substantial certainty.

g. If the Committee determines that the contention of the faculty member has not been established, it shall, by a simple unelaborated statement, so notify the faculty member and the Chancellor.

h. If the Committee determines that the contention of the faculty member has been satisfactorily established, it shall so notify the faculty member and the Chancellor by a written notice that shall also include a recommendation for corrective action by the Chancellor.

i. Within 30 calendar days after receiving the recommendation, the Chancellor shall send written notice to the faculty member and the Chairman of the Faculty Grievance Committee what modification, if any, s/he will make with respect to the original decision to terminate the faculty member's employment. If the Chancellor fails to reverse the original decision, the faculty member may appeal the reconsideration decision to the Board of Trustees pursuant to UNC Code 605(C).

- j. If, within 14 calendar days after s/he receives the notice required by Section 3.6.2.2(c), the faculty member makes no written request for a reconsideration hearing, her/his employment shall be terminated at the date specified in the notice given pursuant to Section 3.6.2.2(c) and without recourse to any institutional grievance or appellate procedure.

3.7 POST-TENURE REVIEW POLICY¹⁰

3.7.1 Preface

“Excellence without Excuse” is the continuing standard for all academic programs at North Carolina Central University. The strength and vitality of the faculty is the essence of the university’s commitment to excellence in teaching. Accordingly, as mandated by the UNC Board of Governors, Post-Tenure Review (PTR) will examine performance of tenured faculty relative to the mission of NCCU, as well as the mission of their respective colleges/schools and departments. This will help assure the continuation of a strong and productive faculty whose services meet and exceed standards of excellence.

The policy provides a clear plan and timetable for improvement of tenured faculty found deficient; and for those whose performance remains deficient, it provides for the imposition of appropriate sanctions. Such sanctions may, in the most serious cases, include a recommendation for discharge. The PTR is a faculty peer review process that is designed to guide and reinforce the continued development of tenured faculty who, by virtue of their experience, growth, and professional standing, are expected to set the performance standards for scholarly productivity for the academic units.

Criteria to be utilized in conducting this review shall be fair and reasonable expectations consistent with the criteria and standards used in other reviews of faculty related to teaching, research and service.

The criteria must be sufficiently flexible to accommodate faculty with differing responsibilities, to recognize that faculty members may contribute in different ways to the institution’s mission over time, and to consider the cumulative impact of the faculty member’s career as well as performance during the previous five years.

3.7.2 Basic Elements of the PTR Policy

The PTR Policy serves to provide guidelines to ensure that tenured faculty members have a clear set of expectations regarding their professional development and contributions in the areas of teaching, research and service. Although the policy holds tenured faculty accountable for their continued contributions to the University community, it is not intended to be punitive, but rather positive and instructive. The PTR process identifies the specific areas of strength among tenured faculty as well as areas requiring more concentrated development. The PTR process will rely on a summative, retrospective view of five (5) years of the professor’s areas of work responsibility that may underscore trends not immediately obvious in the customary annual faculty evaluation process.

¹⁰ The UNC Board of Governors policy on Post-Tenure Review can be found in Section 400.3.3 of the *UNC Policy Manual*.

Each department shall be responsible for developing its PTR guidelines, which must be approved by the department's tenured and tenure-track faculty. Once approved on the departmental level, the guidelines shall be submitted to the dean for review. Any change on the part of the dean will result in the guidelines being returned to the department for approval. All PTR guidelines shall be forwarded to the Office of the Provost for final approval.

- a. The PTR Policy will not supplant, but will extend and build upon existing university rules governing appointments, reappointments, tenure, and promotions. Such functions are largely relegated to the department and college/school levels.
- b. For PTR purposes, the term "faculty" refers to all tenured faculty members at the University.
- c. Upon the conferral of tenure, the faculty member shall develop a Statement of Mutual Expectations that will serve as his/her five year plan upon which the post-tenure review will be based. This document will be developed in consultation with the unit chair.
- d. For the purposes of PTR, department chairs will establish a standing Post-Tenure Review Committee (PTRC) that will be comprised of tenured faculty in their respective units. One member of the PTRC, for any given faculty member, must be external to the University and competent to make a professional judgment in the faculty member's discipline. The candidate shall provide the names and curriculum vitae of four possible External Reviewers to the department's PTRC and to the department chair. The PTRC will make a recommendation of 2 of these names to the chair for contact of which 1 will be selected by the department chair as the External Reviewer.

Each PTRC must have three members, all of whom must have at least three years of teaching experience. The External Reviewer is not a voting member of the PTRC. In the instances where units do not have the requisite number of faculty qualified to sit on a PTRC, the unit chair must recruit the sufficient number of qualified persons from related academic areas.

- e. PTR is required of all tenured faculty members whose primary responsibilities (51% or more) are teaching and/or research and/or service. Any exception for reasons such as phased-retirement can be made at the discretion of the Provost.
- f. It shall be the responsibility of the dean to notify unit administrators and affected faculty when to complete the PTR document. When a department chair is scheduled for a PTR, it shall be the responsibility of the dean to generally manage the PTR process.
- g. The faculty member shall assemble a portfolio for submission to the PTRC in a time frame consistent with the schedule prescribed by the University. A checklist of required items will be provided to faculty undergoing post-tenure review. If a

faculty member fails to submit his/her portfolio, the PTRC may proceed with evaluating the faculty member based on the information that is available to the PTRC, including, but not limited to, documentation in the faculty member's personnel file and information in the faculty member's annual reviews and self-evaluations.

h. Training will be provided for all persons involved in the post-tenure review process, including the PTRC, department chairs/unit heads, and deans. The Provost shall certify that the required training has been conducted. Training should be consistent with that mandated by the Office of the President (UNC system).

3.7.3 Establishment of the Post-Tenure Review Committee and Role of the Unit Chair

1. The faculty members in the department nominate five tenured faculty members to serve on the Post-Tenure Review Committee (PTRC) no later than September 10th.
2. Faculty members to be reviewed are not permitted to serve as a member of the PTRC.
3. The unit chair selects three members from the five persons nominated and gives the charge to the committee by September 30th.
4. The chair of the PTRC is selected by the membership of the committee.
5. Evaluation of the faculty member's portfolio shall be consistent with departmental PTR guidelines. Upon request, faculty members will be provided the opportunity to meet with the PTRC.
6. The PTRC writes its recommendations based on the faculty member's performance with respect to her/his work responsibilities, i.e. meets expectations, exceed expectations or does not meet expectations. The report must include a summary of the vote on the portfolio (e.g., 2 votes "meets expectations" and 1 vote "does not meet expectations"), and an analysis of the strengths and weaknesses of the portfolio. Each member of the PTRC must sign the report signifying: (1) the person read the entire portfolio, (2) the person voted on the portfolio, and (3) the report accurately portrays the PTRC's assessment of the candidate's portfolio.
7. The chair of the PTRC sends the findings of the Committee to include its recommendation to the unit chair for review.
8. The unit chair shall communicate the result of the review in writing (including the PTRC's written report) to the faculty member and to the dean for evaluation and appropriate action.
9. The Dean's evaluative review shall include the PTRC report, chair's evaluative review and the faculty member's portfolio.

10. In case of a deficient report, i.e. did not meet expectations, the unit chair will review the report, consult with the dean, and then make a recommendation to the faculty for improvement in the form of a development plan (see Section 3.7.6).

11. The report includes a statement to the faculty member's primary responsibilities and specific descriptions of the deficiency as they relate to the faculty member's assigned duties.

12. The report will include the sanctions that will result if the terms of the plan are not realized.

13. In the event the unit chair is being reviewed, the report of the PTRC will go directly to the dean for review and response.

3.7.4 PTR Evaluation Timetables, Procedures, and Processes

1. Faculty for whom PTR is required shall undergo a review no later than February 15th of the fifth academic year after conferral of tenure status or their prior post-tenure review.

2. The review process is repeated at five-year intervals for each tenured faculty.

Exceptions:

a. A period when a faculty member is on leave from professional duties shall not be included as part of the five years mandatory review events. In such cases, the five-year clock stops with the leave and resumes when the faculty member resumes her/his teaching duties.

b. PTR is not required of a faculty member who is officially set for an irrevocable retirement, termination from the university or resignation within the next 12 months.

3. Post-Tenure Review does not replace a review for purposes of promotion. Rather, successful evaluations for the purpose of promotion after being tenured can satisfy the requirement of post-tenure review.

4. The dean will initiate the process with written notification to the appropriate unit chairs and the tenured faculty to be reviewed. The dean will provide notice during the spring term for evaluation to be conducted during the ensuing fall term. The notice will request that the faculty to be reviewed begin to assemble a five-year portfolio for the purpose of post-tenure review.

5. The PTRC will review portfolios containing documents consistent with departmental PTR guidelines. In instances where unit chairs are to be reviewed, the deans or their designees (who must be the most senior tenured member of the unit) will assume the duties of the chair of the PTRC.

6. The evaluation will be performed by the unit-specific Post-Tenure Review

Committee. All tenured faculty members must be reviewed at five-year intervals. Faculty who do not comply with the requirements of the post-tenure review process, regardless of intent or circumstances, will receive a single written warning from the Provost before the end of the semester.

7. Post-tenure considerations will be discussed during the faculty member's Annual Performance Evaluation with the department chair.

3.7.5 Results of Post-Tenure Review

1. All PTRs should begin no later than February 15th and the final reports will be submitted to the Provost's office no later than March 1st of any given calendar year.
2. The PTRC is advisory to the chair, dean, and Provost. The PTRC can make one of three recommendations: (a) meets expectations, (b) exceeds expectations, or (c) does not meet expectations. The PTRC submits its recommendation to the chair. Its findings should include the rationale for its recommendation to include any strengths and weaknesses.
3. All faculty members whose PTR is assessed as "exceed expectations" shall receive:
 - a. letter of commendation from the Provost,
 - b. recognition at the Faculty Institute,
 - c. other considerations by the Provost such as a course release, monetary award, or professional development grant.
4. The faculty member has 10 calendar days to submit to the department chair a response to a finding of "does not meet expectations" by the PTRC. The department chair shall submit the response to the respective dean.
 - a. The dean shall review the PTRC report and the chairs report along with the faculty member's annual evaluations.
 - b. Should the dean concur with the finding of "does not meet expectations" a Development Plan will be required.
 - c. The faculty member will draft a professional development plan in consultation with the department chair or designee within 30 calendar days.
 - d. The dean shall review all related material prior to the final decision. The findings will be reported to the Office of the Provost.
5. Should a faculty member found to "not meet expectations" disagree with the final decision of the dean, there is a right to file a grievance consistent with the Faculty Handbook procedures regarding faculty grievances (Section 3.10).

3.7.6 The Development Plan

The faculty who has deficiencies in the report will draft a Development Plan in consultation with the department chair that should include the following:

1. Specific steps designed to lead to improvement and specific timelines to eliminate the deficiencies outlined in the written report from the unit chair.
2. The faculty member must include what improvements she/he will make.
3. The faculty member shall select a mentor having the rank of senior faculty to assist in implementing the first year of the development plan.
4. The development plan must be submitted by the unit chair to the dean.
5. The timeline should not be less than two years and no more than three years.
6. The unit chair, the faculty member and the dean must meet at least annually to review the progress of the development plan.
7. The plan will indicate when the faculty member is to be reviewed again by an appointed PTRC. The faculty member will be given a period of not less than two years and not more than three years to demonstrably remove the cited deficient performance areas.
8. If the PTRC concludes that the deficiencies have not been corrected after the final review, the faculty member must be seriously sanctioned in conformity with the terms of The Code (see Sections 602, Academic Tenure; and 603, Due Process). Before implementation of any serious sanction against a member of the faculty, the Provost will consult with the PTRC.

3.7.7 The Role of the Dean

The dean shall be responsible for the following:

1. Review PTR departmental guidelines.
2. Submit names of faculty to undergo post-tenure review two years in advance of review to the Office of the Provost.
3. Annual report of faculty members reviewed by PTRC and their outcomes i.e. meets expectation, exceeded expectations or did not meet expectations. In cases where the faculty member exceeded expectations some level of recognition should be considered.
4. Monitor progress of faculty who are following a development plan and submit an annual summary to the Office of the Provost.

3.7.8 The Role of the Provost

The Provost shall be responsible for the following:

1. Certify, on an annual basis, that all aspects of the post-tenure review process and training have been completed for involved persons and are in compliance with UNC Policy 400.3.3.
2. Conduct an annual review of progress reports involving faculty with a negative post-tenure review outcome.
3. Coordinate the development of a metric to differentiate PTR outcomes, i.e. meet expectations, exceed expectations and do not meet expectations.

3.8 DUE PROCESS BEFORE DISCHARGE OR THE IMPOSITION OF SERIOUS SANCTIONS¹¹

A faculty member, who is the beneficiary of institutional guarantees of tenure, shall enjoy protection against unjust and arbitrary application of disciplinary penalties. During the period of such guarantees the faculty member may be discharged from employment, suspended, or demoted in rank for reasons of:

- a. incompetence, including significant, sustained unsatisfactory performance after the faculty member has been given an opportunity to remedy such performance and fails to do so within a reasonable time;
- b. neglect of duty, including sustained failure to meet assigned classes or to perform other significant faculty professional obligations; or
- c. misconduct of such a nature as to indicate that the individual is unfit to continue as a member of the faculty, including violations of professional ethics, mistreatment of students or other employees, research misconduct, financial fraud, criminal or other illegal, inappropriate or unethical conduct. To justify serious disciplinary action, such misconduct should be either (i) sufficiently related to a faculty member's academic responsibilities as to disqualify the individual the individual from effective performance of university duties, or (ii) sufficiently serious as to adversely reflect on the individual's honesty, trustworthiness or fitness to be a faculty member.

These sanctions may be imposed only in accordance with the procedures prescribed in this section. For purposes of these regulations, a faculty member serving a stated term shall be regarded as having tenure until the end of that term. These procedures shall not apply to non-reappointment (Section 3.5; see also Section 604 of The Code of The University of North Carolina) or termination of employment (Section 3.6, see also Section 605 of The Code of

¹¹ This section is based on Section 603 of *The Code of The University of North Carolina*, effective on or after September 1, 2009.

The University of North Carolina).

The Provost shall send the faculty member a written notice of intention to discharge the faculty member or impose a serious sanction together with a written specification of the reasons. The notice and specification of reasons shall be sent by a method of mail or delivery that requires a signature for delivery. The statement shall include notice of the faculty member's right, upon request, to a hearing by the Faculty Reappointment, Promotion, and Tenure Appeal Committee (formerly named the Faculty Tenure Committee. See Section 2.5.2, Article VII for the description and composition of this Committee).

If, within 14 calendar days¹² after receiving the notice and written specifications referred to in Section 3.6.2, the faculty member makes no written request for a hearing, the faculty member may be discharged or serious sanction imposed without recourse to any institutional grievance or appellate procedure.

If the faculty member makes a timely written request for a hearing, the Chancellor shall ensure that the hearing is accorded before the Faculty Reappointment, Promotion, and Tenure Appeals Committee. The hearing shall be on the written specification of reasons for the intended discharge or imposition of a serious sanction. The committee shall accord the faculty member 30 calendar days from the time it receives the faculty member's written request for a hearing to prepare a defense. The committee may, upon the faculty member's written request and for good cause, extend this time by written notice to the faculty member. The Faculty Reappointment, Promotion, and Tenure Appeals Committee will ordinarily endeavor to complete the hearing within 90 calendar days except under unusual circumstances such as when a hearing request is received during official university breaks and holidays and despite reasonable efforts the hearing committee cannot be assembled.¹³

The hearing shall be closed to the public unless the faculty member and the hearing committee agree that it may be open. The faculty member must inform the Committee if she/he is to be accompanied by an attorney 14 days prior to the hearing date. The faculty member and her/his attorney shall have the right to present the testimony of witnesses and other evidence, to confront and cross-examine adverse witnesses, and to examine all documents and other adverse demonstrative evidence, and to make argument. A written transcript of all proceedings shall be kept; upon request, a copy thereof shall be furnished to the faculty member at the institution's expense.

The Provost or designee, and/or counsel, may participate in the hearing to present testimony of witnesses and other evidence, cross-examine witnesses, to examine all documents and other evidence, and to make argument.

In reaching decisions on which its written recommendations to the Chancellor shall be based, the Committee shall consider only the evidence presented at the hearing and such written or

¹² In computing any period of time, the day in which notice is received is not counted, but the last day of the period being computed is to be counted.

¹³ To meet this deadline, faculty members are encouraged to consider scheduling the hearing during the evening, weekend, or other non-class time. It is strongly recommended that several days and times be established for the hearing when scheduling the first day, in case the hearing may take two or more sessions.

oral arguments as the Committee, in its discretion, may allow. The university has the burden of proof. In evaluating the evidence, the committee shall use the standard of “clear and convincing” evidence in determining whether the institution has met its burden of showing that permissible grounds for serious sanction exist and are the basis for the recommended action. The Committee shall make its written recommendations to the Chancellor within 14 calendar days after its hearing concludes or after the full transcript is received, whichever is later.

If the Chancellor concurs in a recommendation of the Committee that is favorable to the faculty member, the Chancellor’s decision shall be final. If the Chancellor either declines to accept a Committee recommendation that is favorable to the faculty member or concurs in a Committee recommendation that is unfavorable to the faculty member, the faculty member may appeal the Chancellor's decision to the Board of Trustees. This appeal shall be transmitted through the Chancellor and be addressed to the Chair of the Board. Notice of appeal shall be filed within 14 calendar days after the faculty member receives the Chancellor's decision. The appeal to the Board of Trustees shall be decided by the full Board of Trustees. However, the Board may delegate the duty of conducting a hearing to a standing or ad hoc committee of at least three members. The Board of Trustees, or its committee, shall consider the appeal on the written transcript of hearings held by the Faculty Reappointment, Promotion, and Tenure Appeal Committee, but it may, in its discretion, hear such other evidence as it deems necessary. The Board of Trustees' decision shall be made as soon as reasonably possible after the Chancellor has received the faculty member's request for an appeal to the Trustees. This decision shall be final except that the faculty member may, within 14 calendar days after receiving the Trustees' decision, file a written notice of appeal, by certified mail, return receipt requested, or by another means that provides proof of delivery, with the Board of Governors if the faculty member alleges that one or more specified provisions of The Code of The University of North Carolina have been violated. Such an appeal to the Board of Governors shall be transmitted through the President of the University of North Carolina.

When a faculty member has been notified of the institution's intention to discharge the faculty member, the Chancellor may reassign the individual to other duties or suspend the individual at any time until a final decision concerning discharge has been reached by the procedures prescribed herein. Suspension shall be exceptional and shall be with full pay.

3.9 NON-TENURE TRACK FACULTY

3.9.1 Non-Tenure Track Faculty

Faculty members who are appointed as visiting faculty members, adjunct faculty, lecturers, instructors, clinical, artists-in-residence, writers-in-residence, or other special categories are regarded as “non-tenure track faculty members” for purposes of the UNC Code. Non- Tenure Track faculty members may be paid or unpaid.

3.9.2 Rights of Non-Tenure Track Faculty Members¹⁴

1. Non-Tenure Track Faculty members who are paid shall be appointed for a specified term of service, as set out in writing in the letter of appointment. The term of appointment of any paid special faculty member concludes at the end of the specified period set forth in the letter of appointment and the letter of appointment constitutes full and timely notice that a new term will not be granted when that term expires.
2. Non-Tenure Track Faculty members who are not paid may be appointed for a specified term of service or at will. Their appointment status should be set out in a letter of appointment.
3. During the time of their employment, special faculty members are entitled to seek recourse under Section 607 of the The Code of The University of North Carolina (relating to faculty grievances – also see Section 3.10 of this Faculty Handbook).
4. Non-Tenure track faculty members, whether paid or unpaid, are not covered by Section 604 of The Code of The University of North Carolina. Section 604 does not accord them rights to additional review of a decision not to grant a new appointment at the end of a specified fixed term.

3.9.3 Fixed-Term Non-Tenure Track Faculty Appointments

Appointments may be made to fixed-term (i.e., full-time) non-tenure track faculty ranks with title designations “lecturer,” “artist in residence,” “instructor,” “writer in residence,” with any faculty rank designation provided in paragraphs (1) through (4) of Section 3.3.2 with the prefix- qualifier “clinical,” “research,” “visiting,” or “adjunct” under the conditions and with the incidents herein provided. Such an appointment, using any of the foregoing title designations, is appropriate for one who has unusual qualifications for full-time teaching, research, academic administration, or public service, but for whom the professorial ranks are appropriate because of the limited duration of the mission for which the person is appointed, because of concern for continued availability of special funding for the position, or for other valid institutional reasons.

An initial appointment may be for a fixed term of from one to five years. Subsequent appointments to fixed terms of one to five or more years' duration may be made either in direct succession or at intervals. No obligation exists on the part of North Carolina Central University to give any notice before a current term expires as to whether appointment will be offered for a succeeding term. The Department chair, upon the faculty member's written request made no earlier than 180 calendar days and no later than 90 calendar days before her/his current term expires, shall give the faculty member, within 20 calendar days after he receives the request, a written decision whether an offer of reappointment will be made and, if

¹⁴ This section is from Section 610 of *The Code of The University of North Carolina*, effective on or after September 1, 2009.

so, its terms. Failure to communicate a decision constitutes notice that no offer will be made.

If a unit has specific criteria regarding non-tenure track faculty that is associated with external accreditation standards such criteria are to be acknowledged and followed by the unit. The unit must document such criteria to the Division of Academic Affairs.

3.9.3.1 Clinical Faculty, Artist in Residence, Writer in Residence, Professional in Residence Appointments

These faculty positions may be designated for appointment in cases in which the position is defined by the unit. Departmental criteria for the rank of an appointment must be approved by the Division of Academic Affairs. Appointment ranks can be at any faculty rank designation (Instructor, Assistant, Associate, or Professor) with the appropriate prefix-qualifier (e.g., “Clinical”).

A. Appointment

Maximum FTE: A special faculty appointment may be part-time or full-time and may exceed one year.

1. A part-time appointment requires that:
 - a. Part-time employment equals 9 or less semester credit hours
 - b. For contract of one academic year or less, the FTE may not equal or exceed 0.75 during any contractual period (semester period or academic year).
 - c. For multi-year contracts, the FTE may not equal or exceed 0.75 during any single semester or any academic year during the term of the contract.
 - d. Consistent with the EEO regulations of the University and Tenure Policy and Regulations of North Carolina Central University these appointments may be offered on a full-time basis.
2. A full-time appointment requires that:
 - a. For contract of one academic year or less, the FTE equals or exceeds 0.75 FTE or 10 semester credit hours during any contractual period (semester period or academic year). The full-time load is determined by the academic department.
 - b. For multi-year contracts, the FTE equals or exceeds 0.75 during any single semester or any academic year during the term of the contract. The full-time load is determined by the academic department.

B. Appointment Term

Consistent with the Tenure Policy and Regulations of North Carolina Central University these appointments may be offered under the following options:

1. An initial appointment of one (1) semester to three (3) years may be granted. However, absent circumstances and credentials justifying an initial appointment greater than one year, no initial appointment shall exceed one academic year. Any recommendation for an initial appointment of more than one year must be accompanied by a written justification.
2. Subsequent appointments of one semester to five or more years may be made in succession or in interval, subject to the provisions of these guidelines.
3. Promotion: The unit in which the clinical or research faculty person is hired will establish criteria for promotion of rank.

C. Reappointment, Promotion

1. Initial appointment to the non-tenure track faculty positions, including clinical faculty, may range in length from one semester to five or more years in a non-tenure track. Non-tenure track faculty may be reappointed to successive renewable terms based on successful annual and cumulative performance reviews.
2. The selection and approval for reappointment and promotion of special faculty must meet the standards and evaluation criteria that are established by the unit and approved by the Division of Academic Affairs.
3. The procedure for promotion of non-tenure track faculty will follow the procedure for promotion of tenure-track faculty as described in Section 3.3.3.1.

3.9.3.2 Research Faculty

A. Definition

Research Faculty positions are intended to provide a career path that allows for independence, individual professional growth and the opportunity for promotion through the ranks. They are envisioned to be equivalent to the tenure-track faculty position without the responsibility of didactic teaching and without eligibility for tenure. Research is defined in Section 3.3.1.1.A.2. Research faculty may be hired or converted to a joint appointment, which is described in Section 3.3.3.5. The workload for Research Faculty will consist of full time research, or in the case of a joint appointment, it will be established jointly by the academic unit and the research unit.

B. Credentials

Research Faculty will be appointed with academic rank equivalent to tenure-track

faculty (i.e., assistant professor, associate professor or full professor). The faculty rank of instructor is not available for Research Faculty. Qualifications for the three Research Faculty ranks are comparable to those of tenure-track ranks, but with primary or singular focus on research credentials. The ability to secure external funding does not automatically qualify individuals for Research Faculty appointments. Appointees must be qualified and competent to direct the work of others such as technicians, undergraduate and graduate students and other research personnel.

C. Research Faculty Appointment Ranks

1. Research Assistant Professor: Candidates for appointment to this rank must exhibit significant promise for the establishment of an independent, nationally recognized research program, which contributes to the discovery mission of the University. Collaborations should be identified to assure the competitiveness of future research proposals and specified goals of the research unit(s).
2. Research Associate Professor: Candidates for appointment to this rank must be nationally recognized in their field and have a significant and sustained record of independent, scholarly accomplishment and extramural funded research. The candidate additionally must show promise of continued professional growth, national recognition and contribution to the discovery mission of the University. Appointments are negotiable up to 5 years, and are renewable depending upon an established publication and research track record, renewal and maintenance of sponsored research activity that is consistent with the university's research agenda, acquisition of new sponsored funding, and mentoring of student in the conduct of research and scholarly activities.
3. Research Professor: Candidates for appointment to this rank must be nationally and internationally recognized authorities in their field and have established significant and sustained extramural research funding, which contributes to the discovery mission of the University. Appointments are negotiable up to 5 years, and are renewable depending upon an established publication and research track record, renewal and maintenance of sponsored research activity that is consistent with the university's research agenda, acquisition of new sponsored funding, and mentoring of students in the conduct of research and scholarly activities.

D. General Expectations for Research Faculty

The primary responsibilities of Research Faculty are research and research-related activities such as proposal writing, project supervision and teaching/mentorship specifically linked to their scholarship and research programs (e.g., supervision of undergraduates, graduate students and Postdoctoral Research Associates). Although Research Faculty do not have regular teaching duties, it is recognized that instances may occur when it is advantageous to expose students to a

specialized expertise. In cases where a Research Faculty member is considered for a limited teaching assignment, a separate part-time teaching appointment is required. Such part-time teaching appointments must be prior approved by the Associate Provost/Dean for Research and Sponsored Programs. Faculty members with research appointments are expected to:

1. Possess a doctorate or appropriate terminal degree in their field of research.
2. Devote at least 50 percent of their allocated time for independent, productive research programs.
3. Engage in activities that support the academic and scholarly life of the University, particularly those that enhance the discovery mission of the University.
4. Possess outstanding research credentials, similar to the research credentials of tenure-track and tenured faculty at comparable rank.
5. Participate in activities that enhance professional growth.
6. Develop and lead independent research programs.
7. Collaborate with other researchers for the purpose of securing and maintaining external funding; and
8. Mentor students in the conduct of research and scholarly activities.
9. Generate intellectual property as appropriate for the discipline.

Research faculty positions must be supported primarily by extramural or non-state funds. It is recognized that certain effort (e.g., proposal writing, serving on graduate student advisory committees and other activities not related to the objectives of funded research projects) cannot be compensated by extramural funds. Therefore, at the discretion of the appointing unit and subject to the availability of funds, alternative sources of extramural funding, including gift funds and unrestricted, internal university funds (e.g., general funds) may be appropriated by the appointing unit for partial support of research faculty. Support from internal university funds (e.g., general funds) may not exceed 25% of the total annual compensation for each Research Faculty position. Research Faculty are subject to the applicable policies, procedures, guidelines and regulations governing tenure-track and tenured faculty.

E. Evaluation of Performance (Standards)

Research faculty will be evaluated annually and for promotion.

1. Evaluation of Research Productivity
 - a. Author or co-authorship on refereed/peer reviewed publications, books, or other research products such as paintings, etc.
 - b. Productivity on collaborations/partnerships
 - c. Non-refereed publications: book reviews, monographs, reviews, videos or programs
 - d. Number of funded grants/contracts
 - e. Applications and proposals submitted for funding
 - f. Awards and honors
 - g. Presentations at professional meetings

- h. Service on external (non-NCCU) scientific review panels
- i. Number of citations of published papers
- j. Patents and disclosure agreements

2. Evaluation of Service

In addition to the general expectations for service of all Faculty, emphasis will be placed on activities for which research experience and professionalism is required including: service in professional organizations; editorial work; serving as organizer for conferences and workshops; and the development and implementation of programs for recruitment, retention, and graduation of students for research careers and education.

3. Review and Promotion

Annual reviews of Research Faculty for hiring and/or promotions will be conducted with the same rigor accorded that within the tenure-track ranks. Research Faculty members will be hired at a rank commensurate with their professional experience and qualifications and in accordance with 3.9.3.2.C (in addition to the guidelines established by the college/school/center):

A. Annual Review

Research Faculty appointed in an academic department will undergo annual reviews in the same timeframe and following the same procedures and processes that are used for the annual reviews of tenure-track and tenured faculty in that department. Research faculty appointed in college/school-based centers or institutes will undergo the annual review following procedures established in the appointing college/school. Research Faculty appointed in Institutes/Centers reporting to any administrative unit will be reviewed by the administrative unit following receipt of recommendations by the hiring unit.

B. Promotion Review

Research Faculty are not subject to the probationary periods that are applicable to tenure-track faculty. Nevertheless, like tenure-track and tenured faculty, Research Faculty are eligible for promotion in rank from assistant research professor to associate research professor to research professor. Criteria for promotion will be similar to that for tenure-track and tenured faculty, but with much greater or singular focus on research accomplishment. The guidelines and requirements outlined by the unit when the position was established will be referenced for promotion reviews. Appointments less than 50 percent FTE or Short-Term Appointments (3-years or less Time Period) are not eligible for promotion in rank.

Recommendations for changes in rank will be considered during the normal faculty promotion cycle in accordance with guidelines issued

annually by the Provost and Vice Chancellor for Academic Affairs. A promotion review for Research Faculty must occur at least every five years. Five-year reviews can result in dismissal, retention or promotion.

Research Faculty appointed in an academic department will be reviewed for promotion by its RPT Committee, with the addition of one or more Research Faculty to the committee as appropriate. Research Faculty appointed in a unit other than an academic department will be assigned either to a department-based RPT Committee for review or to an ad hoc discipline Committee appointed by the Associate Provost/Dean of Research and Sponsored Programs. This Committee will consist of five members appointed by the Associate Provost/Dean of Research and Sponsored Programs.

F. Temporary Reductions in Funding

Research Faculty are eligible for annual increases in accordance with the University's annual salary policies. Determination of increases will be based on the annual review.

When grant funding ends prior to the availability of anticipated new funding, the appointing unit may, based on the availability of funding, continue the employment of the Research Faculty member and provide salary support from departmental/center/institute resources, including foundation and general funds, for a limited bridging period of up to six months. This bridging provision is intended to be available after periods of significant extramural funding. Initial appointments are not eligible for bridge funding. Any commitment of salary support in the case of unanticipated loss of project funds will be the responsibility of the hiring unit.

3.9.3.3 Visiting Faculty

Persons other than regular members of the faculty may be appointed as visiting members of the faculty with rank designations, prefixed by the word "visiting," appropriate to their status in their regular employment. Such appointments shall be for a term of not more than one year. One successive appointment for a term of not more than one year may be made. Appointments are made in accordance with the procedures for appointing an instructor, except that North Carolina Central University is not obliged to give notice before a current term expires whether an appointment will be offered for a second term. During her/his term of appointment, a visiting faculty member may not be suspended or discharged except upon the grounds and by the procedures provided in Section 3.6.

3.9.3.4 Adjunct Faculty

This designation is for faculty members teaching part-time for fixed terms as defined by contracts and are employed as needed by the unit. Adjunct faculty persons may teach no more than 9 semester hours per semester.

- a. Adjunct faculty members are paid per-course at a rate established by the

- department chair in consultation with the dean and Provost.
- b. Adjunct faculty's rank will be based on academic credentials and years of service. The department chair may make a case for a more advanced appointment based upon the adjunct faculty member's training, experience, or special expertise.
- c. Adjunct faculty will be responsible for holding office hours that correspond to the course hours taught (e.g., a person teaching courses totaling 6 hours should have 6 office hours per week).
- d. Adjunct faculty members are to be reviewed annually to evaluate performance and contribution to the department. The annual reviews can also be used to evaluate the adjunct faculty member for possible promotion in rank and/or raise in per-course salary.

3.10 FACULTY GRIEVANCE PROCEDURES¹⁵

3.10.1 Authority and Powers

- a. The Faculty Grievance Committee of North Carolina Central University shall be authorized to hear and advise with respect to the adjustment of grievances of members of the faculty. The Committee shall be authorized to provide access to mediation services or Chancellor Review; provide a hearing; and, based on such hearing, to issue reports and recommendations in an effort to resolve the grievances of faculty members. The Faculty Grievance Committee is not authorized to hear or advise with respect to the adjustment of grievances of non-faculty employees of the University.
- b. The power of the Faculty Grievance Committee of North Carolina Central University (hereinafter the Committee) shall be solely to hear representations by the persons directly involved in a grievance, to facilitate voluntary adjustment by the parties, and to advise adjustment by the administration when appropriate. Advice for adjustment in favor of an aggrieved faculty member may be given to the Chancellor only after the dean, the department chair or other administrative official most directly empowered to adjust it has been given similar advice and has not acted upon it within a reasonable time.
- c. "Grievances" within the province of the Faculty Grievance Committee's power shall include matters directly related to a faculty member's employment status and institutional relationships within the institution, including matters related to post-tenure review. No grievance that grows out of or involves matters related to a formal proceeding for the suspension, discharge, or termination of a faculty member, or that is within the jurisdiction of another standing faculty committee, may be considered by the Faculty Grievance Committee.

¹⁵ This section is based on Section 607 of *The Code of The University of North Carolina*, effective for personnel actions taken on or after September 1, 2009. Also see *UNC Policy Manual* 101.3.2 for more information regarding the grievance process.

- d. If any faculty member has a grievance, the faculty member may petition the Faculty Grievance Committee for redress. The petition shall be written and shall set forth in detail the nature of the grievance and against whom the grievance is directed. It shall contain any information that the petitioner considers pertinent to the case. The committee shall decide whether the facts merit a detailed investigation so that submission of a petition shall not result automatically in an investigation or detailed consideration of the petition.
- e. The documentation necessary to put forth or defend a grievance requires that each party to the grievance have available to him or her information that may be controlled or in the possession of another party to the grievance or the administration. Upon request by a party to the grievance, the other party to the grievance or the administration shall provide the requesting party with information bearing on the grievance that is not otherwise privileged. The requested information shall be distributed to all parties to the grievance. The committee chair shall be informed of any request for information among the parties to the grievance.
- f. The committee may seek such information or documentation not provided by the grievant or respondent but considered necessary by the committee to provide a fair and complete peer hearing of the grievance. Should the committee seek such information or documentation, it shall ask the party most likely to have custody of the documentation or in the best position to obtain it. Such information will be shared by the committee with all parties to the grievance. The committee may have access to relevant confidential records only if the person whose privacy is at stake provides written consent to the disclosure of the records to the committee and all parties to the grievance; provided, however, the committee and the parties may have access to records in the absence of such consent if confidential information contained in the record can be effectively redacted by the custodian of the record(s).
- g. The committee chair shall inform the respondent, when the respondent has administrative responsibilities for grievant's Personnel File, that information gathered to respond to grievant's charges shall be placed in a physically separate part of the file, specifically established for this purpose. At the conclusion of the grievance process, this separate file shall be forwarded to the Faculty Senate office where it will become a part of the grievance file maintained by that office.
- h. The committee and the committee chair shall not function as an advocate for either party to the grievance. The committee chair shall provide only procedural information to the parties of the grievance. The committee's responsibility is to provide the grievant and respondent a process for a possible resolution of the grievance.
- i. If neither the Provost nor the Chancellor makes an adjustment that is advised by the Faculty Grievance Committee in favor of the aggrieved faculty member, then the faculty member may appeal to the Board of Trustees pursuant to UNC

Code 607(6). The decision of the Board of Trustees is final.

3.10.2 Request for Redress

Any faculty member who has a grievance may petition the Committee for redress by forwarding the petition to the chairperson of the Committee. The petition shall be in writing and shall set forth in detail the nature of the grievance and the name and title of the person against whom the grievance is directed.

- a. The Committee will hear grievances only after the faculty member has attempted to resolve these grievances through established channels in the program, school, or department in which the faculty member works, and those attempts to resolve the grievances have failed. Supportive written documentation of these attempts should be presented to the Committee in the petition. Upon receiving the petition, the Committee will acknowledge its receipt and notify the grievant and the person against whom the complaint is directed (hereinafter the respondent) that the grievance has been filed with the Committee.
- b. Upon receipt of a petition, the Committee shall determine whether the petition warrants further consideration by the Committee. If the Committee determines that no further consideration or investigation is warranted, a decision may be made based solely on the petition and supporting documentation.
- c. If the Committee determines that further consideration or investigation is warranted, unless the parties to the grievance have participated in mediation prior to the faculty member's filing the petition, before taking any action on the petition, the Committee shall refer the matter for mediation in accordance with institutional policies.
- d. If the grievance is not resolved through the mediation, the Committee shall notify the grievant and the respondent of the Committee's decision to hold a hearing.

3.10.3 Hearing

- a. The chairperson of the Committee shall schedule the hearing within a reasonable time mutually agreeable to the parties. The hearing must be scheduled within 30 calendar days of the decision to hold a hearing, which will occur at the conclusion of the mediation process. Any applicable time limits will be suspended for the duration of a mediation process.
- b. The grievant must present evidence to the Committee by grievant's own testimony or through presentation of witnesses. The Committee may consider only such evidence as is presented at the hearing and may consider only the evidence that it considers credible. The burden of proof rests with the grievant; that is, the grievant must convince the Committee that s/he has been aggrieved and that s/he is entitled to an adjustment.
- c. The respondent shall be given the opportunity to present evidence by the respondent's own testimony or through presentation of witnesses. The Committee shall determine

whether the evidence is credible.

- d. At the conclusion of the hearing, the Committee shall consider all of the credible evidence presented. The Committee will render its decision based on the credible evidence presented. All deliberations of the Committee shall be in executive session.

3.10.4 Report of Findings and Recommendations

- a. The Committee shall report its findings of facts, conclusions, and recommendations to the department chair or other administrative official most directly empowered to adjust the grievance. A copy of this report shall be concurrently forwarded to the grievant. If an adjustment is recommended by the Committee, the department chair or other administrative official most directly empowered to adjust the grievance shall notify the Committee of the decision to make the adjustment recommended by the Committee to resolve the grievance, or any portion thereof. If the department chair or other administrative official does not act upon the grievance as recommended by the Committee within 30 calendar days after the Committee's decision was rendered, the Committee will notify the Chancellor of its report to the department chair or other administrative official and of the failure of the department chair or other administrative official to make the adjustment recommended by the Committee. The Committee shall send a copy of this notice to the Chancellor and to the grievant.
- b. The Chancellor shall review the record of the hearing and the report of the Committee. The Chancellor may request additional information if necessary from the Committee, the grievant, and the respondent to clarify any information in the record and to ascertain the exact status of the adjustment recommended by the Committee. The Chancellor, in writing, shall notify the grievant, the chairperson of the Committee, the respondent, and the department chair or other administrative official to whom the Committee's report was directed of the Chancellor's decision on the grievance.

3.10.5 Confidentiality of Proceedings

All written and oral communications to or from the Chancellor, the Committee, the grievant, the respondent, or any other person with respect to the grievance proceedings, including the testimony of witnesses at the hearing, shall be held in strict confidence by members of the Committee and by the Chancellor.

3.10.6 Appeal of the Chancellor's Decision

If the Committee does not recommend an adjustment in the faculty member's favor, then the decision of the Chancellor may not be appealed.

If the Committee does recommend an adjustment in the faculty member's favor, but neither the relevant administrator nor the Chancellor makes an adjustment in the faculty member's favor, then the faculty member may appeal the decision to the Board of Trustees in a manner consistent with UNC Policy Manual Section 101.3.2(V).

The decision of the Board of Trustees is final.

3.10.7 Quorum

A quorum of the full Committee shall be five (5) members.

3.10.8 Effective Date of Procedures

These Faculty Grievance Procedures are effective upon approval by the Chancellor. These procedures replace any Faculty Grievance Procedures for the faculty of North Carolina Central University in effect prior to the effective date of these procedures.

3.11 EFFECTIVE DATE OF POLICIES AND PROCEDURES IN CHAPTER 3

3.11.1 These policies and regulations supersede all other institutional documents governing the matters covered herein.

3.11.2 Except as otherwise provided, all provisions of these policies and regulations shall become operative on July 1 following the day on which these policies and regulations have been approved by the NCCU Board of Trustees, the Senior Vice President for Academic Affairs, the Vice President and General Counsel and the President of The University of North Carolina.

CHAPTER 4: FACULTY RESPONSIBILITY

Along with faculty rights come faculty responsibilities. Fulfilling faculty-prescribed responsibilities is an inherent condition for enjoying faculty rights and academic freedom. This chapter describes the responsibilities of faculty at NCCU. Included is discussion of current technology policies, pedagogical expectations and regulations, academic regulations, faculty accountability, and research-related policies.

4.1 INFORMATION TECHNOLOGY POLICY

Responsible use of University computing and electronic communication resources demonstrates respect for unobstructed access, intellectual property rights, truth in communication, ownership of data, system security and integrity, and individuals' rights. Responsible use includes, but is not limited to, respecting the rights of other users, sustaining the integrity of systems and related physical resources, and complying with all relevant policies, laws, regulations, and contractual obligations. Below are links to the ITS Policies, Regulations and Rules; and to the IT Security webpage.

ITS Policies: http://www.nccu.edu/policies/list.cfm?dept_id=7

IT Security: Safeguard the confidentiality, integrity, and availability of university data that is processed, stored, or transmitted over the technological network whether in flight or at rest.
<http://www.nccu.edu/administration/its/internal/it-security.cfm>

4.2 ATTENDANCE OBLIGATIONS

4.2.1 Academic Year and Calendar

1. The nine-month academic year generally begins with the **mandatory University Conference and Faculty Institute** for new and returning faculty and ends as designated by the annual academic calendar. The specific dates are provided on faculty contracts. The academic year consists of two regular semesters. The Fall semester begins in August and ends in December, and the Spring semester begins in January and ends in May.
2. The University Calendar is prepared by the Division of Academic Affairs and published on the NCCU website. Dates of regularly occurring events will be included on that calendar. However date modifications and special events will be announced by campus e-mail.
3. Information about the University of North Carolina Academic Calendar Policy (UNC Policy 400.1.6) can be found at the following link:
<http://northcarolina.edu/apps/policy/index.php?pg=vs&id=365&added=1>.

4.2.2 Commencements and Convocations

1. Commencement is held twice a year, at the close of both the Fall and Spring semesters. The commencement dates are found in the University's Academic Calendar on the NCCU website. Departments and schools also have graduation ceremonies during Commencement weekend.
2. Convocations are held two times a year. **Founder's Day** is held during the Fall semester to recognize Dr. James E. Shepard, founder of NCCU. **Honors Convocation** is held during the Spring semester. At this time students are recognized for their academic and scholastic achievements. Faculty members are expected to participate in all convocations. While faculty are always expected to attend, on some occasions, announcements are issued excusing faculty from participation in the academic processional.
3. **Full-time faculty members are contractually bound to participate in all commencement and convocation activities.** Deans, chairpersons, and directors are expected to fully participate in university commencement and convocation activities.
4. Faculty members are required to wear appropriate academic regalia at the commencement exercises and for all formal convocations sponsored by the university. Orders to rent or purchase academic regalia are handled by the Campus Bookstore.

4.2.3 Class Attendance by Faculty

The university and the faculty are legally and ethically responsible for ensuring that all students receive consistent and appropriate instructional experiences. This responsibility includes meeting classes regularly (or providing alternative learning experiences) and providing laboratory experiences where a laboratory is part of the course.

Faculty may miss classes occasionally for attendance at professional meetings, meetings of campus- wide committees, or other specifically assigned duties. Faculty members must submit the appropriate leave of absence form to the department chair whenever classes will be missed. Occasional absences for the usual personal and emergency reasons are also legitimate. However, except in the case of unforeseen emergencies or illnesses, department chairs must be notified in advance of such absences (in time for the completion of satisfactory arrangements for the coverage of classes and for notification of students). In some cases, absences must be approved by the chair in advance. Arrangements for missed classes are principally the responsibility of the faculty member, but must be approved by the department chair. Prolonged illness or other circumstances are addressed by the Policy on Serious Illness and Disability Leave for Faculty.

4.2.4 Adverse Weather and Emergency Event Policy

Faculty should consult the NCCU website for current information regarding the Adverse Weather Policy. The policy is available at the following link:

<http://www.nccu.edu/policies/retrieve.cfm?id=259>.

4.3 PEDAGOGICAL REGULATIONS

4.3.1 Syllabus Requirements

Syllabi must be distributed to students on the first day of class for each course taught. In addition to course content and expectations, faculty members are expected to include in the syllabi:

1. The department and course number, section number, Course Reference Number (CRN), and assigned classroom;
2. Faculty person's name and contact information;
3. Official office hours;
4. Course description;
5. Student learning outcomes (SLOs);
6. Required texts and materials;
7. The course examination policy and grading scheme;
8. Classroom policies, including NCCU attendance policy, email policy, and appropriate classroom behavior;
9. General information, including Statement of Inclusion/Non-Discrimination, NCCU Honor Code, Student Support Services for disabilities; and use of Blackboard or other on-line course support; and
10. Course schedule of assignments and examinations.

If students know in advance the instructor's expectations and policies, there is less likelihood that problems will arise later in the semester stemming from a student's claim of not knowing what was expected.

Any significant changes to the syllabus shall also be given to the student in writing. Syllabi distributed online are considered distributed to the class once students are notified and have gained access to Blackboard or other electronic system.

Some departments or schools have detailed specifications for a course syllabus and require faculty members to submit syllabi for approval for each course. Faculty members should contact their Chairs or Directors for any such requirements. Faculty members seeking assistance in the creation of a syllabus should contact the senior faculty members in their department. Assistance can also be provided by the *NCCU Office of Faculty Professional Development*.

At the beginning of each term all faculty are required to submit a copy of a syllabus for each course taught to the unit's administrative assistant to be filed.

4.3.2 Classroom Civility and Discipline

Both the faculty member and the students should expect the classroom environment to be one that encourages open discussion and is free of rude, belligerent or disruptive behavior. Balancing openness versus rudeness and disruptive behavior can be difficult. One purpose of the *Office of Faculty Professional Development* is to aid faculty members in the delivery and

improvement of the quality of instruction for students. The OFPD can be contacted at (919) 530-6218.

It is an essential part of the faculty's duties to maintain a class decorum that is conducive to learning, and to promote academic excellence among students. Thus, faculty members are expected to promote the NCCU Honor Code and the Student Code of Conduct. For consistency and continuity of enforcement, faculty members are advised to consult the current catalog and their Chairperson or Director prior to taking action against a student or students.

4.3.3 Obscenity Guidance

Members of the University community should be aware of and sensitive to the definition and understanding of "obscenity" on a campus of higher learning. Some of our students are under the age of 18. Thus, they are still considered minors and are protected by laws that prohibit them from viewing material that depicts sexually explicit nudity or sexual activity that may violate contemporary cultural and community standards.

Most classroom activities are protected. However, events open to the public that may be attended by those under the age of 18 require special considerations. Current laws are particularly strict when minors are involved in the production of activities that may be judged to be obscene.

In instances where the issue of obscenity may arise, it is advisable that a faculty member consult the Office of the Provost, or the Office of Legal Affairs for assistance. It is also recommended that the faculty member discuss these issues with the appropriate senior colleagues, chairs, or directors.

4.3.4 Accommodating Students with Disabilities

North Carolina Central University complies with the provisions of Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990 and the Americans with Disabilities Act Amendments of 2008. The Office of Student Disability Services (SDS) is part of the Division of Student Affairs. The University's charge is to serve students with disabilities, to ensure that they have reasonable accommodations and services, and to offer them equal opportunities for a successful and satisfying college experience. All currently enrolled students with documented disabilities are eligible for services.

It is the responsibility of faculty members: (1) to assist students in addressing issues of disability by accessing the resources of SDS and (2) to work with that office in accommodating the student's classroom needs.

4.3.5 Use of Copyright Protected Materials

Faculty members are reminded that copyright protection extends to scholarly and literary works, musical works (including any accompanying words), pantomimes, choreography works, pictorial, graphic and sculptural works, architectural works, motion pictures and other audiovisual works, and sound recordings. Often the copyright issues associated with faculty duties can be resolved by the creation of a Course Pack through the bookstore.

The Faculty Senate Statement of Professional Ethics, the NCCU Policy on Ethics in Research, and federal law all govern the use of copyright protected work. The Office of Legal Affairs will provide advice on specific copyright questions.

4.3.6 Office Hours and Advising

Full-time and part-time faculty members are expected to schedule and maintain office hours for consultation with students in their classes, advisees, and colleagues. Full-time faculty members are expected to maintain a minimum of 10 office hours per week. Part-time faculty and faculty teaching reduced hours are expected to maintain a number of office hours per week equivalent to the number of hours that they teach (e.g., persons teaching 6 hours should schedule 6 office hours per week). Provisions should be made to accommodate students' schedules, and faculty members are reminded of their obligation to evening, weekend, and nontraditional students. Faculty members are required to post their office hours and to remain in their office during this time. During these times, students may discuss any academic issues and problems that are occurring and gain advisement on their academic progress.

Office hours must be filed in the department or college office. Departments must keep a list of office hours for use in assisting individuals trying to contact faculty members. Prior to advanced registration and during other peak advising periods, faculty members are expected to schedule additional office hours.

4.3.7 Distance Education

Distance education is a formal educational process in which the majority of the instruction (interaction between students and instructors and among students) in a course occurs when students and instructors are not in the same place. Instruction may be synchronous or asynchronous. (Southern Association of Colleges and Schools Commission on Colleges definition of distance education)

The Division of Extended Studies provides administration and oversight for distance education activities at North Carolina Central University by ensuring academic units adhere to SACSCOC, UNC General Administration, and NCCU policies and procedures. Faculty assume primary responsibility for ensuring the rigor of programs and the quality of instruction offered through distance education.

All courses offered via distance education are taught by a qualified, credentialed faculty member approved and assigned by the department chair and/or dean. Faculty who teach distance education courses and programs shall have the same academic qualifications as faculty who teach face-to-face courses.

Faculty members teaching and/or developing distance education courses have access to consultation, implementation, and evaluation support from the Division of Extended Studies' Office of e-Learning. Distance education courses are developed using the standards of the Quality Matters Rubric for Higher Education. The Division of Extended Studies ensures the availability of continuing faculty education and training to enhance proficiencies in the methodology and the technologies used in distance education.

4.4 ACADEMIC REGULATIONS

4.4.1 Class Rosters and Reporting Requirements:

Faculty members obtain class rosters using Banner. The Blackboard enrollment is NOT the official roster.

1. If the faculty member's name is associated with the course, a roster may be obtained by entering Self-Service Banner (SSB) and following the directions. Call the Information Technology Services staff for assistance at extension 7676 or helpdesk@nccu.edu.
2. If the faculty member's name is not associated with the course, she/he should contact the Department Chair to formally assign the faculty member's name to the course.

Faculty members are asked to verify the official roster against actual attendance. The census date for state funding takes place on the 10th class day. See the University Calendar for the census date.

Final class rolls reflect the official enrollment in each class. The Registrar's Office will make available final rolls to faculty members via Self-Service Banner (SSB). Faculty members are responsible for reporting students who are: (1) on the class roll but not attending, and (2) attending class but not listed on the official class roll. Each of these problems must be addressed early in the academic term by the faculty member so the problem(s) can be satisfactorily resolved.

4.4.2 Key Academic Regulations

Academic regulations can be found in current NCCU Undergraduate Catalog (<http://ecatalog.nccu.edu/>), Graduate Catalog (<http://ecatalog.nccu.edu/index.php?catoid=7>), as well as the NCCU Student Handbook.

4.4.3 Privacy and Confidentiality of Students

Faculty members are prohibited by federal law (the Family Educational Rights and Privacy Act, or "FERPA") from disclosing confidential information from student records except under specified circumstances, and are required to permit students to inspect their own educational records.

Faculty members are advised not to disclose information from student records, including grades and other evaluations, to third parties, including parents, without the written permission of the student. Faculty members and staff should consult with the Registrar or the Office of Legal Affairs with questions about the disclosure of students' educational records.

For more information, a tutorial that explains the Family Educational Rights and Privacy Act and the importance of protecting student records.

Further information may be found at the US Department of Education website at <http://www2.ed.gov/policy/gen/guid/fpco/ferpa/index.htm>.

4.4.4 Textbook Adoption

The Higher Education Opportunity Act of 2008 (HEOA) textbook policy is designed to ensure that students in higher education are given every opportunity, more timely information, and access to course materials by educating and informing students of the cost of materials from university bookstores, distributors, and publishers on aspects of selection, purchase, sale and use of said materials. Faculty members are required to provide textbook information at the time a student registers for a course. Information about submitting textbook adoptions is provided in [REG 30.01.2 - Textbook Adoptions Regulation](#).

Faculty may request examination copies and/or desk copies of textbooks from the publishing companies. These are often free of charge, especially if the texts are under consideration for course adoption (examination copies) or have already been adopted as course textbooks (desk copies).

The adoption of a textbook in exchange for anything of value is a violation of University policy and could be interpreted as a violation of the General Statutes of North Carolina.

Occasionally, local merchants offer to buy complimentary and other textbooks from faculty. The sale by faculty of complimentary textbooks is at best inconsistent with the Statement of Professional Ethics adopted by the Faculty Senate (see Chapter 2). According to that statement, faculty members are encouraged to “exemplify the highest standards of scholarship and ethical conduct.” Since the sale of complimentary books encourages faculty members to request books that are not under serious consideration, the practice is unprofessional, represents false or misleading pretenses, and casts the appearance of impropriety on the faculty and the University.

4.4.5 Other Faculty Duties and Faculty Responsibilities

4.4.5.1 Teaching, Research, and Scholarly Activities, and Service

The professional responsibilities of an NCCU faculty member are evaluated according to the broad categories of teaching, research and scholarly activity, and service. The faculty member’s department and the University have established criteria for expectations regarding teaching, research and scholarly activity, and service.

4.4.5.2 Advising

Advising is a vital part of faculty responsibilities. The assessment of a faculty member’s advising activities will serve as part of the faculty member’s annual evaluation. Each school or department has specific requirements for advising students. However, each member of the faculty is expected to engage in the advising process.

The adviser has the responsibility to talk periodically with advisees to enable students to prepare for participation in advanced registration, registration, and the drop-add process. Faculty members should schedule extra office hours during those periods to accommodate advisees. In addition, the adviser should be available to advisees throughout the academic year to discuss their academic progress.

4.4.6 Faculty Teaching Loads

The total workload for each full-time faculty member is ordinarily composed of classroom teaching, academic advising, discipline-related scholarly activities, appropriate committee assignments, possible administrative duties, professional development activities, and course and curriculum development. Within this framework, the classroom teaching assignments for a faculty member may vary from semester to semester, and may differ from one faculty member to another. Workload is also calculated differently based on graduate or undergraduate course assignments.

The normal teaching load per semester is 12 semester hours for undergraduate courses and 9 hours for faculty teaching only graduate courses (note: a 3 hour graduate course is equivalent to a 4 hour undergraduate course). A reduction in teaching load may be made by the chairperson with the approval of the Dean. The Provost may be consulted if needed. The NCCU Policy on One-Time Payments and Overloads is explained in Section 6.1.3 (Overload Contracts).

4.5 FACULTY ACCOUNTABILITY

4.5.1 Course and Instruction Evaluation

Courses and instruction are assessed by many methods. Typically, a direct supervisor will evaluate a faculty member. In addition, faculty peers and students will evaluate courses and instruction.

4.5.1.1 Student Evaluation of Instruction

Student evaluations are determined through the Student's Ratings of Instruction (SRI). This tool is a standardized survey that has been developed by the Office of Institutional Research, Evaluation, and Planning. It is a requirement that student evaluations be given to all classes at the end of each semester.

The results of evaluations are used to provide feedback to instructors and to assist with assessment of teaching during considerations for merit raises, reappointment, promotion, tenure, and scheduling and revision of courses.

4.5.1.2 Mid-Year Review

The mid-year review is to be conducted for each faculty member. The purpose of this review is to discuss progress toward goals and objectives, including progress toward promotion and tenure. The original goals and objectives may be amended if agreed upon by both parties. An amendment to the original memorandum with signatures of the faculty member and chair and

dates should be filed in the departmental office.

4.5.1.3 Assessment of Performance

Information is collected to assess the annual job performance of each faculty member. Methods used to assess performance must relate to departmental standards and be known to all faculty members. A self-appraisal, a faculty workload report, evaluations of instruction by at least one class each semester and peer review of course materials for at least one class per year are required. The student ratings of instruction must contribute at least 20% to the overall evaluation of teaching effectiveness. Some of the methods of assessing faculty performance are described below.

1. Self-Appraisal and Summary

Each faculty member summarizes his or her progress toward goals and objectives and identifies areas in which administrative support is needed.

2. Faculty Workload Report

Each faculty member summarizes his or her job responsibilities for the year by completing the faculty workload report. This report accompanies the self-appraisal. Included on this report are the courses taught, with credit hours and final enrollment; academic advising and other student-oriented activities; department and university service; professional, creative, and scholarly activities; public service activities; and other job responsibilities.

3. Student Ratings of Instruction (SRIs) See section 4.5.1.1 above.

4. Observation of Teaching Performance

In compliance with a directive from UNC General Administration and to improve teaching performance, classroom observation of teaching performance is required of all faculty members for a minimum of one class period per year.

The NCCU policy is that observation of classroom performance is required for at least one class period per semester for all new and non-tenured faculty members. Full-time tenured faculty must be reviewed once per academic year. In general, each instructor should be observed for an entire class period. If time permits, observation should occur on several occasions. This is especially important for new, non-tenured faculty members and imperative for graduate assistants. After sufficient observations have been completed, all ratings should be averaged to yield a composite assessment. In order to maximize the effectiveness of the procedure, the person conducting the observation should share a copy of the completed form with the instructor immediately following the class period, allowing time for a discussion of the strengths and weaknesses observed during the class period. The original of the form should then be sent to the department chairperson or dean of the school for inclusion in the yearly faculty evaluation ratings.

Procedures for selecting observers must be included in the specific evaluation standards for each academic unit. The observers may be selected from within the department or from

another department in a related discipline. The observers should be generally familiar with the subject area, and they should be recognized as competent instructors and/or evaluators. The observer should not be a close personal friend of the instructor being observed.

5. Peer Review of Course Materials

Peer reviews are more appropriate than student ratings in the assessment of currency and adequacy of course materials in meeting the course objectives. Peers should review course objectives, course syllabus, reading assignments, evaluation tools, instructional methods, and other teaching materials. One course per year should be reviewed for each faculty member with a different course reviewed each year until all preparations have been reviewed.

6. Evaluation File

The chair should maintain an evaluation file on each faculty member throughout his or her tenure at NCCU. This file should be updated with information, memos, and other communications which give evidence of the quality of the faculty member's performance. At the time for annual evaluations, the department chair or dean should review each file and summarize the pertinent information relevant to the goals and objectives and job expectations agreed upon for that particular year.

7. Other Information or Instruments

Departments may choose other methods for collecting data on faculty performance. Any method should be systematic, known to all faculty members, and applied to all faculty members within the unit.

4.5.2 Evaluation of Performance

The chair and/or the department evaluation committee reviews the information collected in compliance with 4.5.1.3. A written narrative is prepared, which describes progress toward the faculty member's goals and objectives as related to teaching, research and scholarly activity, and service. Strengths and weaknesses in performance should be identified.

The chair uses the narrative to assign ratings in each of the major areas of responsibility (at minimum, teaching, research and scholarly activity, and service). All ratings should be based on the information compiled. The summary evaluation form is completed, taking into account the weights agreed upon by the faculty member in the first step of the evaluation process.

4.6 TEACHING AWARDS

The Board of Governors Award for Excellence in Teaching was created in 1994 to encourage, identify, recognize, reward, and support excellent teaching within the University of North Carolina. A cash award and a bronze medallion created especially for the award are given to sixteen recipients, one from each UNC institution, at an annual recognition luncheon hosted by

the Board in the spring. Nominations, including self-nominations, are made in the Fall, and reviewed by the Honorary Degrees, Memorials, and Special Awards Committee. The selection of the committee is then presented to the Provost and Vice Chancellor for Academic Affairs. The recipient receives a cash award as designated by the Board of Governors.

To be eligible for the award a NCCU faculty member must:

1. Hold tenure at NCCU,
2. Have taught at least seven years at NCCU, and
3. Demonstrate superior teaching ability over a sustained period of years.
4. Recognize that no faculty member will be eligible to receive the award more than once while teaching at any UNC institution.

In 1986 the NCCU Awards for Excellence in Teaching was created to recognize excellence in teaching. Nominations, including self-nominations, are made in the Fall and reviewed by the Honorary Degrees, Memorials, and Special Awards Committee. Selections of the Committee are presented to the Provost and Vice Chancellor for Academic Affairs. Recipients receive a cash award.

4.7 HONORARY DEGREES AND FACULTY EMERITUS

4.7.1 Honorary Degrees and Awards

The Board of Trustees is responsible for approving all honorary degrees to be conferred by the University, subject to such policies as may be established by the Board of Governors.

Nominations can be made directly to the University or from the Board of Trustees, in care of the Secretary to the Board. The Secretary will coordinate submissions of nominations with the Chancellor and the Provost. Such nominations shall be presented to the Faculty Senate's Honorary Degrees, Awards, Memorials and Special Awards Committee.

The Honorary Degrees, Awards, Memorials and Special Awards Committee shall receive nominations each academic year and otherwise select persons to be nominated for honorary degrees. Nominations for honorary degrees may be made to the Committee by any interested person or organization. The honorary degree to be awarded by North Carolina Central University is Doctor of Humane Letters.

A nomination packet with the appropriate documentation must be submitted for review and should contain the following:

1. Current *curriculum vitae* of nominee,
2. Recommendations and rationale in support of the nomination,
3. Biographical sketch of nominee,
4. Evidence of outstanding and distinguished contributions of scholarship, creativity, leadership, and humanitarian or public service that represent a state-level, national or international model to others and reflect the broad mission of the University scholarly contributions to North Carolina Central University,
5. Other supporting documentation as required or as appropriate.

The dean is responsible for submitting the nomination packet to the Office of the Provost. After the nomination packet is submitted to the Office of the Provost, it is reviewed by the

following committees/councils prior to review by the Chancellor: Honorary Degrees, Memorials and Special Awards Committee of the Faculty Senate; Faculty Senate; Academic Planning Council; and the University Planning Council. Each committee/council makes a recommendation on the nomination prior to the next level of review.

The Chancellor makes his/her recommendation to the NCCU Board of Trustees. The NCCU Board of Trustees makes the final decision.

4.7.2. Designation of *Faculty Emeritus*

The University is grateful for the past service and numerous contributions of its retired faculty, recognizes their potential as a continuing valuable resource, and is committed to fostering an active, ongoing relationship with them. Retired faculty members are encouraged to engage in service to North Carolina Central University in whatever ways are found to be satisfying and mutually beneficial. The University, as an appreciative beneficiary of their scholarly pursuits and of the academic reputations they earn, will facilitate their efforts by making available its academic resources and other services wherever feasible and legally permissible. The designation of emeritus status is designed to be of mutual benefit to the university and to the retired faculty member so designated.

Upon the recommendation of the Chancellor and approval by the Board of Trustees, emeritus/emerita status is granted to retiring full-time faculty in recognition of dedicated service at North Carolina Central University. It is an earned rank and as such entitles its holders to commensurate rights and privileges.

Upon recommendation of the unit personnel committee, unit head, appropriate dean, and appropriate vice chancellor, in accordance with the criteria defined in the unit code the Chancellor may confer faculty retiree the title “emeritus” or “emerita” upon a retired (including Phased Retirement participant), permanently disabled, or deceased faculty member, who has made a significant contribution to the university through a long and distinguished record of scholarship, teaching, and/or service. Privileges of emeritus or emerita faculty include listing in the Undergraduate and Graduate Catalogs, the continuance of eligibility to march, wearing appropriate regalia, in University commencement exercises and other university formal processions, as active faculty.

4.7.2.1 Eligibility

The Chancellor may confer upon a faculty retiree the title “emeritus” or “emerita” when a retired, permanently disabled, or deceased faculty member has fulfilled the following requirements:

1. Any tenured full professor who has served for ten or more years in a full-time faculty position at North Carolina Central University is eligible for emeritus/emerita status.
2. The faculty member must be fully retired.
3. The faculty member must have made a significant contribution to the University through a distinguished record of scholarship, teaching, and/or service.

Upon recommendation by the Chancellor, the Board of Trustees may make exceptions to these eligibility requirements and grant emeritus/emerita status in cases of exceptional distinguished service.

4.7.2.2 Nomination Process

The tenured faculty in the department in which the retired faculty member held faculty appointment should initiate the nomination process. “Department” as used in this section means any departments, professional schools, and other academic units to which faculty appointments are made. A nomination packet with the appropriate documentation must be submitted for review.

The dean is responsible for submitting the nomination packet to the Office of the Provost. After the nomination packet is submitted to the Office of the Provost, it is reviewed by the following committees/councils prior to review by the Chancellor: Honorary Degrees, Memorials and Special Awards Committee of the Faculty Senate; Faculty Senate; Academic Planning Council; and the University Planning Council. Each committee/council makes a recommendation on the nomination prior to the next level of review.

The Chancellor makes his/her recommendation to the NCCU Board of Trustees. The NCCU Board of Trustees makes the final decision.

Nominations from the department should be initiated by October 15 and received by the Faculty Senate to be considered no later than the scheduled January meeting.

EXCEPTIONS

Upon recommendation of the Chancellor, the Board of Trustees may make exceptions to these eligibility requirements and grant emeritus/emerita status in cases of exceptional distinguished service.

4.7.2.3 Nomination Packet

The Nomination Packet should contain the following:

1. Current *curriculum vitae* of nominee,
2. Recommendations and rationale in support of the nomination,
3. Biographical sketch of nominee,
4. Evidence of scholarly contributions to North Carolina Central University,
5. Evidence in support of students’ success, and
6. Other supporting documentation as required or as appropriate.

4.7.2.4 Privileges of Emeritus Status

Emeritus/Emerita Faculty Responsibilities and Privileges

Emeritus Emerita status is granted in recognition of meritorious teaching, research and service. Emeritus/emerita status for faculty with academic rank, being earned and

established at the academic rank held upon retirement, provides membership in the general faculty. Emeritus/emerita faculty remain with their pre-retirement constituency, as provided by the North Carolina Central General Faculty Bylaws.

As members of the general faculty, emeritus/emerita faculty are encouraged to continue engagement with the University, with rights and responsibilities associated therewith, including eligibility for election to the Faculty Senate, service on university committees, retaining graduate faculty status as held pre-retirement, and listing in the university directory, as provided by the North Carolina Central University General Faculty Bylaws.

Emeritus/emerita faculty who have accepted duties and responsibilities assigned by a North Carolina Central University's administrative unit are to be provided office space and support, if available, consistent with those responsibilities and duties. For those who wish to remain active in scholarly or other creative work and/or service to the University without accepting assigned duties and responsibilities, efforts should be made to provide office space and all generally available services, if available.

Emeritus/emerita faculty whose professional service requires university financial support (beyond the support described in preceding paragraph) should develop a statement of goals and objectives with the department head addressing expected activities and the disposition of any funds associated with faculty research or discretionary accounts. These faculty should submit an annual report to the unit head documenting their professional activities and achievements that will serve as the basis for decisions related to continuation or changes to their duties and responsibilities.

Emeritus/emerita faculty are not departmental voting faculty and may not vote on any personnel decisions (appointment, reappointment, promotion and tenure, or post-tenure review). This restriction does not preclude their participation in other appropriate departmental and university functions. This status, however, does allow voting at any general faculty meetings.

4.8 RESEARCH RELATED POLICIES

Research conducted at NCCU is subject to a wide range of federal and state policies established to ensure ethical conduct in research. It is the responsibility of the Office of Research Compliance and Technology Transfer to facilitate and monitor university-wide compliance with these regulations and policies as well as ensuring ethical conduct in all areas of research.

4.8.1 University Policy on Research Involving Human Subjects

In accordance with the University's commitment to protecting human research participants, NCCU has adopted policies and procedures to ensure the following: (1) rights and welfare of human participants involved in research are protected; (2) hypothesis-driven research and service are proposed and conducted in conformance with core principles defined in the Belmont Report, including respect for persons, beneficence and justice; and, (3) compliance with federal and state regulations [REG-50.01.1](#). Human research is defined as any investigating activity conducted on or off campus that obtains data through (1) intervention or

interaction with an individual, or (2) identifiable private info

The Department of Health and Human Services Policy for Protection of Human Research Subjects, 45 CFR 46, assures the health, safety, privacy and dignity of all persons participating in research under the auspices of the University. In compliance with 45 CFR 46.111, the NCCU Institutional Review Board for Protection of Human Subjects in Research (IRB) has delegated authority to review, approve, require modifications (in order to approve), or disapprove all research endeavors initiated, promoted, or supported by the University.

NCCU has been granted a Federal-wide Assurance (FWA) and the University's IRB is registered with the Office for Human Research Protections (OHRP). Any faculty member or student preparing proposals for research involving human respondents or subjects is required to have his or her proposal reviewed by the IRB prior to the initiation of the projector modification to an existing study.

4.8.2 University Policy on Research Involving Animals

North Carolina Central University is committed to excellence in research involving animals. In this continued pursuit, NCCU has exceeded the standards mandated by federal regulations and achieved accreditation for its animal care and use program from the Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC) International.

The University operates its animal care and use program under an approved Assurance A3626-01 from the Office of Laboratory Animal Welfare. As described in the Assurance, NCCU's Institutional Animal Care and Use Committee (IACUC) is a self-regulating entity that, by federal law, must be established by institutions that use laboratory animals for research, testing and/or instructional activities supported by or conducted through the Public Health Service (PHS) and Animal Welfare Act (AWA). The IACUC is the definitive source of information regarding the humane and ethical use of vertebrate animals. In accordance with PHS and AWA, the IACUC has the authority to review, approve, and deny all requests to utilize vertebrate animals for the purposes of research and/or education. In addition, the IACUC has the additional responsibility to review all aspects of the animal care program and inspect all animal facilities identified in the University's Assurance at least twice a year (every 6 months) to ensure animal welfare and compliance with federal and university policies and procedures.

4.8.3 NCCU Policy and Procedures on Radiation

In compliance with the United States Nuclear Regulatory Commission Title 10 Code of Federal Regulations and Section 11.1603 of the North Carolina Regulations for Protection against Radiation, NCCU has established and charged the Radiation Safety Committee (RSC) as the chief regulatory driver for the University's radiation safety program. The RSC's responsibilities include the management of all aspects in the use of radioactive materials and radiation producing equipment under the auspices of NCCU. The RSC assures University compliance with State regulations and conditions as specified in NCCU's two (2) active licenses, NC Radioactive Materials.

4.8.4 NCCU Policy and Procedures on Export Controls

It is the policy of NCCU to comply with all US export control laws and regulations, including those implemented by the Department of Commerce through its Export Administration Regulations (EAR), the Department of State through its International Traffic in Arms Regulations (ITAR), and those imposed by the Treasury Department through its Office of Foreign Assets Control (OFAC).

Export control regulations, as well as boycott programs, have the potential to impact many aspects of the freedoms typically associated with research in a university setting, including publication rights, international collaboration, sending or bringing equipment to foreign countries (including laptops and cell phones), and the sharing of research technology (verbally, in writing or visually) with persons who are not US citizens or permanent residents. All individuals affiliated with NCCU who work with, or have access to, export-controlled technical data, information, materials and equipment are required to be familiar with and fulfill the requirements of US export controls laws and regulations by following applicable NCCU procedures.

The ITAR and EAR govern the shipment or transfer of export-controlled technical data, information, materials and equipment to destinations outside the United States, as well as the provision of access to certain export-controlled technical data, information, materials or equipment to non-U.S. persons within the United States (a “deemed” export). In addition, the OFAC regulations impose sanctions and embargoes on transactions or exchanges with designated countries, entities and individuals. The consequences of violating export control regulations can be quite severe, ranging from loss of research contracts, to monetary penalties to incarceration.

North Carolina Central University is primarily engaged in research classified as *fundamental research* - basic and applied research in science, the results of which ordinarily are published and shared broadly within the scientific community. Results of fundamental research as defined are not subject to export control laws and regulations. No license is needed to share these results, even if they relate to items or technologies that are otherwise controlled. However it does not permit the transfer of export controlled information, materials, or items abroad. This fundamental research exclusion applies only to the dissemination of research data and information, not to the transmissions of material goods.

4.8.5 NCCU Policy and Procedures on Ethics in Research

Integral to the mission of North Carolina Central University is the responsible conduct of cutting-edge research and discovery by faculty, students, and staff who are formally attached to the University. Research activities among these groups must be performed without hindrance, and in an ethical and legal manner. It is the responsibility of each person in the University community to implement and comply with this policy in order to create an environment of transparency, accountability and stewardship. Allegations of failure to comply with this policy will be investigated and adjudicated swiftly.

Any use of this policy or these procedures to bring malicious charges or charges not otherwise in good faith against any individual and any act of retaliation or reprisal against an individual

for reporting in good faith a charge of misconduct in research shall be violations of this policy. Such violations shall be dealt with through regular administrative processes for violations of university policies.

As an entity that receives PHS funding for research training, research related grants and/or cooperative agreements, NCCU is obligated to maintain written policies and procedures for addressing allegations of research misconduct. Accordingly, the University keeps an active Research Misconduct Assurance with the Office of Research Integrity (ORI). Scientific or research misconduct is defined as fabrication, falsification, plagiarism, or other actions that deviate from those practices that are commonly accepted within the scientific community for proposing, conducting or reporting research (42 CFR 93). Requirements for making a finding of research misconduct include the following: (a) significant departure from accepted practices of the research community; (b) intentional, knowing, or reckless misconduct; and, (c) proven allegations by a preponderance of evidence (42 CFR 93.104). If an individual engaged in research is found to have committed research misconduct, administrative actions will be taken by the University as described in the policy and sponsor accordingly.

4.8.6 The Office of Sponsored Research and Programs

The Office of Sponsored Research and Programs is responsible to the University and to the funding agencies for the financial and regulatory administration of all contracts, grants, and cooperative agreements awarded to North Carolina Central University. This responsibility includes, but is not limited to:

- Identifying funding opportunities
- Assisting with proposal applications and budget preparation
- Providing training to faculty and grant administrators
- Establishing policies and procedures consistent with federal and state regulations
- Determining the propriety and reasonableness of costs.
- Exercising budgetary control of contracts and grants
- Preparing and submitting interim and final financial reports
- Preparing periodic invoices and requests for funds
- Maintaining an effective and auditable effort reporting system

4.8.7 Management of Grants, Contracts and Cooperative Agreements

After favorable action on the application, a "Notification of Award" or similar document is ordinarily issued by the sponsor. Upon receipt of such documents, OSRP will complete a Notification of Award form, which summarizes the terms and conditions of the award, codes the budgets and authorizes the establishment of an account. A copy of the award notification is forwarded to the Principal Investigator. Grant awards are made to the University, not to faculty member(s).

Establishing Fund Account - When OSRP receives and accepts a formal notice of award from the granting agency, OSRP proceeds to process this information according to the following steps:

1. Establishes a grant fund number. ([REG 50.03.3](#) Establishing a Sponsored Award Project Regulation).

2. Enters the approved budget into the university accounting system.
3. Develops an electronic grant file.

[REG 50.03.7](#) describes the Budgeting for Sponsored Projects Regulation.

Expenditure of Funds - The Office of Sponsored Research and Programs (OSRP) will review ALL requests for payroll authorization, purchase requisitions and travel requests for compliance with specific terms and conditions and for compliance with university, state and federal regulations. [REG 50.03.5](#) defines the General Sponsored Award Regulation.

Cost Sharing, In-Kind and Matching - All cost sharing that is required or reported to an agency must be documented. Salaries and wages must be certified via the time and effort reporting system. Supplies, materials and equipment must be supported by invoices or other documents verifying the expenditure. The project director/principal investigator must report all cost sharing expenditures to OSRP at the end of the project with supporting documentation. OSRP will report expenditures to the agencies.

Reporting - Practically all sponsors require a final, comprehensive report on completion of a project. The one exception is when a project is continued, in which case an interim report may also be required. There is ordinarily a firm due date for final reports, and sponsors properly expect to receive the report on or before that date. [REG 50.03.9](#) discusses the Sponsored Project Reporting Regulation.

Note: If, for reasons beyond the Project Director's control, the report will be delayed, a letter should be transmitted from the OSRP to the sponsor explaining the reasons for delay and requesting a time extension. In many cases, as with the National Institutes of Health (NIH), no costs can be charged to the project after the expiration date even though the report may not have been delivered. Consequently, if the report is not completed on or before the expiration date, there may be difficulty in paying such costs as typing, art work, duplication, etc.

Note: The University cannot receive its final payment under a contract or grant until the sponsor's final reporting requirements are met. Therefore, undue delay in submission of the final report may work a financial hardship on the University. There is also a very real probability that both the Principal Investigator's and the University's image with the sponsor may be damaged.

4.8.8 Intellectual Property Policy

The University is dedicated to instruction, research, and extending knowledge to the public (public service). It is the policy of NCCU to carry out its scholarly work in an open and free atmosphere and to publish results obtained therefrom freely. Research done primarily in anticipation of profit is incompatible with the aims of NCCU. The University recognizes, however, that patentable inventions sometimes arise in the course of research conducted by its employees and students using university facilities. The UNC Board of Governors has determined that patenting and licensing of inventions resulting from the work of university personnel, including students, is consistent with the purposes and mission of the University of North Carolina. The aim of the NCCU Intellectual Property (IP) Policy ([POL-50.01.1](#)) is to promote the protection of research and creative works

through the use of patents, copyrights and trademarks.

The Congress shall have power...To promote the progress of science and useful arts by securing for limited times to authors and inventors the exclusive right to their respective writings and discoveries (Article 1, Section 8, US Constitution).

The Office of Research Compliance and Technology Transfer is responsible for the protection of the University's intellectual property (through patents, copyrights and trademarks) and facilitates opportunities for the commercialization of new technologies. These opportunities include options, licenses and startup venture development for inventions originating at NCCU. University faculty and staff have a responsibility to submit invention disclosures to this office and should contact the office if individuals or groups outside of the University express interest in working with them and with NCCU towards further development or commercialization of new technologies and inventions.

CHAPTER 5: GENERAL EMPLOYMENT POLICIES

5.1 HIRING AND RESIDENCY REGULATIONS

A candidate for employment at North Carolina Central University must be properly approved and authorized before she/he can begin work at the university. All employees are required to complete all employment-related documents, i.e., I-9 Verification, tax withholding, and eligible benefits *on or before the first day of employment*.

No employee may start work prior to receipt by Human Resources of a complete employment package, including a formal offer issued by the Chief Human Resources Officer or by the Provost and Vice Chancellor for Academic Affairs, that has been signed by the employee.

For a faculty member who does not hold permanent U.S. residency status, tenure shall be contingent upon the individual having filed for permanent U.S. residency, and either having been granted permanent U.S. residency or having documentation of remaining in a valid immigration status continuously until permanent residency is granted.

5.2 PERSONNEL FILES: REVIEW, RELEASE, INSPECTION

State statutes establish legal requirements concerning the use of faculty and EHRA staff personnel records. The University is required to keep confidential all personnel records, except as provided by North Carolina General Statute 126-23.

The faculty member has a right to review the contents of his or her personnel files, including evaluation files except for pre-employment confidential letters of recommendation and information concerning a medical disability, mental or physical, that a prudent physician would not divulge to a patient. Faculty members have the right to object to information in their personnel files (see North Carolina General Statute 126-25).

5.3 HEALTH AND SAFETY POLICIES

5.3.1 Adverse Weather

Information about the adverse weather procedures can be found at the following link:
<http://www.nccu.edu/policies/retrieve.cfm?id=259>

The Emergency Operation Plan can be found at the following link:
http://www.nccu.edu/formsdocs/proxy.cfm?file_id=2436.

5.3.1.1 Faculty Responsibilities

Since NCCU is a residential institution with many of its students living on campus, any policy concerning adverse weather conditions must take that fact into consideration. University plans, therefore, must be directed toward the maintenance of all academic programs and administrative support services. The general expectation for NCCU is that all programs and services will be maintained and that suspension of any of these activities should occur only under very rare and extreme occasions. Operation of classes is the normal and expected

condition. Unless there is an official announcement that classes will not be held, faculty and all others concerned should assume that classes will be conducted as usual and on the regular schedule.

Students enrolled in internships, clinical experiences, and teacher education practicums should follow the instructions of the particular agencies to which they are assigned. Each dean, chairperson, and program director should have an up-to-date list of each class scheduled for the college or school. Chairpersons, deans, and program directors should post a list of classes that will not be held when hazardous conditions prevent certain faculty members from reaching campus. All library employees, including persons holding faculty status, will report as directed by the librarian. Each chairperson or immediate supervisor should arrange for an alternate notification procedure in case the chairperson cannot be reached.

5.3.1.2 Procedures for Communicating Class Closings and Delays

After conferring with the Chancellor, the Provost and Vice Chancellor for Academic Affairs will announce adverse weather decisions affecting classes. This announcement will officially come from the Office of University Relations. The Provost will then activate the phone tree by calling the other Vice Chancellors, Special Assistants to the Chancellor, and the Chief of Police. These administrators will then notify university staff under their direction.

In the event of hazardous driving conditions, the decision to suspend classes at the University will be made by the Chancellor. The Provost and Vice Chancellor of Academic Affairs will make an official announcement that classes will not be held or that classes will be suspended for a stated period of time. For more information regarding school closings, cancellations, or delays, refer to the Communications section of the emergency plan. All faculty members are expected to make every effort, within the guidelines of prudence and safety, to reach the university when classes are being held. Announcements concerning suspension of evening classes (4:00 p.m. or later) will be made as soon as determined by university leadership and after reviewing weather conditions with the NCCU Police Department.

The Office of University Relations will take the following steps immediately upon receipt of the instructions from the Provost:

1. Record adverse weather and emergency announcement on a special direct line (919) 530-7220. The emergency number is 919-530-6106.
2. Email communication regarding adverse weather to NCCU students, faculty and staff will be sent via Blackboard Connect and University Relations email (universityrelation@nccu.edu)
3. Send and post any changes related to adverse weather to all Triangle region (Raleigh-Durham-Chapel Hill) media outlets (broadcast and radio stations, print and online outlets) for posting.
4. Post updates on the university's official social media channels ([Facebook](#), [Twitter](#), [Instagram](#)).

5. Place an adverse weather and emergency notice on the top page of the university's website (NCCU.edu).
6. Request that the University's Telecommunications unit take immediate action to announce the adverse weather decision through the closed circuit cable channels used on campus.

5.3.2 Violence Prevention Plan

The North Carolina Office of State Human Resources Workplace Violence Policy is found at the following link: https://ncoshr.s3.amazonaws.com/s3fs-public/documents/files/Workplace_Violence.pdf.

5.3.3 HIV Infections/AIDS Policy

The North Carolina Office of State Human Resources Acquired Immune Deficiency Syndrome (AIDS) in the Workplace Policy may be found at the following link: https://ncoshr.s3.amazonaws.com/s3fs-public/documents/files/AIDS_in_the_Workplace_Policy.pdf.

5.3.4 Workplace Smoking Policy

As of January 2, 2010, the State of North Carolina prohibits smoking inside of State government buildings unless smoking is an integral part of the scientific or medical research being conducted in the building, in which case smoking is confined to the research area.

5.3.5 Regulations on Seat Belt Use

The UNC Policy on seat belt use (UNC Policy 300.8.2[R]) is found at the following link: <http://www.northcarolina.edu/apps/policy/index.php?pg=vs&id=s351>,

5.4 CONFLICTS OF INTEREST AND ETHICS POLICIES

Information about the topics listed below can be accessed by clicking on the associate link. If issues are encountered opening the links below for UNC policies, please click on the link below for the UNC Policy Manual and search on topics.

http://www.northcarolina.edu/apps/policy/index.php?pg=vb&return_url=%2Fapps%2Fpolicy%2Findex.php%3Fpg%3Dvs%26id%3D326

1. UNC Regulations Governing Fraudulent Job Applications (UNC Policy 300.2.3 [R])
<http://www.northcarolina.edu/apps/policy/index.php?pg=vs&id=278&added=1>
2. Regulations on External Professional Activities for Pay by Faculty and EHRA Non-Faculty Employees (UNC Policy 300.2.2.1[R])
<http://www.northcarolina.edu/apps/policy/index.php?pg=vs&id=18166&added=1>
3. Conflict of Interest and Commitment (UNC Policy 300.2.2)

<http://www.northcarolina.edu/apps/policy/index.php?pg=vs&id=283&added=1>

4. Faculty and Non-Faculty EHRA Employees Conflicts of Interest and Commitment Regulation (REG - 80.06.15)
<http://www.nccu.edu/policies/retrieve.cfm?id=446>
5. Guidelines on Reporting Misuse of State Property by State Employees (UNC Policy 300.8.4[G])
<http://www.northcarolina.edu/apps/policy/index.php?pg=vs&id=3767&added=1>
6. Illegal Drugs (UNC Policy 1300.1)
<http://www.northcarolina.edu/apps/policy/index.php?pg=vs&id=s300>
7. Fundraising Coordination Policy (POL - 20.00.1)
<https://www.nccu.edu/policies/retrieve.cfm?id=372>
8. Candidacy for Elective Office; Officeholding (Elective and Appointive Public Office) (UNC Policy 300.5.2)
<http://www.northcarolina.edu/apps/policy/index.php?pg=vs&id=332&added=1>
9. Political Activities of Employees (UNC Policy 300.5.1)
<http://www.northcarolina.edu/apps/policy/index.php?pg=vs&id=331&added=1>
10. Employment of Related Persons (Anti-Nepotism Policy) (UNC Policy 300.4.2)
<http://www.northcarolina.edu/apps/policy/index.php?pg=vs&id=328&added=1>

5.5 EQUAL EMPLOYMENT OPPORTUNITIES AND WORK RELATED CONDUCT POLICIES

5.5.1 Equal Employment Opportunity (EEO) Policy Statement https://www.nccu.edu/formsdocs/proxy.cfm?file_id=3955

5.5.2 Sexual Misconduct Policy (POL - 80.07.1) <http://www.nccu.edu/policies/retrieve.cfm?id=450>.

5.5.3 Improper Relationships between Students and Employees (UNC Policy 300.4.1) <http://www.northcarolina.edu/apps/policy/index.php?pg=vs&id=326&added=1>

5.5.4 Guidelines on Implementing Improper Relationships Policy (UNC Policy 300.4.1[G]) <http://www.northcarolina.edu/apps/policy/index.php?pg=vs&id=327&added=1>

5.6 POLITICAL ACTIVITIES AND POLITICAL CANDIDACY Political Activities Policy (POL 01.04.1) <http://www.nccu.edu/policies/retrieve.cfm?id=447>.

Political Activities of Employees (UNC Policy 300.5.1)
<http://www.northcarolina.edu/apps/policy/index.php?pg=vs&id=s331>

CHAPTER 6: FACULTY COMPENSATION AND FRINGE BENEFITS

The NCCU Human Resources website is located at the following link:

<http://www.nccu.edu/administration/dhr/>

6.1 FACULTY COMPENSATION

Faculty compensation may vary for regular semesters, summer sessions, and overload teaching.

6.1.1 Regular Session Salaries

Salaries and salary increases are set subject to the policies and instructions of The University of North Carolina Board of Governors and the EEO policies of NCCU.

6.1.2 Summer Session Salaries

Summer session salary scales are based on recommendations made by the Director of the Division of Extended Studies and are dependent on the number of hours taught, (average regular term salaries) of each academic rank, and the number of students enrolled in the class. This payment is made in addition to compensation for regular (session) employment.

6.1.3 Overload Contracts

Faculty may not be paid additional compensation beyond their regular contract except in rare cases where there are clearly defined extra duties.

NCCU Policy on One-Time Payments and Overloads

1. For all employees, overloads are additional duties undertaken on campus, or as part of a University-sponsored sanctioned Continuing Education activity, which are beyond the employee's regular responsibilities. These duties are not carried out within the unit in which any part of the employee's regular appointment lies and are not within the reasonable scope of such responsibilities.
2. The overload activity has a beginning and an ending date rather than being continuing in nature. If the activity is for a continuing period of time (over several semesters, for example), the activity may not be considered an overload.
3. The overload activity must be approved in advance and in writing by the department chair, dean (or director), and Provost and Vice Chancellor for Academic Affairs or another vice chancellor as appropriate for the unit wherein the regular appointment lies. Continuing Education activity will also require the approval of the director of the Division of Extended Studies.

If in the judgment of the department chair, dean (or director), or the Provost and Vice Chancellor for Academic Affairs, the activity interferes with the individual's primary responsibilities or creates a conflict of interest, approval shall not be granted. Overload activity proposed to occur within the unit overseeing the regular

appointment will be presumed to violate condition No. 1 above, unless approval for the overload is granted by the vice chancellor of the division wherein the regular appointment lies.

4. Compensation for an overload is paid as a one-time payment, with the appropriate tax, retirement, Social Security, and other deductions.
5. For a 12-month employee, the total of one-time payments to the individual for overloads during any fiscal year shall be limited to 20% of the individual's current salary.
6. For a faculty member on a nine-month appointment, the total of one-time payments to that individual during any fiscal year shall be limited to 25% of the individual's current nine-month (base) salary.
7. When an overload activity is undertaken pursuant to this policy, it is not "External Professional Activity for Pay" pursuant to the Board of Governors policy on that subject, and, accordingly, the "Notice of Intent to Engage in External Professional Activity for Pay" form should not be filed.
8. Federal grants and contract shall buy an employee's time in a manner consistent with federal regulations which usually specify the employee's base salary compensation rate.
9. This policy is effective July 1, 1990.

Note: NCCU did establish a revised policy on January 1, 2006, but the policy was not approved by General Administration. Therefore, the 1990 policy is still in effect.

Additional information may be obtained from the Office of the Provost (919-530-6230).

6.1.4 External Professional Activities for Pay

The Board of Governors' [Regulations on External Professional Activities of Faculty and EHRA Non-Faculty Employees](#) (UNC Policy 300.2.2.1[R]), last revised on October 19, 2015, defines and establishes reporting procedures concerning external professional activities for pay undertaken by full-time members of the university faculty and professional staff. Such procedures ensure that external professional activities for pay will not create a conflict of commitment or interest, will not involve any inappropriate use of university resources, will not make any use of the name of the University of North Carolina for any purpose other than professional identification, and will not claim any university or institutional responsibility for the conduct or outcome of such activities. The following highlights are of special note:

1. Failure to comply with policy requirements may result in disciplinary proceedings.
2. A separate written application to engage in external professional activities for pay must be filed for each such proposed activity.

3. If the approved activity will extend beyond the end of the fiscal or academic year in which it was begun, permission to continue the activity must be obtained in a timely manner.
4. An employee who files a notice of intent to engage in external professional activities for pay must complete a form that summarizes all such activities in which he or she engaged during the immediately preceding fiscal year.
5. For those on academic year contracts, professional activity for pay performed between the day following spring commencement and the first day of registration for the fall semester need not be reported if the activity does not conflict with the Board of Governors' policy and it is not conducted concurrently with a contract service period for teaching, research, or other services to the institution during a summer session. Pay is defined as compensation other than a small honorarium or the reimbursement of expenses.

Generally, royalties from scholarly books are not covered.

A Notice of Intent form is to be filled out by all faculty and professional staff who wish to engage in external professional activities for pay. Forms are available from the department chairpersons' or the deans' offices.

6.1.5 Non-Salary Compensation for Employees Exempt from the State Personnel Act

In order to remain competitive with other comparable institutions of higher education in its employment practices, it is the policy of North Carolina Central University to make available to certain employees exempt from the State Personnel Act (EHRA employees), on a case-by-case basis, certain reasonable and customary non-salary compensation to the fringe benefits offered to all EHRA employees. This compensation is not offered to faculty except in rare cases.

6.2 FACULTY RETIREMENT PLANS AND INFORMATION

North Carolina Central University (the University) understands the importance of preparing for retirement and offers retirement programs that can help employees save for their financial future. Each eligible faculty member must enroll in either the Teachers' and State Employees' Retirement System (TSERS) or The University of North Carolina Optional Retirement Program (ORP). Additionally, faculty members may choose to participate in one or more of these supplemental retirement plans:

UNC System 403(b) Plan

UNC System 457(b) Plan

State's 457 Deferred Compensation Plan

State's 401(k) Plan

Further information about these plans is available online at <http://old.northcarolina.edu/hr/ga/benefits/retirement/index.htm>.

6.2.1 Retirement Programs Plans

6.2.1.1 Teachers' and State Employees' Retirement System (TSERS)

TSERS is a *defined benefit plan*. The benefit you receive at retirement is based on a predetermined formula. This formula considers your years and months of creditable service (any period during which you contribute to TSERS, provided you do not withdraw your contributions), your age and your average final compensation (the average of your salary during your four highest consecutive paid years). The amount of the guaranteed benefit you will receive at retirement is not directly determined by the investment experience of the plan assets or the amount of contributions. Under TSERS, the State controls the investments and assumes all of the investment risks. The plan funds are invested by professional money managers selected by TSERS.

The TSERS Handbook provides more detail about the benefits provided through this retirement program and can be found at the following link:

<https://www.nctreasurer.com/ret/Benefits%20Handbooks/TSERShandbook.pdf>

6.2.1.2 Optional Retirement Program

The ORP is a *defined contribution plan*. The value of the benefit is not based on a predetermined formula. Contributions to the employee's account are made by the employee and the University. The contributions are invested and the returns are credited to the employee's account. The value of the account is based on the amount of contributions made to the account and the performance of the investment funds selected by the employee. The accumulated balance provides monthly income during your retirement. Again, the employee controls the investment choices and distribution methods.

The Plan summary can be found at the following link:

http://old.northcarolina.edu/hr/UNC_ORP_Plan_Summary.pdf

6.2.2 Social Security

All university employees participate in the federal program of Old Age, Survivors, Disability, and Health Insurance (OASDHI) commonly referred to as Social Security. The cost of the program is supported in part by payroll deductions that are matched by the university and collected under the provisions of the Federal Insurance Contribution Act (FICA). Two separate payroll taxes are withheld from employees' wages to pay for Social Security cash benefits and Medicare, Part A, Hospital Insurance.

For Social Security purposes, covered employment (including self-employment) is defined as employment in which earnings are subject to FICA deductions and are creditable toward Social Security Benefits. An eligible member is defined as a person who has worked in covered employment for the prescribed period of time needed to qualify for self or family benefits under the program. Participants are eligible for one or more of the four types of

benefits, based on age and/or other eligibility requirements. Additional information about Social Security and its related programs is available from the Social Security Administration by calling 1-800-772-1213, or visiting their website at www.ssa.gov.

6.2.3 Phased Retirement

The North Carolina Central University Phased Retirement Program provides an opportunity for eligible full-time tenured faculty members to make an orderly transition to retirement through half-time service (or its equivalency) for a period of three years. Participation in this program is completely voluntary and the terms of an eligible faculty member's participation will be implemented through a written agreement between the enrolling faculty member and North Carolina Central University.

6.2.4 Tuition Waiver

The Tuition Waiver Program is a tuition free benefit that is designed to provide an opportunity for eligible employees to have tuition waived for a University course taken at any of the UNC System constituent institutions. The program will waive tuition for no more than three (3) courses per academic year and will waive all student fees for the term as specified in the policy.

Eligibility for the tuition waiver program is available to all permanent employees of any UNC System institution. An application for tuition waiver must be completed by the employee for each academic term in which they apply for the tuition waiver program. The Tuition Waiver Application for Faculty/Staff can be found at the following link:
<http://www.nccu.edu/formsdocs/details.cfm?id=421>.

For questions or guidance regarding NCCU's Tuition Waiver Program, submit an email to tuitionwaivers@nccu.edu.

6.2.5 Supplemental Retirement Savings

State Supplemental Retirement Plans are as follows:

North Carolina 401(k) Plan
North Carolina 457(b) Deferred Compensation Plan

UNC University Supplemental Retirement Plans are as follows:

UNC System 403(b) Plan
UNC System 457(b) Plan

Additional information about these plans is available in the Supplemental Retirement Plan 2017 Decision Guide which is found at this link:
http://old.northcarolina.edu/hr/Supplemental_Retirement_Plan_Decision_Guide.pdf.

6.2.5.1 North Carolina Deferred Compensation Plan (457)

Please refer to the plan information provided in Section 6.2.4.

6.2.5.2 State of North Carolina 401(k) Plan

Please refer to the plan information provided in Section 6.2.4.

6.3 INSURANCE

6.3.1 Health Insurance

Permanent employees are eligible to participate in various group health insurance plans which are administered by the State Health Plan. A permanent employee must work at least 75% time in order to receive the University's premium contribution. Part time permanent employees working 50 to 74% time are eligible to purchase health insurance at full premium cost. The effective date of coverage will be either the first of the month following employment or the first of the second month following employment. If there is a family status change (as defined by the Plan), dependents can be enrolled or their coverage dropped at a later date. An enrollment period is held once each year, usually in October. This open enrollment period allows employees to transfer coverage from one plan to another and to add and drop dependent coverage. For more information or updated information see <https://shp.nctreasurer.com/Pages/Default.aspx>

6.3.2 Group Life Insurance

The University offers voluntary, employee-paid group term life insurance to eligible employees and their dependents. See the following website for more detail: <https://oshr.nc.gov/state-employee-resources/benefits/ncflex>

6.3.3 Disability Income Plan of North Carolina

The State provides the Disability Income Plan (DIP) of North Carolina for permanent employees who participate in the Teachers and State Employees Retirement System or in the Optional Retirement Plan. This plan provides partial replacement income for eligible employees who become temporarily or permanently disabled and are unable to perform their regular duties. There is no cost to the employee for this coverage. For more information on state employees benefits and requirements in case of disability, see: https://www.nctreasurer.com/ret/Benefits%20Handbooks/TSERS_DisabilityHandbook.pdf

Employees are eligible after one year of state service for short term disability; they are eligible for long-term disability after five years of service. For the applicable policies, see https://www.nctreasurer.com/ret/Benefits%20Handbooks/TSERS_DisabilityHandbook.pdf

6.3.4 The Standard Disability Plan

This is a voluntary supplemental disability plan underwritten by The Standard and designed exclusively for participants of the University of North Carolina Optional Retirement Program.

Information can be found at the following site:

<http://old.northcarolina.edu/hr/ga/benefits/financial/disability/LongTermORP.htm>

6.3.5 NC Flex Benefits Program

NC Flex is the program of pre-tax benefits available to permanent employees working 50 percent time or more. NC Flex offers the following benefits:

1. Dental
2. Vision
3. Cancer
4. Critical Illness
5. Core AD&D
6. Voluntary AD&D
7. Group Term Life
8. Flexible Spending Accounts (Health & Dependent Care)
9. TRICARE Supplement

All plan benefits are offered on a calendar year basis.

A booklet describing the NC Flex program is available online at the following link:

https://ncoshr.s3.amazonaws.com/s3fs-public/documents/files/2017_NCFlex_Enrollment_Guide.pdf

6.3.6 Workers' Compensation

Employees on the University payroll who are injured on the job or contract an occupation-related disease may be eligible for weekly benefits and medical expense payments under the Workers' Compensation laws. Additional information is provided in the [Workers' Compensation Regulation \(REG - 30.01.3\)](#).

6.3.7 Survivor Benefits

In the event of the death of an employee or dependent, the Human Resources Office should be notified as soon as possible. The Benefits officer can provide assistance in securing University benefits entitlements and final compensation when an employee or dependent dies. There are several steps involved in securing these benefits and receiving prompt payment such as obtaining necessary legal documents and completion of claim forms.

6.4 FACULTY LEAVE

6.4.1 Leaves of Absence

Faculty members may arrange for leaves of absence without pay for one or more semesters (not to exceed two years in succession) for the purpose of advanced study, research, or public service. Such leaves will not prejudice the faculty member's position regarding future promotion in rank, tenure, or other forms of advancement. Requests for professional study leaves are made through the chairperson and forwarded to the Chancellor via the established channels of

communications. In some cases, the Faculty member may arrange to continue retirement and health insurance benefits. For more information, a faculty member should consult with the Department of Human Resources.

6.4.2 Serious Illness and Disability Leave

In November 2004 the Board of Trustees of North Carolina Central University adopted the University Policy on Serious Illness and Disability Leave for Faculty. The purpose of this policy is to provide a period of paid or unpaid leave for faculty in case of extraordinary illness or for parental purposes.

The UNC Board of Governors' Policy can be located at the following link:

<http://www.northcarolina.edu/apps/policy/index.php?pg=vs&id=316&added=1>. The UNC Board of Governors' Guidelines on Serious Illness and Disability Leave for Faculty (UNC Policy 300.2.11 [G]) can be found at the following link:
<http://www.northcarolina.edu/apps/policy/index.php?pg=vs&id=317&added=1>.

The North Carolina Central University Policy on Serious Illness and Disability Leave for Faculty: November 16, 2004

I. Purpose

The purpose of this policy is to provide a period of leave (paid or unpaid) in the case of extraordinary illness, major disability, or for parental purposes.

II. Eligibility

This policy applies to faculty with full-time academic appointments (nine-months) who do not accrue sick leave who are eligible to participate in the N.C. Teachers' and State Employees' Retirement System, or the UNC Optional Retirement Program {i.e., continuing faculty who are employed at least 75% if full-time}, and are eligible under the provisions of the Family Medical Leave Act (FMLA) {i.e., employed one year and worked at least 1,040 hours within the last 12 months}.

III. Benefits

The duration of the leave is a minimum of 60 calendar days of paid leave within a single academic semester, or up to a maximum of one academic semester (after which the faculty member is eligible to receive benefits under the N.C. Disability Income Plan). This provision provides for an extension of up to an additional semester (paid) if the illness or disability requires a longer leave.

IV. Use of Paid Leave

- A. The paid leave provided under this policy may be used for serious health conditions, maternity leave and parental leave as defined under the Family and Medical Leave Act.
- B. Paid leave provided under this policy has no effect on the faculty member's other

employment benefits. Faculty members may also apply for salary continuation through the N.C. Disability Income Plan or through other supplemental disability plans offered through the University. However, nothing in the provision shall entitle the employee to receive both paid sick leave under this policy and the N.C. Disability Income Policy, and income under other disability plans provided by the University.

C. All periods of paid leave under this policy will be construed as family and medical leave under FMLA. The FMLA entitlement of 12 weeks of leave without pay will run concurrently with any period of paid time off. The North Carolina Family Illness Act allows for an extension of up to 52 weeks of leave without pay during a five-year period in cases of serious illness of a child, spouse, or parent.

D. Faculty members who have changed from 12 to 9 month employment status while at North Carolina Central University will be required to exhaust their accumulated sick leave accrued during their 12-month employment status prior to utilizing the benefit provided by this policy.

V. Administration of Benefits

A. Faculty members who wish to request leave under this policy should write to the department chair (or Department or division chair or dean, as appropriate) requesting leave.

B. Requests for leave should be submitted at least 60 days in advance of the leave or as soon as practical after the need for leave is foreseeable.

C. The department chair will make a recommendation to the dean (or Vice Chancellor for Academic Affairs/Provost, as appropriate) concerning whether or not to grant the request for leave.

D. The dean is responsible for deciding whether or not to approve the request for leave and provides written notification to the department chair, who in turn advises the faculty member.

E. The University may request medical verification of the faculty member's illness or disability, including a physician's statement about the probable length of absence from normal duties. If the request is for the purpose of caring for a family member or dependent, the University may also request medical verification of that person's illness or disability and may also inquire about the circumstances which make it impossible or difficult for the faculty member to carry on with normal duties.

F. The department chair or dean (in schools and colleges where there are not department chairs) is responsible for securing, to the extent possible, substitute personnel for the duration of the faculty member's leave. Any adjustments in work schedules within the department are at the discretion of the department chair with the approval of the dean and are subject to departmental and institutional needs and resources.

G. The cost of substitute personnel is the university's responsibility. In recommending

approval of a leave to the Provost, the department chair or dean will certify that he or she is prepared to develop a plan to cover the responsibilities of the faculty member for the duration of the leave.

VI. Record-Keeping

The Policy on Serious Illness and Disability Leave for Faculty provides an important financial benefit; therefore, accurate records must be maintained. The Department of Human Resources will maintain the official records.

VII. Coordination with Other Policies

A. The unused leave under The Policy on Serious Illness and Disability Leave for Faculty shall not be:

- accumulated or carried over to another academic year;
- allowable as terminal leave payment when the faculty member leaves the University
or;
- used to extend years of creditable state service for retirement benefit purposes.

B. At the time a request for leave is granted, the faculty member, department chair, dean and Provost will agree in writing whether time spent on leave will count as probationary service. This will be governed by the appointment, reappointment, tenure and promotion regulations of the University as found in the Faculty Handbook.

VIII. Communications

All communications concerning leave requested or granted under The Policy on Serious Illness and Disability Leave for Faculty are subject to the same confidentiality requirements of other personnel records.

IX. Appeals

A decision by the department chair, dean or Provost not to grant leave under The Policy on Serious Illness and Disability Leave for Faculty may be appealed to University Grievance Committee. The Committee will make a recommendation to the Chancellor, and the Chancellor's decision will be final.

6.4.3 Vacation Leave

There is no formal provision for vacation for NCCU faculty members in 9-month appointments. Faculty members are expected to attend classes, complete committee assignments and keep regular office hours during the academic terms (and through summer school for those with summer school contracts).

Payout of vacation leave accumulated through previous employment in a leave-earning position will only occur when the employee permanently separates from the University.

6.4.4 Faculty Military Leave

The Uniformed Services Employment and Reemployment Rights Act (USERRA) of 1994 and North Carolina General Statute 127A-116 specify the employment and reinstatement rights of employees called to involuntary active duty in the Uniformed Services. In recognition of those rights the University provides faculty military leave in accordance with the Policy of the Board of Governors; see UNC Policy Manual section 300.2.8 - Faculty Military Leave (<http://www.northcarolina.edu/apps/policy/index.php?pg=vs&id=s286>).

6.4.5 Community Service Leave

In recognition of the State's diverse needs for volunteers in schools, communities, institutions of higher education, State agencies and not-for-profit organizations, NCCU grants Community Service leave to faculty. [REG - 80.02.15 - Community Service Leave Policy](#) outlines the eligibility requirements and conditions for using this type of leave. The State of North Carolina policy on Community Service Leave is located at the following link: https://ncoshr.s3.amazonaws.com/s3fs-public/documents/files/Community_Service_Leave_Policy.pdf.

CHAPTER 7: FACULTY RESOURCES

Information about the topics listed below can be accessed by clicking on the associated link(s). This information can also be obtained through the NCCU intranet and the NCCU webpage (<http://www.nccu.edu/index.cfm>).

- 7.1 COMMUNITY ENGAGEMENT AND SERVICE**
<http://www.nccu.edu/communityengagement/>
- 7.2 ACCESSING UNIVERSITY FACILITIES**
[RUL 30.01.4 - Special Events](#)
- 7.3 ART MUSEUM**
<http://www.nccu.edu/artmuseum/>
- 7.4 BOOKSTORE**
<https://www.nccu.edu/bookstore>
- 7.5 CAMPUS ECHO (STUDENT NEWSPAPER)**
<http://campusecho.com/>
- 7.6 CAREER SERVICES**
<https://www.nccu.edu/division-student-affairs/cpdc>
- 7.7 OFFICE OF FACULTY PROFESSIONAL DEVELOPMENT**
<http://www.nccu.edu/>
- 7.8 CENTRAL GRAPHICS AND COPY CENTER**
<https://myeol.nccu.edu/kb/article/919806123>
- 7.9 DISTANCE EDUCATION**
<https://nccuonline.nccu.edu/>
- 7.10 EAGLE CARD**
<https://myeol.nccu.edu/kb/article/919806123>
- 7.11 DINING SERVICES**
<https://nccu.campusdish.com/>
- 7.12 UNIVERSITY HONORS PROGRAM**
<https://www.nccu.edu/university-honors-program>
- 7.13 INFORMATION TECHNOLOGY SERVICES**

Information Technology Services, in collaboration with the campus community, provides

technological solutions and services for students, faculty, staff and constituents.

About Information Technology Services:

<https://www.nccu.edu/administration/its>

Getting Started with NCCU Technology:

<https://www.nccu.edu/administration/its/getting-started-technology-nccu>

myEOL- Access to email, blackboard, Banner(courses, grades, etc..), SharePoint and many more resources: <https://myeol.nccu.edu/>

Eagle Technical Assistance Center (the Help Desk):

<https://nccu.teamdynamix.com/TDClient/Home/>

Help Requests <https://nccu.teamdynamix.com/TDClient/Home/>

Help FAQs: <https://nccu.teamdynamix.com/TDClient/KB/>

IT Security Tips – Ideas that will help you protect yourself online

<https://www.nccu.edu/administration/its/information-technology-security>

7.14 OFFICE OF INTERNATIONAL AFFAIRS

<https://www.nccu.edu/office-international-affairs>

7.15 JAMES E. SHEPARD LIBRARY

<https://www.nccu.edu/library>

7.16 KEYS

[Procedure for Obtaining Keys to Buildings, Classrooms and Offices](#)
[RUL - 30.05.1 - Key and Building Access Rule](#)

7.17 MAIL CENTER

NCCU Mail Center Policies and Procedures:

http://www.nccu.edu/formsdocs/proxy.cfm?file_id=1675

[RUL - 30.01.3 - Mail Distribution Rule](#)

7.18 ONLINE TICKET PURCHASES/TICKET OFFICE

<https://myeol.nccu.edu/kb/article/919806123>

7.19 PARKING AND PUBLIC SAFETY

Parking: <https://www.nccu.edu/transportation/parking-campus>

Police: <https://www.nccu.edu/transportation/parking-campus>

7.20 STUDENT SUPPORT SERVICES

<https://www.nccu.edu/university-college/trio-program>

7.20.1 Related Student Links

[Community Engagement](#)
[Become a Student Ambassador](#)
[Career Services](#)
[Dining Services](#)
[Student Health and Counseling Services](#)
[Residential Life](#)
[Safety & Security \(Police\)](#)
[Student Disability Services](#)
[Women's Center](#)

7.21 TRAVEL

<https://myeol.nccu.edu/kb/article/1832317108>

Also contact the Travel Office (919) 530-6340 and review [REG 30..4.5 - Travel](#).

7.22 USE OF THE UNIVERSITY NAME AND LOGO

<https://www.nccu.edu/administration/ocm>

7.23 USE OF UNIVERSITY VEHICLES

For information, go to the Travel Office for Motor Fleet Requisition Forms. Also review [REG 30.01.1 Motor Vehicle Insurance and Risk Management Regulation](#).

7.24 WNCU, 90.7 FM RADIO STATION

<http://www.wncu.org/>

7.25 WRITING AND SPEAKING STUDIO

The Mission of the Studio is to support the development of the written and oral communication skills of NCCU students through one-on-one and small group collaborative sessions. The Studio is located 102 Taylor Education Building. The phone number is 919-530-6035. More information about the Writing and Speaking Studio can be found at <http://www.nccu.edu/academics/universitycollege/writingstudio/index.cfm> and