

FACULTY SENATE MINUTES

April 10, 2014

The Faculty Senate of the University of North Alabama met April 10, 2014 in Room 102 of Floyd Science Building at 3:30 p.m.

President Peterson called the meeting to order and recognized the following proxies:

Brenda Webb for Senator Statom from Physics and Earth Science,
Mark Lawrence for Senator Campbell from Accounting and Business Law,
Jeff Bibbee for Senator Graham from History and Political Science, and
Leah Whitten for Senator Shadburn from Secondary Education.

Senator Lee moved the adoption of the agenda. Senator McIntosh seconded. The motion passed unanimously.

Senator Maddox moved the approval of the March 13, 2014 minutes. Senator Lee seconded. The motion passed unanimously.

President Cale reported that the state legislature has adjourned and the educational budget is in the hands of the governor. He stated that UNA has fared better than some other institutions. Additional funds for construction were included. President Cale reported that the university is rethinking the financial approach for new campus housing and the number of beds to add. The administration is still pressing forwards with a hope of an August 2015 opening. President Cale thanked the senate for the nominations to the Presidential Search Committee. The Board of Trustees has begun searching for a firm to aid in the search process. It is assumed that anything to do with an on-campus interview will occur in the fall semester.

Vice-President Thornell stated that when he came to UNA he found that having faculty promotions announced on March 1 creates a number of problems with the budget, contracts and time for review. He shared a document entitled "A Comparison Of Compensation For Promotion For Two Different Plans." (See Attachment A) This proposal to change the timeline for the promotion application process has not yet gone to SGEC so there is nothing to vote on right now; if and when it does come before the Faculty Senate for a vote, it will not be before the fall, and it will not be implemented before the 2015-2016 year.

REPORTS:

- A. Senator McGee reported that the Faculty Attitude Survey Committee had received 152 responses and the committee is working on compiling the results. The committee

recommended that we allow the senators to vote electronically to release the report. The motion passed.

- B. Jenny Dawson, Chair of the Faculty Affairs Committee, presented a “Recommended practices for full-time faculty at the Instructor rank to apply for reappointment.” (See Attachment B) Under (1a) it was recommended that the first sentence read: “For teaching faculty the department Chair or a designated tenured faculty member may observe one or more traditional classes per year taught by the applicant and complete an evaluation report.” The recommendation passed. The committee also made recommendations concerning 2.3.1 of the *Faculty Handbook* which was presented in the February meeting. (See Attachment C) Under item 4 replace “rest of the department” with “departmental faculty.” The recommendation passed. Senator Butler moved to table action on the document and ask the committee to bring the revised document back to a meeting for consideration. Senator Coffman seconded. The motion passed.

UNFINISHED BUSINESS:

Senator Martin moved the approval of the changes to *Faculty Handbook* 2.3.2 and 2.9 (required transcripts). (See Attachment D). Senator Stovall seconded. The motion passed.

NEW BUSINESS:

- A. Senator Garfrerick moved approval of the changes to *Faculty Handbook* 3.3.3 (Curriculum Development). (See Attachment E) Senator Lee seconded. The motion passed. It was requested that the capitalization of university be checked.
- B. Senators McIntosh, Davison and Graham were elected to the Faculty Senate Nominating Committee.
- C. Senator Lee moved approval of the resolution concerning Title IX/SAVE Act Compliance. (See Attachment F) Senator proxy Bibbee seconded. The motion passed.

INFORMATION ITEMS:

- A. President Peterson shared the Presidential Search Process Guidelines. (See Attachment G)
- B. President Peterson recognized and thanked those senators whose terms were expiring.
- C. President Peterson reminded the senators that the May meeting would be concerned with elections to senate offices, nominations for Shared Governance Committee positions, and the University Curriculum Committee.

Senator Roden moved the meeting be adjourned. Senator Kingsbury seconded. The motion passed unanimously. The meeting adjourned at 4:47 p.m.

ATTACHMENT A

A COMPARISON OF COMPENSATION FOR PROMOTION FOR TWO DIFFERENT PLANS

Current guidelines at UNA call for faculty promotions to be effective March 1. Most institutions have an effective date in August concurrent with the start of the new academic year following promotion. The analysis below shows the comparison of the financial impact for a faculty member.

Current Policy

Suppose a faculty member is hired as an assistant professor in the fall of 2010. He/she must accrue 16 semesters of credit to be eligible for promotion to associate professor. The faculty member would not be eligible for promotion in 2017-18 because the spring semester, which hasn't occurred, cannot be counted because the raise would start prior to the completion of the work. The faculty member would submit in the fall of 2018 and, assuming approval, would be promoted in the spring of 2019. The increment for promotion to associate professor is \$ 6,087. Under current policy the raise would begin March 1, 2019. The increment divided by 9 months would be \$676.34 per month for March, April, and May. The total increase for the academic year is \$2023.02

Proposed Policy

Suppose a faculty member is hired in the fall of 2010. He/she must accrue 16 semesters of credit to be eligible for promotion to associate professor. The faculty member would be eligible for promotion for promotion in 2017-18 because by the time of the effective date of the promotion (August 2018) the candidate would have completed accrual of the necessary semesters of service.

Assuming approval, the faculty member's salary increase would begin in the fall of 2018. There would be six months of pay that would not accrue under the current model. The increase for the academic year beyond what would currently be paid is six months of salary (September, October, December, January, and February). That amounts to \$4058.04.

Conclusion

A comparison of two faculty members both hired in the fall of 2010 shows the financial benefit of making promotions effective in the fall. Because faculty cannot receive pay for experience that hasn't occurred, they are unable to count the spring semester in which they are eligible so they defer for one year. By moving promotion to the fall, the faculty will have completed the necessary experience prior to the pay increase. The value is six months additional salary.

Other benefits include the following. 1. The Business Office would not have to make time consuming payroll adjustments in mid-year for faculty approved for promotion. 2. The timeline for portfolios submission could be pushed back somewhat to give faculty more time to gather their materials. Currently the due date is October 10 because of the needed steps to be completed prior to the March 20 deadline. Many faculty members are trying to prepare for the start of the school year while also preparing portfolios. The due dates could easily be moved to November 1 or November with a commensurate completion date in April instead of March. 3. The change would make UNA's policy commensurate with other institutions.

ATTACHMENT B

Recommended practices for full-time faculty at the Instructor rank to apply for reappointment (for the Faculty Handbook)

A successful non-tenure track Instructor must present evidence of capable instructional performance or professional effectiveness to be eligible for reappointment. Evidence of research is not required but may be included. Minimum documentation should include the following ~~activities~~:

(1a) Class Performance or Professional Effectiveness – For teaching faculty the department Chair or a designated tenured faculty member ~~may must~~ observe one traditional class per year taught by the applicant and complete an evaluation ~~report form~~. This ~~report form~~ is initially utilized for constructive feedback regarding the Instructor's teaching methodology with any recommendations from the Chair or tenured faculty member. Upon application for reappointment, the ~~report form~~ is to be included with any necessary follow-up or initiated changes if applicable. For non-teaching faculty the most recent faculty performance report should be submitted with the reappointment application.

(1b) Course Evaluation – Teaching faculty should also submit course evaluations with reappointment application.

(2) Evidence of Service – This may include improving the quality of instructional programs in his/her academic area, mentoring/advising, completing and/or presenting continuing educational activities/programs, professional development, creative effort, leadership, and grants. This also includes any documentation of activities appropriate to the applicant's area and expertise and activities which has brought credit or advancement to the university (UNA) and/or community.

(3) Goals – Submitted goals for the Instructor may reflect any of the above activities and relate to the following year(s). Goals must be clear, concise, and reflect positively on the Instructor, his/her respective department, and coordinate with the overall institutional goals at UNA.

This evidence must be submitted annually (in March) to the department Chair during the first three years of employment as a non-tenure track Instructor. After three consecutive years of reappointment, the Chair of the department may elect to continue this process annually, bi-annually, or tri-annually. (However, an updated C.V. must be submitted annually.) Submission of all required documentation does not guarantee re-appointment.

ATTACHMENT C

2.3 FACULTY EMPLOYMENT PROCEDURES

The objectives of faculty employment procedures are to hire the most qualified faculty candidates, to create transparency in the search process, and to ensure that diversity and equity are achieved in all faculty searches. For the latter objective, the Director of Diversity and Institutional Equity (DDIE) will provide assistance and guidance as outlined below. These guidelines are to ensure that diversity and equity are achieved in all external faculty searches. The Director of Diversity and Institutional Equity (DDIE) will provide assistance and guidance in achieving this goal for the University.

The University defines diversity broadly as differences related to age, culture, ethnicity, gender, nationality, national origin, political affiliation, physical disability, physical attributes, race, religion, sexual orientation, and/or socioeconomic status. Search committee chairs and members of the search committees are expected to maintain communication with the DDIE throughout the search and screening processes. In the event that a search committee chair and the DDIE do not concur on any step in this protocol requiring their agreement, this matter should be resolved by the respective Executive Council member or the President. Under the University's enabling act, appointments to the faculty are made by the Board of Trustees upon written nomination by the President. As a matter of practice, and by express delegation of authority, the University Administration has approved the following procedures for faculty selection and appointment. (Also see Appendix 2.A, Policies Concerning Adjunct Faculty)

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2.3.1 Search Guidelines for Tenure-Track and/or Non-Tenure-Track Faculty

A search process is initiated when the Vice President for Academic Affairs and Provost after consultation with the President indicates that an existing position vacancy may be filled or that a new position may be created from university resources.

1. Identification of Search Committee. Once a position has been authorized, the department chair will include, as a part of the Request to Fill/Advertise electronic form, a listing of proposed search committee members (in the appropriate field in the Online Employment System – OES). Search committees will be formed from a pool of all full-time department members, including the department chair, and should typically be made up of no more than nine and no less than five members, at least one of whom reflects diversity. Departments lacking diversity and those with fewer than five eligible members may select additional committee members from the campus and/or community at large. In order for an individual to search serve on a search committee, he/she must have evidence of participation in diversity training and search committee training, when available. The department members, including the department chair, shall select the members of the search committee, with the department chair having final approval. The department chair may elect to serve on the search committee. The search committee shall select its chair. Once the Request to Fill/Advertise is completed, it should be forwarded to the DDIE for approval via the OES. Once a search is authorized, the search committee chair will schedule a brief meeting of the committee with the DDIE and Director of Human

Resources and Affirmative Action (DHRAA) to explore ways of attracting a diverse pool of qualified applicants.

2. Development of Job Advertisement. The committee, in consultation with all department members, including the department chair (where applicable), shall write a draft job advertisement that represents the position and include as part of the Request to Fill/Advertise electronic form. The draft advertisement shall then be forwarded to the dean for approval. If the dean objects to any wording, suggested changes and rationales are returned to the committee for consideration. Included in the advertisement is the requirement for all applicants to supply a curriculum vita, including references, three letters of recommendation, and an unofficial transcripts at the time of application. The search committee shall also recommend journals and other venues in which the advertisement should appear. The search committee and the department chair (where applicable) shall be given an opportunity to offer suggestions and changes to the advertisement before the advertisement is published. The DDIE will advise as to his/her approval via the OES. ~~If~~ not approved, the Request to Fill/Advertise will be returned by the DDIE to the originator of the request for needed information. The VPAA and Provost shall approve the advertisement and make the final decision as to where the advertisement shall appear.
3. Receipt of Applications. All applications and supporting materials will be received and initially processed by the Office of Human Resources and Affirmative Action. Applications and supporting materials are immediately available to the DDIE via the OES. Applications and supporting materials are then presented to the appropriate committee chair via the OES. Applications can be accessed by the search committee and the DDIE via the online employment system.
4. Access to Application Material. Unlimited access to all applications and supporting materials shall be afforded all members of the search committee as well as the rest of the department, including the department chair (where applicable), the appropriate college dean, VPAA and Provost, and DDIE via the OES.
5. Confidentiality of Material. Confidentiality of material applies to all who have access to materials submitted by applicants. To the extent allowed by law, such materials shall remain otherwise confidential unless consent to release such materials is obtained from the applicant. Members of search committees are asked to sign a Confidentiality Agreement.
6. Review of Applications. The search committee shall specify criteria to be used to evaluate all applicants. Using these criteria, the committee shall review all applications for the position. The committee members may find it useful to complete Form 1 (see Appendix 2.B) or create a modified version of this form to assist them in the selection process. The committee will review applications and supporting materials and develop an initial ranking list of candidates with a realistic chance of receiving an offer. With the concurrence of the DDIE (via the OES), Skype/telephone screens interviews may be

Comment [rpv1]: If approved, current Appendix 2.B would change to Appendix 2.C

range of qualified applicants to gain initial information with respect to the candidates' qualifications.

7. On-Campus Interviews. Following Skype/telephone interviews, the search committee chair will designate its invite the top candidates (typically 2 or 3) recommended for an on-campus interview. Additional candidates may be invited with approval from the DDIE, DHRAA, and the hiring unit's senior administrator. Fewer top candidates may be invited for this purpose if the DDIE and chair concur that none of the other candidates have a realistic chance of receiving an offer. In cases where some or all of the finalists must travel a substantial distance to campus, the dean of the college VPAA and Provost shall be consulted regarding the availability of financial resources for the particular search. This may limit the number of candidates ultimately invited for a campus interview. The chair of the search committee, department chair, and dean of the college approve the list which is then submitted to the VPAA and Provost for approval. If the chair of the search committee, department chair, or dean of the college disagrees concerning the list of chosen candidates, the VPAA and Provost shall meet with both parties in order to reach a final agreement. In cases where disputes are not rectified, the VPAA and Provost shall decide which candidates shall be invited for campus interviews.
8. Arrangements for On-Campus Interviews. After approval is given to invite candidates for campus interviews, the chair of the search committee shall arrange interviews, including meetings of the finalists with the search committee, the department, the department chair, and college dean, and Director of OHRAA. The President and VPAA and Provost will participate in interviews at the department chair level or higher and the VPAA and Provost and President will participate in interviews at the dean level or higher. Resume materials for candidates with on campus visits will be available via the online employment system.
9. Interview Format. A set of interview questions to be asked of each candidate shall be prepared by the search committee before campus interviews are conducted. Other questions aside from the prepared questions may be asked as well during the campus interview. As part of the interview process, the finalists may be afforded an opportunity to make a presentation to the members of the department and the university community and to answer questions in open meetings. All departmental faculty, the department chair, the college dean, the DDIE, VPAA and Provost, and President shall be provided, upon request, with evaluation/comment sheets regarding the applicants.
10. Final Evaluation of Candidates and Recommendation for Hiring. The search committee shall consider each written evaluation before making its recommendation. Further discussions between the search committee and those who completed written evaluations of the candidates interviewed are permitted as needed. Upon conclusion of all deliberations, the search committee shall recommend candidate(s) to the department for the position. If multiple candidates are recommended, these may be ranked or unranked. The members of the department shall vote on the committee's recommendation. If the vote of the department concurs with the search committee's decision, the chair of the search committee shall prepare a written report for the college dean detailing the results of the

committee's decision. This report will include a brief evaluation of the interviews for each candidate afforded a campus interview. The department chair will consult with the DDIE to confirm that all diversity candidates have been given full consideration prior to a final recommendation to and selection by the President. The department chair will assign the recommended candidate the status of "Recommend for Hire" and all candidates not selected the appropriate statuses in the OES. Upon these status changes, the OES will prompt the department chair to complete the Hiring Proposal form and forward to the appropriate dean via the OES. Once all approvals are obtained, the Hiring Proposal will be forwarded to the Office of Human Resources and Affirmative Action via the OES. The Office of Human Resources and Affirmative Action will perform the appropriate background checks, and the Office of the Vice President for Academic Affairs and Provost will prepare an employment contract for the President's signature. ~~Before~~^{After} ~~thean employment~~ contract is offered to the candidate ~~and accepted~~, the department chair will complete the Search Summary Form. Once the form is received via the OES, the candidate will be offered the contract of employment.

11. Lack of Consensus for Recommendation or Candidate Declines Offer. If the dean of the college, VPAA and Provost, or President disagrees with the recommendation of the department, the reason(s) shall be provided to the chair of the search committee. The search committee shall either recommend another candidate from the list of those interviewed on campus, recommend that other candidates from the applicant pool be invited for a campus interview, or recommend that the search process be reopened. Final approval for each alternative rests with the President. The same alternatives shall apply if the candidate or candidates decline the offer of the position. If a search is cancelled or suspended at any time throughout the process, all parties shall be informed of the reason(s).
12. Deviation from this policy may be necessary if unique circumstances exist. Exceptions to the policy must be approved by the DDIE, ~~VPAA and Provost~~, and the ~~DAV~~PHRAA.
13. Review of Procedures. These procedures should be reviewed periodically by the Office of the Vice President for Academic Affairs and Provost with input from areas conducting searches the prior year, the President, and the Faculty Senate.

2.3.2 ~~Faculty~~ Employment Agreements

Offers of appointment are made by the President in letter form. Offers of appointment are for one year only and specify position, academic rank, contract period, effective date of appointment or position, any departmental or college standards, and a deadline date for acceptance. Offers of appointment are contingent on the receipt by the VPAA and Provost of all official transcripts of college work. The appointee also will be advised by the department chair of the standards and procedures generally used in decisions affecting the renewal of contracts and tenure. As applicable, acceptance of ~~this~~^{an} offer of appointment shall be in writing.

ATTACHMENT D

2.3.2 Employment Agreements

Offers of appointment are made by the President in letter form. Offers of appointment are for one year only and specify position, academic rank, contract period, effective date of appointment or position, any departmental or college standards, and a deadline date for acceptance. Offers of appointment are contingent on ~~the~~ receipt by the VPAA and Provost of ~~all~~ official transcripts for bachelor's, master's, and doctoral degrees as well as any coursework in support of faculty credentials~~of college work~~. The appointee also will be advised by the department chair of the standards and procedures generally used in decisions affecting the renewal of contracts and tenure. As applicable, acceptance of this offer of appointment shall be in writing.

2.9 FACULTY RECORDS

Permanent record files for faculty members are maintained in the Office of the Vice President for Academic Affairs and Provost. Included in these files are employment agreements, personal data records, official transcripts for ~~all~~ bachelor's, master's, and doctoral degrees as well as any coursework in support of faculty credentials~~and coursework~~, correspondence, and other relevant materials. Faculty records related to payroll are maintained in the Business Office; those records relating to benefits are maintained in the Office of Human Resources and Affirmative Action. All faculty records are maintained with proper regard for security and confidentiality. Access is limited to those persons whose positions carry authorization for record use and review. Faculty members may inspect their records by appointment.

A. Employment of Adjunct Faculty

1. For employment of adjunct faculty, the department chair should submit to the college dean the appropriate New Hire or Personnel Action Form and a Faculty Credentials Certification Form. The college dean should endorse the request and send it to the Vice President for Academic Affairs and Provost. For adjunct faculty, no interview is required at the Vice President for Academic Affairs and Provost level or higher. If it is the first time that this person has been employed at UNA, a vita and official transcripts for ~~all~~ bachelor's, master's, and doctoral degrees as well as any coursework in support of faculty credentials ~~and any additional graduate work need to~~should be forwarded with all the paperwork to the Office of the Vice President for Academic Affairs and Provost. Once received, the Office of the Vice President for Academic Affairs and Provost will keep vitae and transcripts on file.

ATTACHMENT E

3.3.3 Curriculum Development

Curriculum development leading to new majors, programs or courses, or the revision of existing programs or courses, normally originates in the academic department. Typically faculty members with expertise in a particular area develop proposals for departmental review. Proposals are developed outlining the changes and a rationale and are submitted with recommendations to the department chair. The chair reviews the proposal, signs the appropriate approval documents, and forwards the proposal to the college dean. The college dean convenes the college-wide curriculum committee to review the proposal. Once approved, it is forwarded to the Office of the Vice President for Academic Affairs and Provost. This office submits the proposal to the appropriate university-wide faculty curriculum committee. For undergraduate changes, the proposal is submitted to the Undergraduate Curriculum Committee. For graduate changes, the proposal is submitted to the Graduate Council and to the university Director of Graduate Studies/ACHE Liaison. In addition, proposals for new degree programs will be posted by campus e-mail for review by the faculty. Comments are to be submitted to the Curriculum Committee Chair for undergraduate proposals and Graduate Council Chair for graduate proposals. The comment period will be 15 working days, excluding holidays. Once the comment period has been completed, the Curriculum Committee and/or Graduate Council will review the proposal, any faculty comments, and any comments from the department and/or college submitting the proposal and take action on the proposal. Different forms are used to transmit curriculum changes to the appropriate faculty committee. At the undergraduate level, the UCC (Undergraduate Curriculum Committee) form is used. At the graduate level, the Graduate Council New Course and Course/Curriculum Change Proposal Form is used. If the curriculum changes are approved by these campus-wide faculty committees, they are transmitted to the President for final approval. If they involve new curriculum programs, they must also be approved by the University Board of Trustees. Significant changes in existing programs and/or new programs must also be submitted to the Alabama Commission on Higher Education for review (departments should refer to the ACHE website for procedures). If curriculum changes represent a substantive change in program mission for the University, they must be reviewed and/or approved by the Commission on Colleges of the Southern Association of Colleges and Schools (departments should refer to the SACSCOC website for procedures). Significant changes in teacher education programs leading to certification must be further reviewed by the Alabama State Department of Education and significant changes in nursing must be further reviewed by the Alabama Board of Nursing and the Commission on Collegiate Nursing Education.

In certain situations, proposals for broad-based and/or multidisciplinary changes may originate and be proposed by units outside the academic departments. Examples include the university-wide curriculum committees, the Council of Academic Deans, and/or ad hoc faculty committees appointed as part of the shared governance process. The types of changes these groups might submit include changes in the general education curriculum or graduation requirements, and/or new programs that include multiple disciplines. Such change recommendations are subject to the same approval procedures outlined above.

Consideration of curricular change normally involves informal discussion, not only within academic departments, but also within and between the several levels of academic administration. Proposals are presented in writing and include the reasons and justification for the change; the impact of the change on other courses and program; and an analysis of the staff, equipment, library, and other instructional resources to be required. A timeline for submission of proposals is developed each year to ensure inclusion in the undergraduate and graduate catalogs.

The process for ongoing evaluation of curriculum is embedded in the institutional effectiveness assessment plan for the University. All academic departments complete annual planning and assessment reports. The reports are two-fold. The first report occurs at the beginning of the academic year and identifies programmatic goals related to curriculum. The second report occurs at the end of the academic year and identifies accomplishments related to those goals and proposed curriculum and programmatic changes needed to address academic improvement. These reports are prepared by the academic department chair in collaboration with departmental faculty and are submitted for review and analysis by the appropriate college dean who in turn submits them to the Office of Institutional Research, Planning, and Assessment. Academic departments also conduct a five year evaluation based on a rotating schedule. The five year report affords an in-depth evaluation of departmental programs and curricula. These reports are reviewed by the college dean. The University also maintains a five-year Strategic Plan. With each five-year cycle, academic departments are asked to assess curriculum and propose changes as part of the strategic planning process. It is also expected that departments will review the feedback from student course evaluations that are conducted each semester to help improve instruction and curriculum.

ATTACHMENT F

Senate Resolution on Title IX/SAVE Act Compliance
(Sponsors: Franklin and Kirch)

As there is no place for gender-related discrimination or sexual violence on a college campus, while *recognizing and commending* the University's commitment to improving compliance with Title IX of the Education Amendments of 1972 and the Campus Sexual Violence Elimination (SAVE) Act, the Faculty Senate nonetheless desires clarification of three significant issues related to improving compliance with Title IX/SAVE Act:

Whereas the Senate has significant concerns that Faculty involved in Title IX investigations will face a workload that cannot be met while also teaching classes, advising, serving in other capacities and engaging in scholarly or creative activities; and

Whereas personal civil liability looms for anyone involved in a Title IX investigation who even inadvertently violates an individual's civil rights; and

Whereas anyone involved in such an investigation in their University capacity must have the ability to seek advice from the University's legal counsel without prior permission of any party;

Let it be resolved that the Senate requests the University address these concerns before any new policy is implemented.

PRESIDENTIAL SEARCH PROCESS GUIDELINES¹

University of North Alabama

Introduction

Selection and appointment of a person to serve as President of the University of North Alabama lies within the duties and responsibilities of the UNA Board of Trustees as noted in the following:

- Code of Alabama § 16-51-6: *“The board of trustees has the power to organize the university by appointing a president....”*
- Article V, Section 1 of Board of Trustees Bylaws: *“The Board shall elect the President of the University who shall hold office at the pleasure of the Board or as otherwise provided in any duly executed contract between the President and the Board. If a vacancy occurs in the presidency, the Board may appoint an acting or interim president who shall serve until the position is permanently filled.”*

As the appointment of the University’s president is a critical responsibility of the Board, it is prudent to have a general set of procedures in place to guide the Trustees in the selection process. These procedures are not intended to limit or restrict the flexibility of the Board in light of varying circumstances at any given point in time, but are to serve as overall guidelines to provide direction when a vacancy occurs in the presidency of the institution.

Guidelines

1. The President of the University will be selected following an open, comprehensive, and objective national search. UNA faculty and staff are eligible to apply, and their candidacies will be evaluated according to the same professional standards as all other applicants.
2. The Board of Trustees may engage the services of a professional search consultant or consulting firm to assist the University in the selection process, and more than one person or firm may be contacted for proposals on services to be rendered. The consultant or consulting firm chosen should describe a clear, focused manner on how the proposed work would proceed in the upcoming search.
3. The Board will ask campus constituency groups to submit names of nominees for consideration of appointment to the search advisory committee:
 - Shared Governance Executive Committee – 4 faculty nominees
 - Faculty Senate – 4 faculty nominees
 - Staff Senate – 4 staff nominees
 - UNA Executive Council – 2 administrator nominees
 - Student Government Association – 2 student nominees
 - Council of Academic Deans – 2 dean nominees
 - UNA National Alumni Association – 2 nominees
 - UNA Foundation Board of Directors – 2 nominees

¹ N.B. Approved by UNA Board of Trustees – March 12, 2010

4. The Board will review the list of nominees and appoint a Presidential Search Advisory Committee composed of 16 persons (excluding any persons who wish to be considered for the position). Committee members shall be selected as follows:

<u>Category</u>	<u># Persons</u>	<u>Based Upon</u>
UNA Trustees	3	Board determination
UNA Faculty	4	8 nominees of Shared Governance Executive Committee and Faculty Senate (2 selected from each list)
UNA Staff	2	4 nominees of Staff Senate
UNA Executive Council	1	2 nominees of Executive Council
UNA Students	1	2 nominees of Student Government Association
UNA Deans	1	2 nominees of Council of Academic Deans
UNA Alumni	1	2 nominees of UNA National Alumni Association
UNA Foundation	1	2 nominees of Foundation Board of Directors
Community at large	2	Board determination
Total	16	

Committee members chosen should be diverse by race, gender, and where applicable, academic discipline. One of the three Trustees named to the Committee shall serve as its Chair. The Board shall also name a Secretary to assist the Committee and the consultant(s).

5. In its appointment of the Search Advisory Committee, the Board of Trustees shall give the following charge:
- (a) Appointees to the UNA Presidential Search Advisory Committee will serve without predetermined bias for or against any prospective candidates nominated, referred, or discovered in the search process.
 - (b) Committee members will agree to review all candidates without regard to race, religion, creed, or national origin.
 - (c) Committee members will acknowledge that confidentiality and protection of candidate identity are paramount to the successful outcome of the search and must be maintained with professionalism and diligence at all times.
 - (d) Appointees will serve with the understanding that the Committee will meet frequently over a period of months, and attendance at scheduled meetings is a top priority.
 - (e) The Committee will present to the Trustees a list of three to five unranked final candidates.

6. The Search Advisory Committee (with assistance from and in discussions with search consultants) shall prepare an announcement advertising the vacancy. This announcement shall include a job description and statement of responsibilities. The announcement will be published by the consultant or by the UNA Office of Human Resources and Affirmative Action in appropriate local, national, and professional publications and outlets. Specific efforts shall be made to bring the vacancy to the notice of women and minority candidates.
7. Applications or nominations shall be directed to the search consultant/consulting firm. Unlimited access to all applications and nominations and supporting material shall be afforded to all members of the Search Advisory Committee and the Board of Trustees. To the extent allowed by law, such materials shall remain otherwise confidential unless consent to release such materials is obtained from the applicant or nominee.
8. The Search Advisory Committee shall review all applications and nominations, and select top candidates (generally, a maximum of 12) for initial interviews. Following these interviews, the Committee will select the top finalists to engage in extensive on-campus interviews. The Committee will arrange finalists' meetings with the Board of Trustees, with University administrators, and with various campus constituency groups. As part of the interview process, each finalist will make a presentation to the university community at large and answer questions at an open forum.
9. Following the interviews, the Search Advisory Committee shall discuss feedback received from members of the university community and shall submit to the Board of Trustees an unranked list of three to five acceptable candidates with an assessment of the strengths and weaknesses of each. Final selection and the offer of the position shall be made by the Board.
10. If no appropriate candidate is found, or if no candidate is acceptable to the Board of Trustees and the Search Advisory Committee, or if no candidate accepts the offer of the position, then the search will be reopened by further consideration of applicants in the existing pool or by readvertising the position, at the option of the Board. If no candidate mutually acceptable to the Board and the Committee emerges from this second process, the Search Advisory Committee may be dissolved and a new Committee established according to the provisions described in Sections 3 and 4 above.