

**FACULTY SENATE MINUTES**  
**February 21, 2008**

The Faculty Senate of the University of North Alabama met February 21, 2008 in the Faculty/Staff Commons of the University center at 3:30 p.m.

President Turner called the meeting to order and recognized the following proxies:  
Melissa Clark for Senator Lindsey from Marketing and  
Will Verrone for Senator Peterson from English

President Turner announced that Melissa Clark will be filling Senator Lindsey's position for the remainder of the semester.

Senator Flowers moved the adoption of the agenda. Senator Richardson seconded. The motion passed unanimously.

Senator Adams moved the approval of the January 17, 2008 minutes. Senator Loeppky seconded. The motion passed unanimously.

Senator Richardson requested information concerning the manner in which the Consensual Relationship Policy was circulated. President Cale reported that it was circulated by email and given to all the members of the Shared Governance Committee.

President Cale stated that the senators may be aware that the university has gone throughout this year without a mascot. UNA was found not to have discriminated against the past mascot by the office of Civil Rights. Mr. Linder, the current Athletic Director, is working on formalizing the tryout method for next year. Additional funding has been found for construction of labs on the east campus. President Cale will be in Washington seeking additional funding in the coming weeks. UNA will be getting approximately one million from the Department of Energy to reduce energy consumption on campus. This will include getting a new steam boiler and a priority list of things which can be done to conserve energy.

President Cale reported that the Willingham Hall renovation is on schedule so far. He will be taking a proposal to the Board of Trustees to use some of the bond money to build a soccer field in the location of the present practice field using artificial grass. The field will still be used for football practice as well as available for intramurals. President Cale stated that the governor has proposed an 11% reduction in funding for higher education and a 2½% reduction for K-12.

President Cale reminded the senate that Monday evening A.J. Levine from Vanderbilt is speaking. The Lindsey Film Festival is the first weekend in March. Billy Bob Thornton will be

attending with Dwight Yocum. Judy Collins will be here on April 15 for a joint fundraiser with UNA and Riverbend for scholarships. Ernestine Davis in Project Open had shared with President Cale that there would be outside evaluators coming to talk about diversity in higher education. There will possibly be a luncheon seminar conducted.

Vice-President Warren stated that as many of the senators know, NCATE is coming for a final visit in April. The preliminary visit is this next Wednesday. He has plans for meeting with 25 faculty to discuss the academic international program with changes coming. He reported that the ad Hoc committee is in place to discuss how to handle the advising hold for the new Banner software. Terry Richardson has been selected as chair.

SGA representative Leah Beth Downs encouraged students and faculty to attend the Higher Education Day in Montgomery. A bus will be provided. A goal of 150-200 students has been set. SGA President Bishop stated they are attempting to make this trip more educational by visiting museums. The names of the students who attend will be given to the faculty.

#### **OLD BUSINESS:**

- A. Committee Reports will be given later in the meeting.
- B. Shared Governance Committee reports: Senator Adams of the Infrastructure Committee stated that the improvements at the East Campus are being funded through existing bond money, facilities fees, or grants.
- C. Senator Gaunder recommended changing the wording for 3 (b) on the Faculty Endowed Scholarship to remove the phrase “Recipients of the scholarship must meet be the child or legal guardian of a current UNA faculty member or their spouse attending UNA and meet the following qualifications;” and remove the phrase “If one or more student does not meet the first or second priority, third priority will be given to students who have a GPA of 2.50 to 2.99. If one or more student does not meet the first, second, or third priority, fourth priority will be given to students who have a GPA of 2.00 to 2.49.” Senator Richardson moved the revised wording of the scholarship agreement. Senator Flowers seconded. The motion passed. Senator Adams moved that we enter into the agreement. Senator Adler seconded. The motion passed. President Turner will have the funds transferred and will announce that we are now accepting donations for the scholarship fund.
- D. Senator Stafford spoke for the Faculty Affairs Committee concerning the Office Hours Policy. (See Attachment A) The committee when gathering information from the faculty found no consensus. There was a range of recommendations from reduction to 2 hours to an increase to 16 hours. The committee also gathered information from the college deans. The committee recommended that the number remain at 10 hours but give flexibility to the departments concerning how the 10 hours are administered. Senator Ferry proposed an amendment that faculty members should not be required to hold office hours on days where they are not teaching. He also proposed that faculty members with on-line courses may supply on-line office hours. Senator Richardson moved that the

proposed office hours policy be changed by replacing ten hours with seven hours for the regular semester, replacing five office hours for the summer with three and a half hours and including that faculty with on-line courses may satisfy the requirement with on-line office hours. Senator Williams seconded. The motion passed. Senator Ferry moved that the policy be amended to add that faculty not be required to have office hours on days when they do not have classes on campus. Senator Williams seconded. The motion passed. The senate will vote at the next meeting and the results will be sent to the VPAA.

- E. Dr. Doug Barrett from the Academic Affairs Committee presented a report concerning the Early Scholars Program. (See Attachment B) Senator Gaunder moved that President Cale create an ad Hoc committee to study this issued. Senator Flowers seconded. The motion passed unanimously.
- F. President Turner presented a draft of the Departmental Faculty Evaluation Policy prepared by VPAA Warren. The senators were asked to read it over and give feedback directly to Dr. Warren.
- G. The report from the Faculty Affairs Committee concerning the Promotion/Tenure Policy was received. (See Attachment C)
- H. Senator Gaunder moved to consider the Smoking on Campus Resolution. Senator Atencio seconded. The motion passed. Senator Richardson moved to table the issue. Senator Williams seconded. The motion passed 15-12-1.

#### **NEW BUSINESS:**

A question was raised concerning how official university policy is made and approved under shared governance. Examples of how some policies were considered policies without going through the proper channels of the Executive Council to the President to the Board of Trustees. The proper channel was given as: Shared Governance Committee to the Vice President to the Executive Board to the Board of Trustees.

#### **ADDITIONAL ISSUES:**

- A. Senator Gaston stated that he had discussed with ATO concerning their behavior at graduation.
- B. President Cale stated that there are rare cases when students are allowed to walk across the graduation stage without having completed the requirements for graduation.
- C. President Cale suggested the creation of a university wide promotion committee be placed on the agenda.

Senator Adams moved the meeting be adjourned. Senator Roden seconded. The motion passed unanimously.

## ATTACHMENT A



Florence, Alabama 35632-0001

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TO: Mr. John Turner  
Faculty Senate President

FR: Faculty Affairs Committee  
Joy Brown  
Ruth Dumas  
Francis Koti  
Doris McDaniel  
Craig Robertson (Chair)  
Jeremy Stafford  
Patricia Wilson

RE: Office Hours Policy Revisions

DATE: Jan. 29, 2008

The Faculty Affairs Committee was charged on Nov. 8, 2007 to rewrite the Faculty Handbook policy pertaining to office hours (4.3.3). This report describes data collected from relevant faculty attitude survey measures, faculty e-mails received Nov. 2007, discussions with academic deans and department chairs and various evolving policy statements related to Section 4.3.3 developed since 2005. The report and the data contained therein should be coupled with the data and commentary prepared in the 14-page report (title: "Assessment of UNA Office Hour Policy") submitted Feb. 2005 to the Faculty Senate. Our report today concludes with the Committee's newest suggested policy statement.

The information you see below (p.1-2) was drawn from the 2007 administration of the Faculty Attitude Survey. The tables reflect data gathered since 2005.

### **OPEN-ENDED COMMENTS**

#### **FACULTY OFFICE HOURS**

1. Two respondents recommended that faculty with on-line or distance learning courses have less that the current required number of office hours and that the current policy be revisited and revised to consider online hours.
2. A recommendation was made to either enforce or revise the current office hour policy.
3. A respondent "strongly agreed" that faculty should post their office hours but "strongly disagreed" that faculty be available for office hours every day of the week.

4. The position was expressed that the four course teaching requirement and the current office hour policy created constant interruptions and undermined faculty research efforts and scholarship. Further, reducing the number of weekly hours and trusting faculty to be in their offices would increase morale and "wouldn't cost [the administration] a cent!"
5. A respondent noted that with the twelve hour load "office hours are hard to find everyday" and that it "would be good to have more freedom in deciding those as faculty members".

#### FROM MISCELLANEOUS COMMENTS

13. Revise the current office hours policy and consider changes in light of on-line courses.

71. Faculty should post their office hours so students have an opportunity to meet with their professor each day during the work week

		2005 Frequency (Valid Percent)	2006 Frequency (Valid Percent)	2007 Frequency (Valid Percent)
Valid	Strongly Disagree	25 (16.8)	18 (11.5)	17 (11.2)
	Disagree	30 (20.1)	28 (17.9)	27 (17.8)
	Neutral	19 (12.8)	13 (8.3)	12 (7.9)
	Agree	43 (28.9)	48 (30.8)	53 (34.9)
	Strongly Agree	32 (21.5)	49 (31.4)	43 (28.3)
	Total	149 (100.0)	156 (100.0)	152 (100.0)
Missing	BLANK/NO BASIS FOR JUDGMENT	2	3	6
Total		151	159	158

90. Have you taught or take a distance learning class

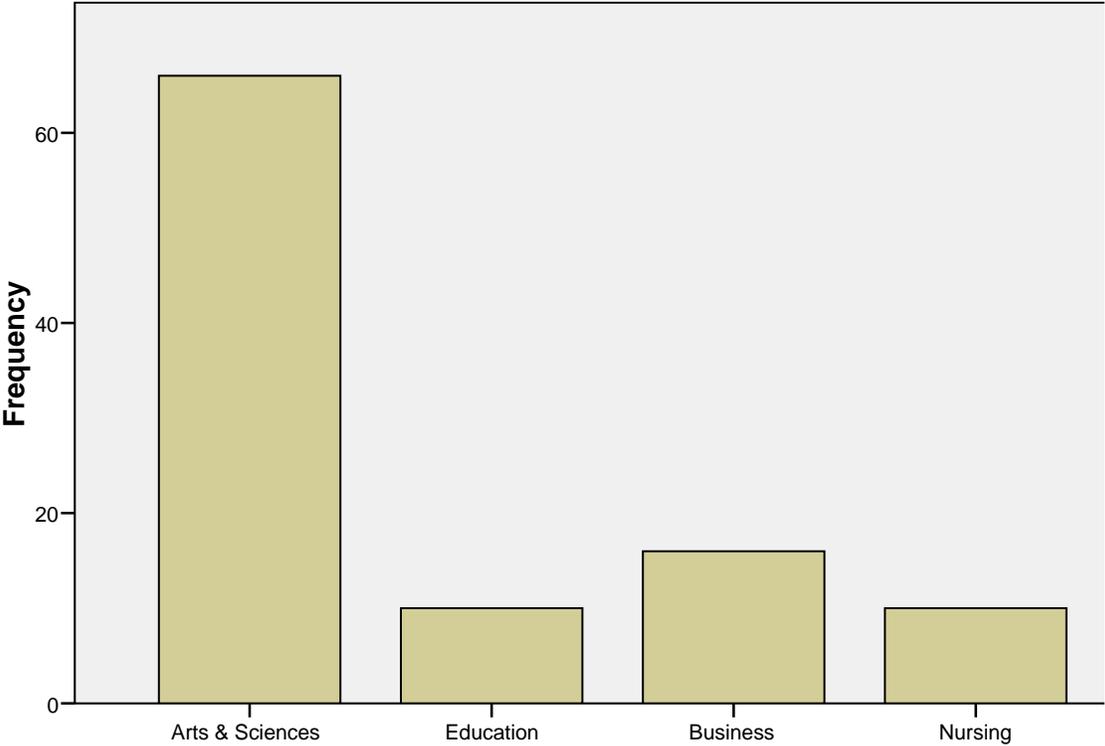
		2005 Frequency (Valid Percent)	2006 Frequency (Valid Percent)	2007 Frequency (Valid Percent)
Valid	No	101 (67.8)	102 (65.8)	87 (60.0)
	Yes	48 (32.2)	53 (34.2)	58 (40.0)
	Total	149 (100.0)	155 (100.0)	145 (100.0)
Missing	BLANK/NO BASIS FOR JUDGMENT	2	4	13
Total		151	159	158

92. The policy describing faculty office hours should be stated so that faculty have office hours only on the days they teach

		2005 Frequency (Valid Percent)	2006 Frequency (Valid Percent)	2007 Frequency (Valid Percent)
Valid	Strongly Disagree	4 (2.7)	8 (5.2)	11 (7.4)
	Disagree	25 (17.0)	36 (23.5)	32 (21.6)
	Neutral	31 (21.1)	31 (20.3)	29 (19.6)
	Agree	43 (29.3)	35 (22.9)	38 (25.7)
	Strongly Agree	44 (29.9)	43 (28.1)	38 (25.7)
	Total	147 (100.0)	153 (100.0)	148 (100.0)
Missing	BLANK/NO BASIS FOR JUDGMENT	4	6	10
Total		151	159	158

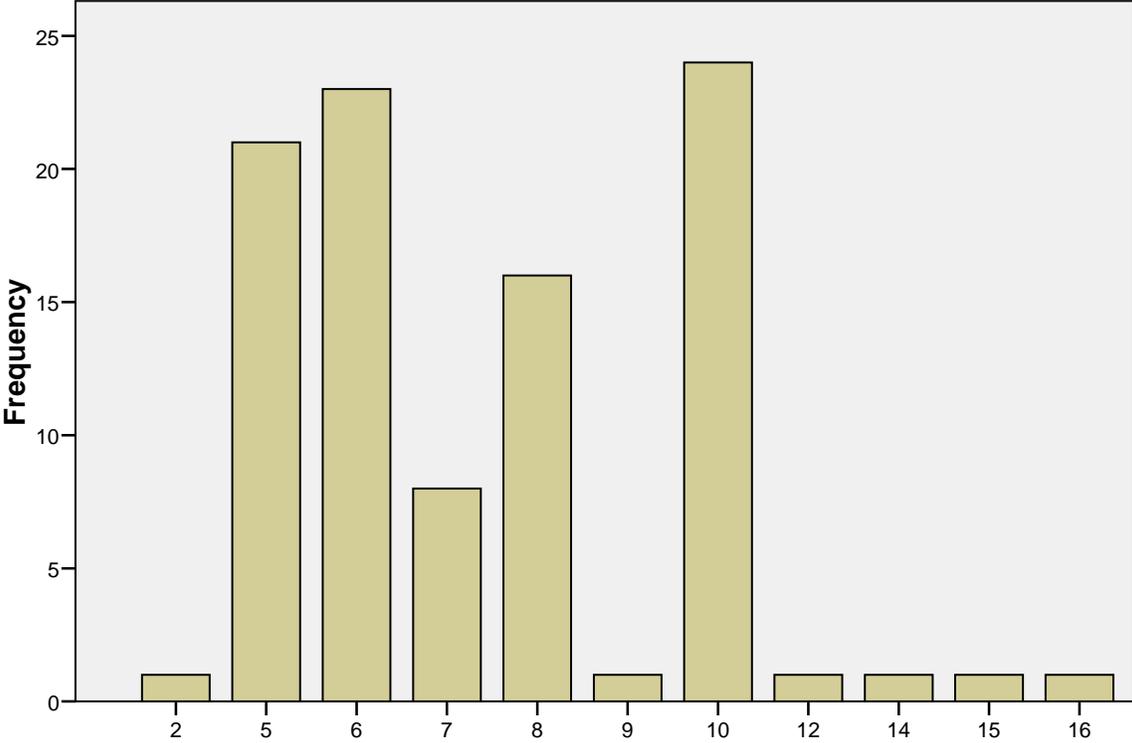
The data presented below come from simple analyses of responses received from an e-mail (sent Nov. 17, 2007) to faculty asking them to provide a "simple number" describing how many office hours the faculty should have each week. First, 102 faculty responded to the e-mail. 64.7% of the respondents were Arts and Sciences faculty, 9.8% were Education faculty, 15.7% were Business faculty and 9.8% were Nursing faculty.

**Faculty Member's College**



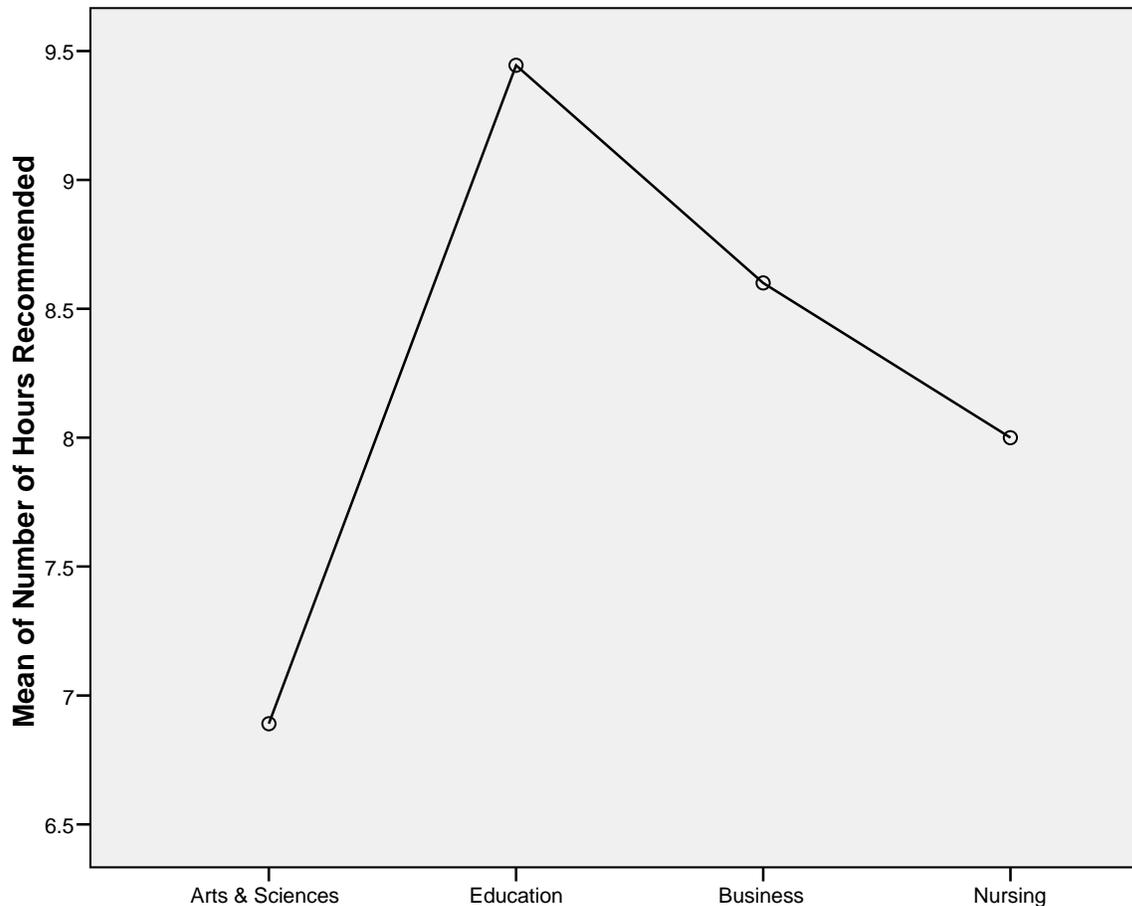
In terms of the number of hours recommended per week, the chart below provides a visual look. The mean for this distribution was 7.50 hours, the median was 7.00 hours and the mode was 10 hours.

**Number of Hours Recommended**



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The mean number of office hours per week by college were: 6.89 hours among Arts and Sciences faculty (n=64), 9.44 hours among Education faculty (n=9), 8.60 hours among Business faculty (n=15) and 8.00 hours among Nursing faculty (n=10).



Our data collection effort also involved asking academic deans and department chairs what their views were regarding the policy.

Comments received from the academic deans were summarized as follows:

- The academic deans that responded to our inquiry did not seem troubled by the current number of weekly office hours.
- Dr. Gatlin would be supportive of a minimum number of eight weekly hours.
- What is important is maintaining face-to-face interaction and opportunities for such interaction.

Comments received from College of Education department chairs were summarized as follows:

- The requirement of 10 weekly office hours is appropriate.
- When office hours are scheduled and where they are scheduled should be variable dependent on the instructor's courses, teaching schedule, and student needs.
- There was concern to keep the policy flexible and consistent with UNA's mission.

Comments received from College of Arts and Sciences department chairs were summarized as follows:

- Several department chairs noted that the weekly standard of 10 office hours is consistent with UNA's mission statement and expressed concern that a reduction in the number of weekly hours would reflect badly on the institution.
- Whatever policy change is made it must accommodate students with specific MWF or TR schedules.
- The number of weekly office hours is too high since many faculty and students are communicating concerns, questions and issues through the phone and/or e-mail.
- Faculty research activity is negatively affected by the current number of weekly office hours.
- Faculty office hours should emphasize the availability and use of time for interaction between faculty and students. The physical place is of secondary importance.
- Professors should be in their office or virtual office at least 2 hours a week for each class taught.
- Six hours is appropriate and ten isn't too many. Productive faculty will not be affected by a change. We should be assessed in terms of productivity rather than how many office hours we have.

Comments received from College of Business department chairs were summarized as follows:

- The existing policy is fine as ten hour is not excessive and is consistent with our teaching orientation.
- The policy should allow instructors to cut back on face-to-face office hours (perhaps a minimum of 5-6 face-to-face hours) if they are teaching on-line courses.
- Department chairs should ensure that some faculty are in their offices throughout the day, especially since more courses are being offered during the early and late afternoon.
- An average of 6 weekly hours should be sufficient.

Comments received from College of Nursing department chairs were summarized as follows:

- Ten hours appear sufficient
- A reduction in weekly hours complicates opportunities for faculty/student interaction as well interaction among faculty. The latter could impinge upon committee work and faculty communication.
- Greater service and research obligations will likely occur if the number of office hours is reduced.

The data presented from this point come from analysis of the 2007 Faculty Attitude Survey.

**q42. Please identify your current academic rank as a UNA faculty member.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Emeriti	3	1.9	1.9	1.9
	2 Full Professor	49	31.0	31.4	33.3
	3 Associate Professor	37	23.4	23.7	57.1
	4 Assistant Professor	39	24.7	25.0	82.1
	5 Instructor	28	17.7	17.9	100.0
	Total	156	98.7	100.0	
Missing	8 LEFT BLANK	2	1.3		
Total		158	100.0		

**q71. Faculty should post their office hours so students have an opportunity to meet with their professor each day during the work week.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly Disagree	17	10.8	11.2	11.2
	2 Disagree	27	17.1	17.8	28.9
	3 Neutral	12	7.6	7.9	36.8
	4 Agree	53	33.5	34.9	71.7
	5 Strongly Agree	43	27.2	28.3	100.0
	Total	152	96.2	100.0	
Missing	8 LEFT BLANK	5	3.2		
	9 No Basis For Judgment	1	.6		
	Total	6	3.8		
Total		158	100.0		

**q90. Have you taught or taken a distance learning class**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 No	87	55.1	60.0	60.0
	1 Yes	58	36.7	40.0	100.0
	Total	145	91.8	100.0	
Missing	8 LEFT BLANK	13	8.2		
Total		158	100.0		

**q92. The policy describing faculty office hours should be stated so that faculty have office hours only on the days they teach.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly Disagree	11	7.0	7.4	7.4
	2 Disagree	32	20.3	21.6	29.1
	3 Neutral	29	18.4	19.6	48.6
	4 Agree	38	24.1	25.7	74.3
	5 Strongly Agree	38	24.1	25.7	100.0
	Total	148	93.7	100.0	
Missing	8 LEFT BLANK	7	4.4		
	9 No Basis For Judgment	3	1.9		
	Total	10	6.3		
Total		158	100.0		

From this point, simple bivariate tables reflect the data just reviewed.

**q42. Please identify your current academic rank as a UNA faculty member. \* q71 71. Faculty should post their office hours so students have an opportunity to meet with their professor each day during the work week.**

Count

		q71 71. Faculty should post their office hours so students have an opportunity to meet with their professor each day during the work week.					Total
		1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
q42 42. Please identify your current academic rank as a UNA faculty member.	1 Emeriti	0	0	0	0	2	2
	2 Full Professor	5	11	4	17	11	48
	3 Associate Professor	7	6	5	12	5	35
	4 Assistant Professor	4	5	3	13	12	37
	5 Instructor	0	5	0	10	13	28
Total		16	27	12	52	43	150

**q42. Please identify your current academic rank as a UNA faculty member. \* q92 92. The policy describing faculty office hours should be stated so that faculty have office hours only on the days they teach.**

Count

		q92 92. The policy describing faculty office hours should be stated so that faculty have office hours only on the days they teach.					Total
		1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
q42 42. Please identify your current academic rank as a UNA faculty member.	1 Emeriti	0	1	0	0	0	1
	2 Full Professor	2	7	13	13	13	48
	3 Associate Professor	2	1	7	12	12	34
	4 Assistant Professor	5	11	3	10	7	36
	5 Instructor	1	11	6	3	6	27
Total		10	31	29	38	38	146

**q90. Have you taught or taken a distance learning class \* q71 71. Faculty should post their office hours so students have an opportunity to meet with their professor each day during the work week.**

Count

		q71 71. Faculty should post their office hours so students have an opportunity to meet with their professor each day during the work week.					Total
		1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
q90 90. Have you taught or taken a distance learning class	0 No	7	14	6	30	27	84
	1 Yes	8	13	6	19	12	58
Total		15	27	12	49	39	142

**q90. Have you taught or taken a distance learning class \* q92 92. The policy describing faculty office hours should be stated so that faculty have office hours only on the days they teach.**

Count

		q92 92. The policy describing faculty office hours should be stated so that faculty have office hours only on the days they teach.					Total
		1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
q90 90. Have you taught or taken a distance learning class	0 No	7	22	17	21	17	84
	1 Yes	3	10	11	14	19	57
Total		10	32	28	35	36	141

### **Office Hours (THE CURRENT FACULTY HANDBOOK VERSION)**

Faculty members will be available for consulting and advising with students a minimum of 10 hours a week with hours scheduled each workday at times that best accommodate student access. Faculty members will list their office hours on a Faculty Schedule and Workload Sheet at the beginning of each semester. The respective department chair and dean should also have a copy. Office hours shall be posted on office doors and made available to students. Alternate office hours may be made with the approval of the department chair and dean for faculty members who have evening or weekend classes, off-campus assignments, or other university-related responsibilities. In addition to preparation of coursework, grading student work, and student advisement, faculty will be expected to do departmental, college, and university committee work as well as selected research and public service.

### **Office Hours (PROPOSED BY FAC IN 2004)**

Faculty members will be available for consulting and advising with students a minimum of 10 hours a week with hours scheduled at times that best accommodate student access. Faculty members will list their office hours on a Faculty Schedule and Workload Sheet at the beginning of each semester. The respective department chair and dean should also have a copy. Office hours shall be posted on office doors and made available to students. Alternate office hours may be made with the approval of the department chair and dean for faculty members who have evening or weekend courses, Internet and distance learning courses, off-campus assignments, or other university-related responsibilities.

### **Office Hours (PROPOSED BY VPAA/PROVOST NEWSON AND COAD IN 2005)**

Faculty members will be available for consulting and advising with students a minimum of 10 hours a week with hours scheduled at times and locations that best accommodate student access. After approval by the department chair and dean, faculty members will list their office hours on a Faculty Schedule and Workload Sheet at the beginning of each semester. The respective department chair and dean should also have a copy. Office hours shall be posted on office doors and made available to students.

### **Conclusion and Revised Policy Statement**

The data and commentary presented above suggest that perceptions of the quantity of office hours are disparate at the individual faculty level as well as the college level but that the current figure of 10 hours is a recognized standard (albeit one higher than our peer institutions practice) acknowledged by many faculty and administrators to be consistent with our mission. Less variable is the need for greater flexibility in how and where office hours are delivered. The FAC holds the position that the collection of additional data, beyond what was done in 2005 and again in 2007, would not likely clarify these observations beyond where they stand now. The FAC sees the evolution of the current policy as moving toward the desired level of flexibility and we have continued that movement by keeping the language proposed by the VPAA/Provost and COAD in 2005 with the exception being removal of language related to a "location" which might be too strictly defined in terms of a traditional UNA office place. Removal of this term gives faculty teaching distance learning/on-line courses the flexibility they need to build their office hour schedules. Additional flexibility is created with language allowing faculty a reduced number of office hours if they have a reduced teaching load. We also have taken a proactive step in defining what office hours should be during summer terms. The language retained in our recommended policy continues to emphasize that times and locations for office hours should accommodate student access. No one is in a better position to make that assessment than the individual faculty member. An office hour

schedule will still need department chair approval and department chairs will need to continue assessing proposed office hours schedules consistent with student needs and quality faculty-student interaction. The FAC hopes this policy will receive widespread support.

**Office Hours (PROPOSED AND ACCEPTED BY THE FAC - JANUARY, 2008)**

Faculty members will be available for consulting and advising with students a minimum of 10 hours a week during the regular Fall and Spring semesters and 5 hours a week during the summer terms with hours scheduled at times that best accommodate student access. Faculty with reduced teaching loads may schedule a reduced number of office hours. After approval by the department chair and dean, faculty members will list their office hours on a Faculty Schedule and Workload Sheet at the beginning of each semester. The respective department chair and dean should also have a copy. Office hours shall be posted on office doors and made available to students.

**ATTACHMENT B**  
**Faculty Senate Academic Affairs Report**  
**On the Early Scholars Program**

**Charge to the Faculty Senate Academic Affairs Committee**

The December 5 charge from John Turner, President of the Faculty Senate, to this committee pertained to Faculty Senate concerns about the Early Scholar Program. The verbatim statement of these concerns is as follows:

“Are there printed guidelines for the program? Who administers it? What grade levels can participate? What if the student is home schooled? The concerns are related to both students who are not prepared for classes and students, such as math students, who are taking remedial courses at the college level. Should our university provide remedial courses to students who are still in high school?”

This committee has been charged “to look into this matter and present your findings at the Faculty Senate February 21, meeting.”

**Printed Guidelines – Early Scholars Program**

**Current University Catalog**

**Page 18 – Early Scholars.** Outstanding high school students may enroll at UNA as Early Scholars and take a limited number of college courses if they receive permission from their high schools. Forms are available in the UNA Office of Admission and must be completed by the high school principal or guidance counselor. An official copy of the high school transcript should be sent by the high school directly to the UNA Office of Admissions.

**Page 22 – Early Scholars**

**High School Sophomores, Juniors, and Seniors.** Students who rank above average in academic achievement, may upon the written recommendation of their principals or guidance counselors, be admitted for approved coursework. Early scholars who are high school juniors or seniors are allowed to enroll for up to five hours per semester at no cost, on a space available basis. Cost definition includes tuition only. Early scholars are still subject to special fees such as applied music fees, technology fees, health fees, etc.

**Students in Grades 7-9.** Students certified in writing as gifted by their principal and local superintendent of education may be admitted for approved coursework.

**UNA Early Scholar Program Brochure**

The University of North Alabama wants to help you get a head start on your college education! The Early Scholar Program at UNA provides qualified high school juniors and seniors the opportunity to take college classes with tuition waived while still enrolled in high school. As a participant in the Early Scholar Program, you will benefit from the small average class size of

25, which provides all our students the individual attention they deserve from professors. Also, you will find many opportunities to participate in campus activities to develop social and leadership skills.

Features of the Early Scholar Program include:

- No tuition charge for up to five credit hours per semester.
- College credit may be applied to a degree program at UNA or another college or university of your choice.
- Wide variety of classes from which to choose.
- Convenient scheduling of classes in fall, spring, or summer.

You may choose classes from subject areas including art, science, business, history, foreign language, social science, and others. Mathematics courses may be taken if we have your ACT or SAT scores on file at the time you apply.

Requirements for admission to the Early Scholar Program are:

- Completion of the sophomore year of high school.
- Ranking in the top 50% of your high school class.
- Written permission from your principal or guidance counselor.

In order to be admitted to the Early Scholar Program at UNA, you will need to complete an application for admission. Additionally, you will need to complete a form that requires a signature from your principal or guidance counselor for you to enroll as an Early Scholar. There is also a \$25 application fee which should be paid at the time application is made. You may request these forms from the Office of Admissions.

### **Response to the Faculty Senate President's Questions**

1. Are there printed guidelines for the program? Printed guidelines for the Early Scholar Program are given above.
2. Who administers it? The Dean of Enrollment Services has responsibility for administering this program.
3. What grade levels can participate? The guidelines are unclear. On page 18 of the current University Catalog, an Early Scholar is an "outstanding high school student." On page 22 of the Catalog, an early scholar is a high school sophomore, junior or senior "who ranks above average in academic performance," or a student in grades 7-9 who has been "certified in writing as gifted by the principal and local superintendent." According to the Early Scholar Program Brochure, an early scholar is a junior or senior who ranks "in the top 50%" of his/her high school class.
4. What if a student is home schooled? The printed guidelines make no provision for students who are home schooled.
5. Should our University provide remedial courses to students who are still in high school? Remedial courses taught at UNA include EN 099, MA 099, MA 100, and MA 105 (Please note

that MA 100 is similar to high school Algebra I, and MA 105 is comparable to the old 9<sup>th</sup> grade general mathematics course which is no longer in the public school curriculum). Since early scholars, transient students, and other special students are assigned an SPU classification, data on SPU enrollment provides an upper limit for early scholar enrollment. SPU enrollment in remedial courses for the period from spring of 07 through the spring of 08 is given below.

<b>Course</b>	<b>Spring 07</b>	<b>Summer 07</b>	<b>Fall 07</b>	<b>Spring 08</b>
<b>EN 099</b>	1	1	1	1
<b>MA 099</b>	0	0	0	0
<b>MA 100</b>	3	1	6	7
<b>MA 105</b>	2	0	1	1

The above data indicate that early scholar enrollment in these courses is minimal.

Whether or not an early scholar should be allowed to enroll in remedial courses depends on what it means to be an early scholar. If, in fact, “early scholar” means “above average in academic achievement” or “outstanding high school student,” then UNA should not provide early scholar remediation. If early scholar means “ranking in the top 50% of your high school class,” then remediation may be necessary for some students who qualify for the Early Scholar Program.

### **Committee Recommendations**

The Faculty Senate Academic Affairs Committee would like to offer the following three recommendations for improving the Early Scholar Program.

1. Reconcile the printed guidelines regarding UNA’s definition of an early scholar.
2. Require all early scholars to satisfy UNA’s ACT or SAT requirements for unconditional admission.
3. Do not allow early scholars to enroll in remedial English or mathematics courses.

ATTACHMENT C



Florence, Alabama 35632-0001

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TO: Mr. John Turner  
Faculty Senate President

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Ruth Dumas  
Francis Koti  
Doris McDaniel  
Craig Robertson (Chair)  
Jeremy Stafford  
Patricia Wilson

RE: Revisions to Faculty Handbook Section 3.5.4 on Tenure Procedures

DATE: February 19, 2008

On February 24, 2005, the Faculty Affairs Committee presented a report to the Faculty Senate titled "Analysis of and revision to UNA's promotion and tenure policies" (a copy of that report is attached in Appendix A). On November 7, 2007 the committee was charged with reviewing and revising our report paying particular attention to page 8 of that report and to aim toward clarifying how recommendations regarding tenure were made and to develop a more consistent mechanism through which decisions were made, justified and recorded.

For ease of review, section 3.5.4 from the 2005 report and the newest report are included below. Revisions are presented as ~~striketroughs~~ or as (INSERT...).

**FROM THE 2005 REPORT**

**3.5.4 Tenure**

An award of tenure is not a right but a privilege which must be earned by a faculty member on the basis of his or her performance during a probationary period. The granting of tenure is never automatic. Normally, tenure is granted after a faculty member has been evaluated by the tenured faculty members in a department, the department chair, the college dean, the Vice President for Academic Affairs and Provost, and the President. However, the President may, after appropriate consultation, grant tenure at any time if good and sufficient reasons exist for doing so.

Policy on tenure, or continuing contract status, as adopted by the Board of Trustees of the University of North Alabama, provides that a person appointed to the faculty rank of instructor will serve a probationary period of six successive academic years and will be granted tenure upon acceptance of an offer of appointment from the President for the seventh consecutive academic year. A person appointed to the faculty in the academic rank of assistant professor will serve a probationary period of five successive academic years at this University and will be granted tenure upon acceptance of an offer of appointment from the President for the sixth consecutive academic year. A person appointed to the faculty in the academic rank of associate professor will serve a probationary period of four successive academic years at this University and will be granted tenure upon acceptance of an offer of appointment from the President for the fifth consecutive academic year. A person appointed to the faculty in the academic rank of (full) professor will serve a probationary period of three successive academic years at this University and will be granted tenure upon acceptance of an offer of appointment from the President for the fourth consecutive academic year. A faculty member holding the academic rank of instructor, assistant professor, associate professor, or professor may, at the discretion of the university administration, be granted leave without breaking the successive years of employment for tenure purposes, but years of leave will not count as years of service toward tenure unless specifically granted in writing at the time leave is granted.

Except as otherwise stated herein, the following process will be followed in determining whether a faculty member will be awarded tenure:

1. The Office of the Vice President for Academic Affairs and Provost shall notify a probationary faculty member by October 1 of the academic year prior to the final academic year of probationary status that failure to apply for tenure by the appropriate deadline could result in an offer of a non-renewable or “terminal” academic year contract. This notice shall be made in writing and placed in the faculty member’s campus mailbox. Failure to notify by this deadline does not automatically constitute a grant of tenure or extension of the employment contract. In such situations, appropriate adjustment of deadlines for notification and portfolio submission will be made.
2. By May 1 of the academic year prior to the final academic year of probationary status, the faculty member will present to the department chair an updated tenure review portfolio which describes the following about the faculty member:
  - a. Teaching or other professional effectiveness
  - b. Scholarly or creative performance
  - c. **University, community and student service**

Applicants for tenure will limit their portfolios to 10 pages.

3. If a member of the teaching faculty has not presented a student evaluation composite or overview as part of teaching effectiveness, it will be the responsibility of the department chair to forward such materials to the department tenure committee and to the college dean.

4. The department chair shall convene a department tenure committee, consisting of all tenured faculty in the department, supervise the election, by secret ballot, of the chairperson from among the members of the committee, and provide copies of the faculty member's tenure review portfolio. It is the responsibility of the department tenure committee by majority vote to recommend for or against the granting of tenure and to submit through the department chair to the college dean all of the information relating to the tenure recommendation by June 1.
5. It is likewise the responsibility of the department chair to recommend for or against the granting of tenure and to forward to the college dean all of the information relating to the tenure recommendation by June 1. **A department chair's recommendation must be justified in writing when his or her vote is contrary to that of the department tenure committee.**
6. The college dean will review the materials presented by the department tenure committee and the department chair and will be responsible for scheduling a meeting with the President and Vice President for Academic Affairs and Provost to discuss recommendations being presented for tenure. Copies of all tenure documents will be prepared by the college dean for the President and Vice President for Academic Affairs and Provost and submitted to him or her by August 1 in advance of the meeting.
7. The President and the Vice President for Academic Affairs and Provost will meet after all conferences have been held with the various college deans to consider all tenure recommendations.
8. The decision for or against the granting of tenure will be made by the President, and letters will be mailed to all candidates, with copies to the respective dean and department chair, no later than October 1 of the faculty member's final academic year of the probationary period.

## **WHAT APPEARS BELOW IS THE NEWEST LANGUAGE FROM FAC**

### **3.5.4 Tenure**

An award of tenure is not a right but a privilege which must be earned by a faculty member on the basis of his or her performance during a probationary period. The granting of tenure is never automatic. Normally, tenure is granted after a faculty member has been evaluated by the tenured faculty members in a department, the department chair, the college dean, the Vice President for Academic Affairs and Provost, and the President. However, the President may, after appropriate consultation, grant tenure at any time if good and sufficient reasons exist for doing so.

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professor will serve a probationary period of four successive academic years at this University and will be granted tenure upon acceptance of an offer of appointment from the President for the fifth consecutive academic year. A person appointed to the faculty in the academic rank of (full) professor will serve a probationary period of three successive academic years at this University and will be granted tenure upon acceptance of an offer of appointment from the President for the fourth consecutive academic year. A faculty member holding the academic rank of instructor, assistant professor, associate professor, or professor may, at the discretion of the university administration, be granted leave without breaking the successive years of employment for tenure purposes, but years of leave will not count as years of service toward tenure unless specifically granted in writing at the time leave is granted.

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2. By May 1 of the academic year prior to the final academic year of probationary status, the faculty member will present to the department chair an updated tenure review portfolio which describes the following about the faculty member:
  - a. Teaching or other professional effectiveness
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Applicants for tenure will limit their portfolios to 10 pages.

3. If a member of the teaching faculty has not presented a student evaluation composite or overview as part of teaching effectiveness, it will be the responsibility of the department chair to forward such materials to the department tenure committee and to the college dean.
4. The department chair shall convene a department tenure committee, consisting of all tenured faculty in the department, supervise the election, by secret ballot, of the chairperson from among the members of the committee, and provide copies of the faculty member’s tenure review portfolio. It is the responsibility of the department tenure committee by majority vote to recommend (INSERT **and justify in writing**) for or against the granting of tenure and to submit through the department chair to the college dean all of the information relating to the tenure recommendation by June 1.

5. It is likewise the responsibility of the department chair to recommend (INSERT **and justify in writing**) for or against the granting of tenure and to forward to the college dean all of the information relating to the tenure recommendation by June 1. **A department chair's recommendation must be justified in writing when his or her vote is contrary to that of the department tenure committee.**

6. The college dean will review the materials presented by the department tenure committee and the department chair and will be responsible for scheduling a meeting with the President and Vice President for Academic Affairs and Provost to discuss (INSERT **his/her written**) recommendations (INSERT **and justifications regarding tenure applicants.**) ~~being presented for tenure.~~ Copies of all tenure documents will be prepared by the college dean for the President and Vice President for Academic Affairs and Provost and submitted to him or her by August 1 in advance of the meeting.

7. The President and the Vice President for Academic Affairs and Provost will meet after all conferences have been held with the various college deans to consider all tenure recommendations. (INSERT **The VPAA and Provost will, by this time, have prepared written recommendations and justifications for his/her decisions regarding tenure applicants.**)

8. The decision for or against the granting of tenure will be made by the President, and letters will be mailed to all candidates, with copies to the respective dean and department chair, no later than October 1 of the faculty member's final academic year of the probationary period.

## APPENDIX A



Florence, Alabama 35632-0001

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TO: UNA Faculty Senate

FR: Faculty Affairs Committee  
John Clark  
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Craig Robertson (Chair)

RE: Analysis of and revision to UNA's promotion and tenure policies

The Faculty Affairs Committee was tasked with the issue of reviewing UNA's promotion and tenure policies back in October, 2003. The product of our labor presented to you today may not seem commensurate with the time devoted to the project. I can assure all of you that our time was not wasted but rather was frustrated by what we see as a larger issue affecting the concept and procedures related largely to promotion. In brief that issue is the oversupply of promotion eligible candidates and the lack of promotions. We have phrased the issue exactly this way so as to draw attention to the missing variable since that variable—money allocated for promotions—can be viewed in at least a couple of ways.

Our research of peer institutions suggests that while salary increases for promotions were substantially higher at UNA than at peer institutions, cost of living increases, merit, and other increases at these institutions generally resulted in higher mean salaries at the associate professor and professor ranks. As a result our findings suggest that salary compression and lack of promotions continue to be a concern at UNA.

In sum, the monetary issue created a problem for this committee and its work related to the process of promotion. We regularly voiced comments that our work on process would have very little desired effect on the annual March 10<sup>th</sup> outcomes when those outcomes hinged so much on resolution of debate surrounding promotion money allocation and/or distribution. We repeatedly asked, "What good will revising procedure do, when the system's foundation lacks respect?" The committee is disheartened by UNA's recent history of promotions, COLA allocation, and salary compression since they have had a dramatic impact on faculty moral. The committee has not resolved this problem. It was not part of our charge and the Strategic Planning and Budget Study Committee is currently addressing this issue.

The work we submit today reflects recommended changes to section 3.5 (Criteria for Appointment, Promotion, and Tenure) of the Faculty Handbook. Our recommended changes appear as **underlined bolded text**.

### 3.5 CRITERIA FOR APPOINTMENT, PROMOTION, AND TENURE

#### 3.5.1 General Criteria

General criteria for faculty appointment, promotion, and tenure are established in the following three areas:

1. Effectiveness as a Teacher. The individual is **evaluated based** upon knowledge of subject matter, including current developments; active concern for the student's academic progress; and ability to organize and effectively present and evaluate coursework, including effectiveness in oral and written communication, ability to motivate student interest and participation, ability to relate coursework to other fields with a view to broadening the student's general awareness, evidence of conscientious preparation for all instructional situations, and use of effective methodology and teaching techniques.
2. Effectiveness in Research, Scholarship, and Other Creative Activities. **The individual is evaluated based upon several criteria including, but not limited to the following:** the quality of scholarly attitude, the capacity for independent thought, originality and quality in published and unpublished contributions to knowledge, creativeness in approach to new problems, effectiveness in planning for future research and study for himself or herself and for students, professional recognition of research efforts, and effectiveness in the administration of research projects.
3. Effectiveness in Rendering Service. The individual is **evaluated based** upon recognition in the professional field; consultation of high professional quality in business, cultural, educational, governmental, and industrial endeavors; activities in learned and professional societies; potential for continuing professional growth; contribution to total university development and growth; performance on committee assignments **as well as with shared governance committees and structure**; performance on administrative assignments; **performance in student advising**; and contributions to the improvement of student life.

It is not expected that every individual will excel in all of the general criteria, but neither is it expected that the individual will have a complete void in any of the three areas. These criteria will be interpreted in varying degrees for each academic rank and for the different academic fields.

In addition to the three general criteria, an applicant should satisfy regional and specialized accreditation standards.

### **3.5.2 Special Criteria By Ranks**

Faculty ranks of the University, including librarians and supervising teachers at Kilby School, are instructor, assistant professor, associate professor, and professor. The qualifications stated below are a minimum which do not imply a guarantee of promotion.

The following criteria and procedures do not apply to the Department of Military Science because of the special nature of that department. Faculty from the Department of Military Science will not serve on promotion committees.

#### **Minimum Qualifications By Rank**

1. Instructor. Appointment as an instructor requires the master's or higher degree in the field of assignment. There shall also be evidence of potential for effective teaching and for a successful academic career.
2. Assistant Professor. Appointment or promotion to this rank requires possession of a master's degree in the field of assignment and a minimum of six years' appropriate experience, or possession of a doctor's degree or the terminal degree appropriate in the field of assignment as determined by university policy and a minimum of two years' appropriate experience. There shall also be evidence of potential for effective teaching and for a successful academic career.
3. Associate Professor. Appointment or promotion to this rank ordinarily requires possession of a doctor's degree or the terminal degree appropriate in the field of assignment as determined by university policy and a minimum of eight years' appropriate cumulative experience. In addition, the applicant shall have had successful experience in teaching and scholarly or creative performance. There shall also be evidence of relevant and effective service to the institution, the community, and the profession.
4. Professor. Appointment or promotion to this rank requires possession of the doctor's degree or terminal degree appropriate in the field of assignment as determined by university policy and a minimum of 12 years of appropriate cumulative experience. In addition, the appointee shall have established a record of excellence in teaching, in service to university, community, profession, and in scholarly or creative performance.

### **3.5.3 Procedure for Promotion**

#### **A. Faculty Members Who Are Not Department Chairs**

The promotion process will be initiated when the faculty member submits an application and portfolio by October 10 to the department chair. It is the responsibility of the candidate to submit documentation to confirm that he/she meets the minimum criteria for promotion to the next rank.

The portfolio will contain:

1. Application for Promotion (See Appendix 3.C)
  2. Current Resume or Vita\*
    - a. Education (Institution, major, minor, degrees awarded, and when)
    - b. College/university teaching or library experience as appropriate to field (include position and dates)
    - c. Other teaching or library experience (describe and include dates)
    - d. Other related experience (describe and include dates)
  3. Supporting information for the following items\*\*
    - a. Teaching/Library Effectiveness
    - b. Scholarly or creative performance
    - c. University, community and student service**
    - d. Any other relevant information
- \* One page
- \*\* Applicants for promotion will limit their portfolios to a 10-page maximum on Section III. In addition to addressing the essential portfolio components in the 10-page limit, the candidate may place material or objects referenced in the portfolio in a designated review area as established by the college dean. The additional referenced work may be reviewed by the administration and committee members involved in the promotion process. The candidate is provided the flexibility to use his or her own discretion as to how best to demonstrate effectiveness in the categories listed in 3.
4. A cover letter (optional) in which the faculty member may indicate which of the areas in item 3 should be weighed more heavily or less heavily than others.

#### Responsibility of the Peer Promotion Committee

In the Colleges of Arts and Sciences, Business, and Education, this committee will consist of all tenured members in a candidate's department who are not applying for promotion. The department chair will not serve on the committee; however, the department chair will convene the first meeting and supervise the election of a chairperson, from among the members of the committee, by secret ballot. In the College of Nursing and Allied Health and in Information Technologies, the committee will consist of all tenured members of the candidate's college or area who are not applying for promotion.

The dean will then perform the functions of the department chair as outlined above. The peer promotion committee members will review the candidate's portfolio and will prepare a written evaluation of each candidate for the department chair (or dean), indicating the degree (highly qualified, moderately qualified, or less qualified), to which promotion is recommended or not

recommended no later than November 15. In the event that the peer promotion committee is evaluating more than one candidate, it may choose whether or not to rank the candidates.

**Committee rankings can only occur between or among candidates applying for the same promotion level. Candidates applying for different promotion levels cannot be ranked with each other.**

For departments in the Colleges of Arts and Sciences, Business, and Education where two or fewer tenured faculty are eligible for the peer promotion committee, the department faculty will complete a committee of three, adding to that department's tenured faculty (not applying for promotion), other tenured faculty from the college.

#### Responsibility of the Department Chair

When a faculty member applies for promotion, it is the responsibility of the department chair (or dean) to form a peer promotion committee by October 20.

The department chair will evaluate the portfolios of the candidates in his or her department and prepare a written recommendation for each candidate. The department chair will forward the candidate's portfolio, the peer promotion committee's recommendation, and his or her own recommendation for each candidate to the college or area dean no later than December 1. **The department chair may rank order candidates in his or her recommendation letter to the college or area dean. These rankings can only occur between or among candidates applying for the same promotion level. The department chair is precluded from ranking candidates applying for different promotion levels.** The department chair will **inform candidates whether they were recommended for promotion and will** provide written feedback to each candidate regarding the strengths and weaknesses of the candidate's portfolio **immediately upon arriving at a promotion recommendation.**

#### Responsibility of the College Dean

The college dean shall establish a file of the promotion portfolios and all recommendations sent to the dean's office by the department chairs. Access to the portfolios shall be limited to the respective department chair, peer promotion committee members, and to the dean of the college or area. It is the responsibility of the college or area dean to review and evaluate the individual portfolios as well as the recommendations of the peer promotion committees and department chairs. The dean will **inform candidates whether they were recommended for promotion and provide written feedback to the candidate regarding the strengths and weaknesses of the portfolio immediately upon arriving at a promotion recommendation.** The portfolios containing the dean's recommendations as well as all previous recommendations and actions on the promotion shall be forwarded to the Vice President for Academic Affairs and Provost by February 1.

#### Responsibility of the Vice President for Academic Affairs and Provost

The Vice President for Academic Affairs and Provost will review the candidate's portfolio and the recommendations from each peer promotion committee, department chair, and dean. The

Vice President for Academic Affairs and Provost will rank, in order, the candidates (including department chairs) who have been recommended for promotion from all of the colleges.

Following the decisions made by the President as outlined below, the Vice President for Academic Affairs and Provost will inform the college deans, candidates, and their department chairs, in writing, of the success or failure of the candidates as soon as possible, but not later than March 10. The Vice President for Academic Affairs and Provost will remove all forms from portfolios and maintain them for safe keeping. Portfolios will be available for candidates to pick up no later than March 20.

### Responsibility of the President

The President will review the individual portfolios, recommendations, and rankings by the Vice President for Academic Affairs and Provost for all candidates. Based upon these, and in consultation with the Vice President for Academic Affairs and Provost, the President will establish a tentative promotion list, which will be shared with the Vice President for Academic Affairs and Provost and the academic deans for their final input. Informed by this process, the President will make the final decision on promotion for each candidate by March 1. The President will give due consideration in these decisions to any extraordinary circumstances, budgetary constraints, and fiduciary obligations to the University. In addition, the President shall try to ensure that the number of promotions (including department chairs) each academic college and Information Technologies receives is fair and equitable.

### B. Department Chairs Applying for Promotion

Department chairs who are applying for promotion will be evaluated using a process similar to that described for other faculty members. In the case of department chairs, however, the evaluation completed by the peer promotion committee will be sent directly to the dean of the college no later than November 15. **The peer promotion committee will inform candidates whether they were recommended for promotion immediately upon arriving at a promotion recommendation.** The administrative effectiveness of the department chair will be evaluated within the category of university and community service. The college dean will evaluate the department chair's portfolio, and will forward his or her evaluation, the peer promotion committee's evaluation, and the candidate's portfolio to the Vice President for Academic Affairs and Provost by February 1. **The college dean will inform candidates whether they were recommended for promotion immediately upon arriving at a promotion recommendation.** The college dean and the peer promotion committee will provide written feedback to the department chair regarding strengths and weaknesses of the portfolio. The Vice President for Academic Affairs and Provost will review the department chair's portfolio, recommendations from the peer committee and college dean, and rank, in order, all candidates for promotion who have been recommended for promotion, including department chairs. These recommendations will be forwarded to the President and reviewed as in part A.

### 3.5.4 Tenure

An award of tenure is not a right but a privilege which must be earned by a faculty member on the basis of his or her performance during a probationary period. The granting of tenure is never automatic. Normally, tenure is granted after a faculty member has been evaluated by the tenured faculty members in a department, the department chair, the college dean, the Vice President for Academic Affairs and Provost, and the President. However, the President may, after appropriate consultation, grant tenure at any time if good and sufficient reasons exist for doing so.

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Except as otherwise stated herein, the following process will be followed in determining whether a faculty member will be awarded tenure:

1. The Office of the Vice President for Academic Affairs and Provost shall notify a probationary faculty member by October 1 of the academic year prior to the final academic year of probationary status that failure to apply for tenure by the appropriate deadline could result in an offer of a non-renewable or “terminal” academic year contract. This notice shall be made in writing and placed in the faculty member’s campus mailbox. Failure to notify by this deadline does not automatically constitute a grant of tenure or extension of the employment contract. In such situations, appropriate adjustment of deadlines for notification and portfolio submission will be made.
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4. The department chair shall convene a department tenure committee, consisting of all tenured faculty in the department, supervise the election, by secret ballot, of the chairperson from among the members of the committee, and provide copies of the faculty member's tenure review portfolio. It is the responsibility of the department tenure committee by majority vote to recommend for or against the granting of tenure and to submit through the department chair to the college dean all of the information relating to the tenure recommendation by June 1.
5. It is likewise the responsibility of the department chair to recommend for or against the granting of tenure and to forward to the college dean all of the information relating to the tenure recommendation by June 1. **A department chair's recommendation must be justified in writing when his or her vote is contrary to that of the department tenure committee.**
6. The college dean will review the materials presented by the department tenure committee and the department chair and will be responsible for scheduling a meeting with the President and Vice President for Academic Affairs and Provost to discuss recommendations being presented for tenure. Copies of all tenure documents will be prepared by the college dean for the President and Vice President for Academic Affairs and Provost and submitted to him or her by August 1 in advance of the meeting.
7. The President and the Vice President for Academic Affairs and Provost will meet after all conferences have been held with the various college deans to consider all tenure recommendations.
8. The decision for or against the granting of tenure will be made by the President, and letters will be mailed to all candidates, with copies to the respective dean and department chair, no later than October 1 of the faculty member's final academic year of the probationary period.

The following persons may notify the department chair in writing that they elect to be exempted from this process and to abide instead by the policy stipulated in the UNA Faculty Handbook for the year when he or she was first appointed to the faculty:

Persons appointed to the faculty in the academic rank of instructor during and following the academic year 1991-92 but before 1997-98.

Persons appointed to the faculty in the academic rank of assistant professor during and following the academic year 1992-93 but before 1997-98.

Persons appointed to the faculty in the academic rank of associate professor during and following the academic year 1993-94 but before 1997-98.

Persons appointed to the faculty in the academic rank of (full) professor during and following the academic year 1994-95 but before 1997-98.

The granting of tenure requires written notice regardless of the number of years in service. This tenure policy does not apply to non-tenure-track or adjunct faculty.

### **3.5.5. Renewal or Termination of a Probationary Appointment**

Written notice of renewal or termination of a probationary appointment will be given as follows: for the second year, not later than March 1; for the third year, not later than December 1; and for the fourth and subsequent years and until tenure is granted, not later than October 1. Written notice placed in a faculty member's campus mailbox on or before the specified dates shall be deemed sufficient notice. Otherwise, offers of reemployment will be made by an offer of appointment as specified in Section 3.3.2 above. Acceptance of an offer of reemployment must be made in writing and received by the President not later than 30 calendar days following the offer.

The recommendation to renew or not to renew a probationary appointment normally will originate with the department chair or other immediate supervisor. Tenured members of the department also will be consulted. After review of the recommendation by the appropriate college dean, the Vice President for Academic Affairs and Provost, and the President, the President makes the decision to renew or not to renew the appointment. The person affected will be advised of that decision in writing by the President.