

# Faculty Senate Minutes

Fargo, ND 58108

North Dakota State University

March 21, 2016

The Faculty Senate meeting was held at 3:30 pm, in the Prairie Rose Room of the Memorial Union with Dr. D. Cooley presiding and the following senators present: T. Barrett, A. Braaten, B. Braaten, M. Christenson, C. Cwiak, S. Duffield, J. Frenzel, J. Gao, E. Gillam, K. Gordon, G. Gramig, J. Hageman, C. Hargiss, S. Haring, M. Harvey, E. Hilliard, F. Huseynov, K. Krishnakumar, F. Marais, K. McPhee, K. Noone, C.A. Platt, B. Pruess, S. Salem, M. Secor-Turner, M. Selekwa, S. Shaik, M. Smith, M. Strand, A. Tangpong, L. Thomas, A. Ungar, S. Vetter, T. West, D. Wyum, M. Yang, and S. Zhong

Substitutions – F. Salanjan for T. Hall and R. Hearne for S. Herren.

## I. Approval of February 22, 2016 minutes

MOTION (M. Christenson/Unger): to approve minutes of the February 22, 2016, Faculty Senate meeting minutes as distributed. MOTION CARRIED WITH UNANIMOUS CONSENT.

## II. Consent agenda

- a. Academic Affairs Committee Report (**attachment 1**)
- b. Policy changes (All housekeeping changes/information only)

MOTION (Pruess/Hilliard): to approve the consent agenda report as posted. MOTION CARRIED WITH UNANIMOUS CONSENT.

## III. General Announcements

- *D. Bresciani, President*
  - Provided an update on the status of the oil industry and what it means for the state and NDSU.
- *B. Ingram, Provost*
  - Budget Study group distributed a Qualtrics survey asking if there are any ideas on how to deal with the 4.05% budget reduction. Provost reminded committee that this allotment is not on the entire budget, just the appropriated piece of our budget. The appropriated piece is approximately 60% of Academic Affairs budget.
- *D. Cooley, Faculty Senate President*
  - Need 5 more faculty members for Shared Governance workshop on 4/7/16. This workshop is learning what shared governance is and how to get faculty more involved in the shared governance process.
  - Will need people for the Council of College Faculty election to represent NDSU so NDUS knows what we are talking about and thinking about. A faculty wide vote has to be done, would like to do it in April.
  - Review the standing committees and let D. Cooley know if you are interested in serving, as people cycling off will need to be replaced.
  - Update on combining Gen Ed and Academic Affairs Committee – would be called University Curriculum Committee. Will be implemented in phases. First phase would be in Fall 2016, elect membership, then elected individuals would go to Academic Affairs and Gen Ed so they could do orientation and training to see how these committees work, what could be improved and what could be retained. If Faculty Senate does approve the merger, looking at this to be implemented in Spring 2017. This University Curriculum Committee would be more of an executive committee that organize and think through curriculum for the entire university. There would be an ad hoc committee to reauthorize GE courses using the new outcomes. There will be additional things added to this and be presented at the April meeting.

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- T. Barrett – shared comments from one of her constituents:
  - ✧ Both GE and AA have significant workloads, both committees meeting more than once per month presently and moving business along at a relatively quick pace. To merge them may overburden the members of the super committee.
  - ✧ Reading documents for Academic Affairs issues and GE issues requires considering different criteria. Therefore, we think either the review will not be effective in some area, or the time for reading will increase for those individuals having to develop expertise in both areas.
  - ✧ The GE committee has, in the last year or two, worked to really streamline some processes so that it can take more of a leadership role regarding general education on campus and can do some things that they have not been able to get to in the past, such as revamping the GE web presence and having some oversight over assessment of GE (even if that assessment still happens in the colleges and departments, having some campus wide coordination will be important).
  - ✧ Without either a GE committee or a GE Director, and with the intense workload represented by the merger of the committees, we fear GE will suffer from inattention.
  - ✧ The merger may be trying to solve problems that are no longer. AA has made its systems for syllabus review better; GE has created some policies and guidelines to make its processes more efficient. Nonetheless, there is still plenty of work for both committees, and the idea that the two committees are primarily redundant seems flawed.
- Dennis said there is a misconception with it. He gave Courseleaf as an example of how it has accelerated Academic Affairs. If the committees were merged it would accelerate Gen Ed as well because it would be one approval process instead of two. D. Cooley said he's hearing faculty are not happy with how long it takes to get approvals through now. He will take it to IQAOC committee to have it worked into their policy.
- *K. Gordon, Faculty Senate President-Elect*
  - No report.
- *G. Sprecher, Staff Senate President*
  - Reminder to submit nominations for the Gunkelman award.

## IV. Senate Committee Reports

- a. Faculty Senate Bylaws Committee – 2<sup>nd</sup> discussion and vote (**attachment 2**)

MOTION (M. Christenson/Gramig): approve Faculty Senate Bylaws as edited and presented. MOTION CARRIED WITH UNANIMOUS CONSENT.

## V. Unfinished Business

- a. Policy 327 – Evaluation of Deans et al. (**attachment 3**) – M. Secor-Turner brought comments from the committee that worked on this policy.
  - ✧ The commission respectfully received the feedback and had considered many of the proposed revisions during their work on the policy.
  - ✧ Upon careful consideration of the suggestions, they felt the best course forward is to retain the policy proposal as is, to gain the substantial policy benefits now without disrupting the delicate balance among constituents at the risk of losing support for the policy change or compromising its implementation.
  - ✧ The structure of upper administration on campus has changed considerably and the administrators to be evaluated under this policy have highly varied roles and responsibilities—it makes functional sense to maintain flexibility in the review committee composition until we have more experience with these evaluations.

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- S. Haring – Constituents are concerned about there being no section or guidelines for forming a review committee for evaluating the Provost, Vice Provost's or VP's. This section exists for every other evaluation criteria.
  - M. Secor-Turner said that these positions have never been evaluated before, and in terms of function how it should work. They suggested maybe they should get some reviews under their belt and figure out what might the best composition of those committees to form rather than setting up a rigid rule now of who should be on those committees, rather they would have the flexibility to try a few of them before they roll out a concrete way to do it.
  - S. Haring said a loose guideline could be formed. There could be a committee on committees to decide how that might work.

MOTION (Platt/Strand): approve Policy 327.

- M. Strand was wondering who initiates the process of the review of the Provost.
  - M. Secor-Turner said the policy says a review committee will be formed consisting of tenured faculty, relevant administrators, and staff.

MOTION PASSED WITH A VOTE OF 29-5-2. The following senators or their substitutes voted aye: T. Barrett, A. Braaten, B. Braaten, C. Cwiak, S. Duffield, J. Frenzel, J. Gao, G. Gramig, J. Hageman, T. Hall, C. Hargiss, M. Harvey, E. Hilliard, F. Huseynov, K. Krishnakumar, F. Marais, K. McPhee, C.A. Platt, B. Pruess, S. Salem, M. Secor-Turner, S. Shaik, M. Strand, L. Thomas, A. Ungar, T. West, D. Wyum, M. Yang, and S. Zhong, the following senators or their substitutes voted nay: M. Christenson, E. Gillam, S. Haring, K. Noone, and M. Smith, the following senators or their substitutes abstained: S. Herren and S. Vetter.

- b. Policy 352 – Composition of PTE ([attachment 4](#)) – Alan Denton – for input and vote
  - A. Denton – proposed revision. ([attachment 5](#))
  - Another issue raised was why can't associate deans serve? Inserted new subsection of 5.4.
  - Defining conflict of interest wording in section 5.5.
    - Gramig asked who would decide if a relationship constituted a conflict of interest.
      - Denton explained each dept. or college could make it more precise to their own needs.

MOTION (Pruess/Harvey): approve Policy 352. MOTION CARRIED WITH UNANIMOUS CONSENT.

## VI. New Business

- a. Dr. Lisa Feldner – NDUS – Discussion of NDSU and NDUS servers in light of current law. ([attachment 6](#)) She explained that something will be written (policy, MOU, guidelines, etc.) explaining that if something doesn't make sense, they will leave it on the campus for them to maintain. Each thing will be reviewed and see what the rationale is for moving or not moving and what are the efficiencies of doing so.
  - S. Duffield asked how it would impact the daily life of a faculty member. Will it impact the way we do our email or the way our learning management systems work?
    - Dr. Feldner said it shouldn't. They would not want to move something that is working well. She used Blackboard as an example, if it is hosted in the cloud, it would be left alone. She said they are developing a process where there would be a "waiver" of certain things on each campus that they would not want to see moved. However, this is a law so they would need to show rationale of why it wouldn't make sense to move it. She said that there are some nice things about getting services together and reducing the number of logins for students. Dr. Feldner said their goal is not to impact anything that we are currently receiving, they are hoping to make it better. They are taking the schools who want NDUS to take over their servers first and looking at other things later.
  - M. Strand asked where the NDSU server would be located and how was that location chosen.
    - Dr. Feldner said that this is part of the guidelines that need to be developed. The servers might not be in just one place. It might be at the NDUS data center or certain things could be housed at NDSU or

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- things could be stored in the cloud. Inventory has to be done and determine what efficiencies can be gained
- F. Huseynov asked how will this consolidation affect our conducting of research, particularly research that involves the use of servers?
    - Dr. Feldner said she hopes that there will be no impact on research and that research is very different than the land management system. Research will have to be looked at very carefully.
  - F. Huseynov asked how will this save money.
    - Dr. Feldner explained that for certain applications there would be a need for only one administrator with a back-up and one day to day person managing accounts and a backup rather than having these positions replicated at 11 campuses. Another cost saving measure would be not having to create or cool a data center at 11 campuses.
  - F. Huseynov asked how will the requirements for this differ for academic activities versus research activities? How would the distinction be defined?
    - Dr. Feldner said that if it's a commodity application like Blackboard, email, or learning management systems are different than research applications and that's where the waivers come in.
  - F. Salanjan (For T. Hall) – How would IT support the affected consolidations among campuses?
    - Dr. Feldner said that the support should not change just because the physical location of the server might not be on campus anymore. We would still contact the same people we contact now for issues or questions.
  - F. Huseynov asked if this will make faculty grant writing more difficult?
    - Dr. Feldner's response was that they are working on a software solution for grant writing and effort reporting and are in contract negotiations. This project should not impact that.
  - Ben Bernard asked a two part question, the first being about criteria in evaluating servers if they are centralized or dedicated, is performance acceptable criteria? The second question is that Ben is offering some file and licensing services through surplus hardware and his nightmare scenario is that he wouldn't be able to offer those services due to state law, and then being billed for having those services provided through NDUS. He asked if this is a possible scenario.
    - Dr. Feldner said it depends on what the application is and the network. Performance depends on what you're talking about. Dr. Feldner said she would have to look into this. She said they don't want to have any of the desktop support, desktop support would stay at NDSU, and it sounds like what B. Bernard is talking about would stay there too.
      - B. Bernard explained that he has a software product that is free for academic use but it requires a licensed server set up locally to authenticate the work stations.
        - Dr. Feldner said she would have to look at this. It would depend on the software. Sometimes those things are kind of funny when they have to jump across networks.
  - J. Hageman asked if having everything merged into one big area, wouldn't it make us more vulnerable to massive hacking?
    - Dr. Feldner said right now we are more vulnerable with everything spread out all over the place, and we can't apply security protocols we need, than we would be if they were consolidated.
  - S. Duffield asked what is a server, how would Dr. Feldner describe a server/what is a server.
    - She explained that there are different kinds of servers, one for files, virtual servers, databases, etc.
      - S. Duffield explained that there is a large concern on our campus is that some faculty are using computers that act like servers because they have large data sets they are working on, big projects with people from other places, so not just on our campus, and they are storing data, sending data, receiving data. S. Duffield said if you are talking about efficiency, there would probably be no efficiency in consolidating these?
        - Dr. Feldner said that would not be an efficiency and that is not something that is done at all campuses so it wouldn't be moved.
        - Dr. Feldner explained that they are trying to look at cost saving and licensing instead of physically moving things and disrupting people. She gave an example of how can they get statewide licenses for Courseleaf that will buy down the cost of Courseleaf for all campuses. This would also mean the attorneys only have to look at this one time rather than 11 times.

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- Dennis asked about the centralized application process that would be out of the NDUS office instead of each campus having their own.
  - Dr. Feldner explained that the product that is currently being used, is coming to its end of life and they need to migrate to something else or replace it with the company's new product, there won't be a middle layer any more. The draft of the charter that was written was incorrect and is being rewritten. When people apply, it will go directly into PeopleSoft. It would not be a central application center, this is a miscommunication.
- If there are any questions on any of the above discussion Dr. Feldner can be emailed.

b. Bylaws change ([attachment 7](#))

MOTION (Hilliard/Hargiss): approve bylaws changes. MOTION CARRIED WITH UNANIMOUS CONSENT.

e. Records Retention – Carol Cwiak and Theresa Semmens ([attachment :](#))

- C. Cwiak – provided a “cheat sheet” of document types faculty need to keep, how long the various documents need to be kept, and how to dispose of the documents when the time comes.
- Dennis asked for this document to be sent out to the faculty listserv.

f. Campus Safety and Security Committee – Carol Cwiak

- Reviewed survey with the Senate.

VII. Adjourn

Meeting adjourned due to loss of quorum.

Meeting adjourned at 5:07 p.m.

Submitted,  
Kelly Hoyt  
Faculty Senate Secretary

New Program Option				
Bachelor of Science in Nursing – RN to BSN Option				

Program Changes				
Bachelor of Arts and Bachelor of Science – Biological Sciences Standard Option: restructuring of major				
Bachelor of Science – Dietetics: changing the required chemistry courses based on accreditation guidelines				

New Courses				
Subject	No.	Title	Crs.	Effective Term
BIOL	252	Plant and Animal Diversity	3	Fall 2016
CJ	270	Introduction to Corrections	3	Spring 2017
CJ	315	Federal Law Enforcement & Crime Policy	3	Fall 2016
ECE	476/676	Advanced Embedded Systems	4	Fall 2016
HIST	415/615	Public Memory and Memorialization in America	3	Fall 2016
HIST	428/628	War and Society in Early America	3	Summer 2016
HNES	719	Public Health Nutrition	3	Summer 2016

Course Changes								
From:				To:				
Subject	No.	Title	Crs.	Dept	No.	Title	Crs.	Effective Term
BOT	314	Plant Systematics	3	BOT	414	Plant Systematics	3	Fall 2016
CJ	230	Criminology and Criminal Law	3	CJ	230	Criminology	3	Fall 2016
CJ	330	Criminal Law and Procedure	2	CJ	330	Criminal Law and Procedure	3	Fall 2016
HIST	421/621	U.S. History 1763-1829	3	HIST	421/621	Revolutionary America	3	Fall 2016
ZOO	280	Comparative Chordate Morphology	4	ZOO	410	Comparative Chordate Morphology	3	Fall 2016
ZOO	380	Vertebrate Histology	3	ZOO	444	Vertebrate Histology	3	Fall 2016

Change in Prerequisites/Co-Requisites and Change in Bulletin Descriptions				
Subject	No.	Title	Prerequisite/Co-requisite Change	Effective Term
BOT	414	Plant Systematics	Desc: Plant identification, nomenclature and classification are aspects of plant systematics. Modern plant systematics uses molecular approaches in addition to visual traits such as morphology to order plants in accordance with our current understanding of evolution and the 'Tree of Life'. The course includes outdoor activities to learn plant identification as long as the weather permits.	Fall 2016
CM&E	403	Scheduling and Project Control	Prereq: CM&E 380 and junior standing in Construction Management or Construction Engineering program	Fall 2016
CM&E	488	Construction Management Capstone	Desc: This course focuses on applying knowledge and skills learned in the previous courses, a look into construction management processes, interactions, marketing, estimating, scheduling, and other functions for a management plan for a construction project. Students are required to take the Associate Constructor (AC) Exam to demonstrate their knowledge in the construction management area. Prereq: CM&E 380, CM&E 403 and senior standing in the Construction Management program	Fall 2016
CM&E	489	Construction Design Capstone	Desc: This course focuses on the design and construction aspects of an actual construction project. Students are required to take the Fundamentals of Engineering (FE) Exam to demonstrate their knowledge in the construction engineering area. Prereq: CM&E 380, CM&E 403 and senior standing in Construction Engineering	Fall 2016
HIST	421/621	Revolutionary America	Desc: This course examines the causes, process, and effects of the American Revolution from roughly 1763 through 1829. Among other topics, lectures and readings will consider how British authority collapsed, and gender hierarchies, the contested creation of a new republic in its wake, and the economic and social development of the United States in its formative decades.	Fall 2016
Change in Prerequisites/Co-Requisites and Change in Bulletin Descriptions (continued)				

MATH	721	Algebra II	Desc: Graduate level survey of algebra: groups, fields, Galois theory, and selected advanced topics. Prereq: MATH 720	Fall 2016
STAT	462	Introduction to Experimental Design	Desc: Fundamental principles of designing an experiment, randomized block, Latin square, and factorial. Also covers analysis of covariance and response surface methodology. The class is designated as an undergraduate capstone course. Prereq: STAT 461 and Senior standing	Fall 2016
ZOO	410	Comparative Chordate Morphology	Desc: This is a combination lecture/lab course designed to introduce you to the systematics, history, and structure of the chordates, particularly the craniates. Structural and functional similarities and differences among organs and organ systems of representative organisms as well as the use of comparative morphology as a tool to better understand the process of chordate evolution will be emphasized. Prereq: BIOL 150, BIOL 150L, BIOL 151, BIOL 151L, BIOL 252.	Fall 2016
ZOO	444	Vertebrate Histology	Desc: Study of microscopic anatomy of vertebrate tissues and organs, especially mammals. Classification and identification of epithelium, connective, muscle, and nervous tissue types. Study of these tissues types in the context of major organ systems (circulatory, lymphoid, endocrine, integumentary, digestive, urinary, and respiratory). Prereq: BIOL 150, BIOL 150L, BIOL 151, BIOL 151L	Fall 2016

Course Inactivations				
Subject	No.	Title	Crs.	Effective Term
CJ	225	Punishment and the Death Penalty	1	Fall 2016
CJ	226	Criminal Investigation	2	Spring 2017
MATH	101	Elementary Algebra	3	Summer 2016
NURS	240	Nursing as a Scholarly Profession	3	Summer 2016
NURS	340	Leadership & Ethical Reflection	2	Summer 2016
NURS	430	Nursing Management	2	Summer 2016
NURS	440	Nursing Issues & Career Development	2	Summer 2016

# Bylaws

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## Article I: Faculty Senate Membership

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### Section 1.

Each representation unit shall have one elected senator for every fifteen eligible faculty (see Constitution Article 3, Section 1), or major fraction thereof, assigned to the Fargo Campus as of October 1 of each year. Faculty members in the Agriculture Experimental Station and the NDSU Extension Service shall be counted in and vote with their assigned representation unit.

### Section 2.

Members of representation units, including senior lecturers, professors of practice, research faculty, assistant, associate, and full professors, chairs/heads/or their equivalents, assistant/associate deans, and deans shall be eligible to vote for representatives.

### Section 3.

The following are considered representation units for the purposes of determining Faculty Senate seats:

- a. College of Agriculture, Food Systems, and Natural Resources
- b. College of Arts, Humanities, and Social Sciences
- c. College of Business
- d. College of Engineering
- e. College of Human Development and Education
- f. College of ~~Pharmacy, Nursing, and Allied Health Sciences~~ Professions
- g. College of Science and Mathematics

### Section 4.

The Faculty Senate President with the assistance of the Secretary of the Senate will stagger Senate terms so that approximately 1/3 of the senators from each representation unit are elected each year. Each unit shall hold a meeting to elect the necessary senators by April 15 of each year.

### Section 5.

Terms of office shall begin on the Tuesday following Spring Commencement. The term of office of an elected senator shall be three years. Senators cannot be reelected for consecutive terms.

### Section 6.

If a senator must vacate her or his seat, the vacancy shall be filled by a special election within the unit from which she or he was elected. The term of a member under these circumstances shall



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commence immediately and shall be for the duration of the absence or unexpired term of the regularly elected member.

**Section 7.**

A senator may be removed from office by way of a two-thirds majority vote at a regular Faculty Senate meeting, followed by a 2/3 majority vote at the next meeting. –This action may never be part of a consent agenda. In the event a senator is removed, the Faculty Senate President will inform the relevant academic unit to elect another senator before the senate meets in its next regular meeting.

**Section 8.**

All senators are expected to:

1. Attend all Faculty Senate meetings. If unable to attend the meeting the senator must find a competent substitute (who is not already a senator) to act as her or his proxy at the meeting. Said proxy will have all rights and privileges accorded a regular senator. The senator must provide signed notification of the substitution to the Secretary of the Faculty Senate prior to start of the meeting.
2. Prepare for Faculty Senate meetings including reading the agenda and all attachments prior to the meeting.
3. Participate in meetings as long as doing so advances the business of the Faculty Senate.
4. Disseminate Faculty Senate information to their individual representation units.
5. Gather opinions and other information from their representation units concerning Faculty Senate activity.
6. Show proper decorum during meetings.

## **Article II: Organization and Faculty Senate Operation**

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**Section 1.**

Administrative officers of the Faculty Senate consist of the President, the President-Elect, and the Immediate Past President.

**Section 2.**

The President-Elect shall be elected for a one-year term by the Faculty Senate at the ~~last April or May~~ meeting of the Faculty Senate in the academic year. The President-Elect will be elected from the roster of current or former Senators.

**Section 3.**

At the end of the term, the President will assume the role of the Immediate Past President, and the President-Elect will succeed the President for a one-year term of office. In the event the

outgoing President is unable or unwilling to serve as the Immediate Past President, the President will appoint another past President as a replacement for the position of Immediate Past President.

#### **Section 4.**

During their respective terms the President-Elect~~and~~, the President and the Immediate Past President will not represent ~~their~~~~her or his~~ representation units in the Senate.

#### **Section 5.**

The authority of the President, President Elect or Immediate Past President will be terminated before the end of its term if he/she loses the eligibility, voluntarily resigns with eligibility or is removed from office by the Senate with/without eligibility.

1. Voluntary resignations shall be tendered before the Senate at its regular meetings.
2. Removal of the President~~or~~, President-Elect or Immediate Past President by the Senate requires a 2/3 vote at a regular Senate meeting, followed by a 2/3 vote at a special meeting of the Senate convened in not more than 2 weeks after the first meeting. The second meeting will be convened and presided by a Special Returning Officer who will be appointed by the Senate immediately after the first vote. The removed officer shall not complete his/her term as a Senator.
3. In the event that the authority of the President is terminated ~~President is removed or unable to complete their term out of their own decision~~ but the President-Elect is still in good standing, ~~the~~ the President-Elect will assume the role of President ~~and will continue as President to finish the term left by the removed President and then he/she will start his/her originally elected term.~~
  - a. The removed president will not serve as Immediate Past President. ~~until the~~
  - b. ~~President-Elect's original term is concluded.~~ The assumed President may wish to appoint one of the senators to assist in the duties of the President-Elect. This appointment does not necessarily imply automatic elevation to the full position of President-Elect at the end of the term.
4. In the event that the authority of the President-Elect is terminated~~removed or unable to complete their term out of their own decision~~, the Senate will vote to replace the President-Elect at the next regular meeting of the Senate. These actions may never be part of a consent agenda.
5. In the event the authority of the Immediate Past President is terminated, the President will appoint the most recent eligible past president to serve in that capacity.
6. In the event that the authority of both the President and the President-Elect is terminated at the same time:
  - a. If the authority of the Immediate Past President is still in good standing, then he/she will convene and preside the Senate meeting to elect a new President and the President-Elect in not more than two weeks.
  - a.b. If the authority of the Immediate-Past President is also terminated, then a Special Returning officer appointed by the Senate will convene and preside of the election of the President and the President-Elect in not more than two weeks. Section 5.5 above will then be used to fill the position of the Immediate Past President.

~~The removed officer shall not complete her or his term as a Senator.~~

**Section 6.**

Duties of the President shall include the following:

1. Preside at all meetings of the Senate.
2. Set the agenda of the Faculty Senate in consultation with the Senate Executive Committee.
3. Serve on the Senate Coordinating Council.
4. Chair the Senate Executive Committee.
5. Introduce the President at the State of the University Address.
6. Appoint committee members, as outlined in Articles IV and V.
7. Coordinate the dissemination of information relating to Senate activities.
8. Represent the Faculty Senate on administrative councils.
9. Provide the Secretary of the Senate and the incoming President with an annual report summarizing the Senate activities for the preceding year.
10. Submit policies or actions approved by the Faculty Senate to the University President for consideration.
11. Moderate the official faculty listserv.

**Section 7.**

Duties of the President-Elect shall include the following:

1. Assist the President in executing the duties of the office.
2. Serve as President during any absence by the President.
3. Serve on the Senate Executive Committee.
4. Serve on the Coordinating Council.
5. Represent the Faculty Senate to the Staff Senate and the Student Government.

**Section 8**

Duties of the Immediate Past President shall include the following:

1. Advise the President and the President-Elect regarding past practices and other matters for the maintenance of continuity from one administration to the next.
2. Preside over the senate regular meetings in the absence of both the President and the President-Elect.
3. Serve on the Senate Executive Committee.

**Section 89.**

The University Registrar shall be the Secretary of the Senate; the Secretary of the Senate is not a voting member of the Senate. The duties of the Secretary shall include:

1. Acquire the agenda and related attachments, if any, from the President, then prepare and disseminate the agenda in accordance with Section 13.
2. Maintain a current roster of senators and record attendance to confirm a quorum.

3. Collect and read the member substitution authorizations at the meeting.
4. Record, prepare and disseminate meeting minutes according to Section 15.
5. Schedule a room for all Faculty Senate meetings.
6. Maintain a permanent record of Faculty Senate minutes.
7. Maintain a permanent record of annual reports submitted by the President and chairs of Faculty Senate committees.
8. Maintain records of standing committee membership.
9. Prepare updated versions of the Constitution for distribution.
10. Archive all past versions of Constitutions and Bylaws.
11. Verify the eligibility of senators and committee members.

**Section 910.**

Regular meetings of the Senate shall be held at 3:30 pm on the second Monday of each month of the academic year. The meetings will be held the third Monday of the month if the second Monday is a University or state holiday, or if University classes are not yet in session at least one week prior to the second Monday of the month.

**Section 110.**

Special meetings may be called by the President or on petition of one-third of the membership of the Senate.

**Section 121.**

Meetings of the Faculty Senate shall be open to the public. At each Senate meeting the President of the University, the Provost, the Student Body President, and the Staff Senate President will be invited to make announcements. The Faculty Senate President may allow other non-senators to speak and/or provide reports. However, only senators may make motions and only senators may vote on motions before the Senate.

**Section 1213.**

Faculty Senate meetings shall be conducted under Robert's Rules of Order, Newly Revised. The Faculty Senate will confirm the appointment of a person not on the Senate to serve as Parliamentarian. Whenever doubt arises on questions of procedure the President or a senator may ask the Parliamentarian for a ruling. There is no term limit for Parliamentarian.

**Section 134.**

The primary business of the Faculty Senate is to review, propose, and approve of policy with respect to the following matters:

- a. Academic freedom, including rights and responsibilities.
- b. All curricular matters, including establishment, dissolution, and substantial changes to degree programs.
- c. Research and scholarship.
- d. Admissions standards and prerequisites.

- e. Requirements for regular certificates and degrees.
- f. Regulations regarding attendance, examinations, grading, scholastic standing, and honors.
- g. Teaching quality.
- h. Professional standards and criteria for positions accorded academic rank.
- i. Policies and procedures for promotion, tenure, and evaluation.
- j. And other academic matters.

The agenda for each regular meeting shall be posted to the Faculty Senate website at least one week before each meeting. Any member of the Faculty Senate may request of the President of the Faculty Senate that an item be placed on the agenda. The order of business for Faculty Senate meetings shall be as follows:

1. Adoption of the agenda

~~1-2~~. Approval of the minutes of the previous meeting.

~~2-3~~. Announcements.

~~3-4~~. Consent agenda.

~~4-5~~. Committee and other reports.

~~5-6~~. Unfinished business.

~~6-7~~. New business.

~~7-8~~. Adjournment.

At the October meeting, the primary order of business will be planning and prioritizing Faculty Senate goals for the academic year. The order of business for this meeting will be as follows:

1. Adoption of the agenda

~~1-2~~. Approval of the minutes of the previous meeting.

~~2-3~~. Announcements.

~~3-4~~. Consent agenda.

~~4-5~~. Planning and prioritizing Faculty Senate action for the year.

~~5-6~~. Adjournment.

The President, in consultation with the Executive Committee, may add an urgent piece of new or committee business to this meeting if the timing is critical.

**Section ~~14~~15.**

A quorum of at least 55 percent of the total voting membership of the Senate shall be present in order to conduct Senate business.

**Section ~~15~~16.**

The minutes of the meeting shall be posted to the Senate website by the Secretary within one week after the meeting.

## **Article III: Senate Committees**

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### **Section 1.**

Duties of standing committees include:

1. Selecting a chair who will serve as a liaison to the Faculty Senate.
2. Initiating and reviewing policy and policy changes in their areas of responsibility.
3. Providing their recommendations to the Faculty Senate for action.
4. Consulting with and providing advice to the administration, students, and staff when requested to do so.
5. Promptly and responsively discharging their duties.

### **Section 2.**

The Faculty Senate shall confirm the membership of all standing committees, except the Standing Committee on Faculty Rights.

### **Section 3.**

Committees shall determine their own procedural rules. However, no committee shall conduct business without a majority of members present. Each committee will keep such records as necessary to conduct business. In addition, every Faculty Senate Committee (except Academic Integrity, Conflict of Interest Advisory, Executive, Faculty Rights, and Grade Appeals) will make an oral report of progress (5 minutes) at the May meeting of the Faculty Senate or, at the President of the Faculty Senate's request, submit a written report at the end of the academic year.

### **Section 4.**

Individual representation units will determine their own methods for selecting members of standing committees consistent with Articles IV and V. Such membership shall be presented to the Faculty Senate at the first meeting of each academic year. Committee members will serve two-year terms for at most four consecutive years, unless otherwise specified under the committee description. Committee service begins and ends at the last senate meeting of spring semester, unless otherwise specified.

### **Section 5.**

After the Faculty Senate has approved membership in the Standing Committees, each committee will meet and elect a chair, who will communicate all committee business to the Senate.

### **Section 6.**

All Faculty Senate committee action is subject to review and approval by the Senate.

### **Section 7.**

The Faculty Senate may create special committees as it deems necessary. Such committees shall be discharged upon the completion of their assigned duties. The duties of a special committee should not duplicate work being done by or usurp the responsibility of a standing committee without approval by said standing committee. Special committees shall be commissioned by a majority vote of the full Senate.

## Article IV: Faculty Senate Standing Committees

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### Section 1. Academic Affairs

1. Voting members shall consist of one faculty member, with the rank of full or associate professor, from each of the representation units, a faculty representative of the College of Graduate and Interdisciplinary Studies designated by the Dean of Graduate and Interdisciplinary Studies, and two students.
2. Non-voting members shall consist of the Provost (or designee) and the University Registrar.
3. Committee responsibilities include:
  - a. Coordinating and recommending actions on proposals for curriculum and course changes that have been received from the colleges
  - b. Recommending policies for the evaluation of transfer credit
  - c. Recommending policies for graduation
  - d. Recommending candidates for graduation
  - e. Recommending the scheduling of policies for the efficient utilization of classrooms and laboratories

### Section 2. Academic Integrity

1. Membership shall consist of one tenured faculty member with the rank of professor from each representation unit. If a full professor is not available, an associate professor may be appointed.
2. Committee responsibilities include:
  - a. Providing investigative assistance on cases involving academic misconduct as described in Policy 326.
  - b. Selecting panels of three persons competent to investigate allegations; such panels may include members from outside the University.
  - c. Reviewing and recommending policies on academic integrity.

### Section 3. Budget

1. Voting members shall consist of one faculty from each representation unit, and a faculty representative of the College of Graduate and Interdisciplinary Studies designated by the Dean, faculty representative of the Graduate School designated by the Dean of Graduate and Interdisciplinary Studies.
2. Non-voting members shall consist of the Provost (or designee) and Vice President for Finance (or designee).
3. Committee responsibilities include:
  - a. Becoming familiar with the university budget process.
  - b. Developing a set of guiding principles which align with strategic priorities, with the intent of informing university budget decisions from a faculty perspective.

- c. Soliciting input regarding the budget process from a wide range of faculty and on an ongoing basis.
- d. Serve as a resource for the Provost in budget matters.
- e. Acting as a conduit of information between faculty and administration for budget discussions and decisions.

#### **Section 4. Conflict of Interest Advisory**

1. Committee membership shall consist of five tenured faculty recommended by the Faculty Senate Executive Committee and appointed by the Faculty Senate President.
2. No two committee members may have primary appointments in the same representation unit.
3. Committee responsibilities include:
  - a. Serving as an advisory body to the administration on the issue of Conflict of Interest.
  - b. Initiating and reviewing policies concerning Conflict of Interest and making recommendations regarding such policy at the Faculty Senate.
  - c. Hearing and ruling on appeals of decisions in conflict of interest cases.
  - d. Acting in accordance with procedures approved by the Faculty Senate, specifically Policy 151.1.
4. In the event that a member of the committee recuses himself/herself from the committee for a particular case or is recused by committee vote, the committee will appoint a replacement, first considering those who have previously served on the committee.

#### **Section 5. Council of College Faculties**

1. Membership shall consist of three faculty members elected to staggered three-year terms.
2. Each spring the faculty shall elect by secure electronic ballot a faculty member to serve on the Council of College Faculties.
3. Responsibilities and procedures of the Council of College Faculties are determined by the Constitution and Bylaws of the Council.

#### **Section 6. Equity and Diversity**

1. Voting membership shall consist of five faculty members and a faculty representative from the Commission on the Status of Women Faculty recommended by the Faculty Senate Executive Committee and appointed by the Faculty Senate President. The Executive Committee shall strive for representation from diverse groups.
2. Non-voting membership shall consist of ~~a representative from the Vice Provost for Faculty Advancement~~ (or designee) office of the Vice President for Equity, Diversity, and Global Outreach.
3. Committee responsibilities include:
  - a. Reviewing, revising and proposing policies to ensure that rights and considerations of diverse groups or faculty are included in NDSU policy, practices, and procedures.



- b. In particular, the committee will explore and identify ways that NDSU can be more inclusive for diverse faculty including women, people of color, and sexual minorities (e.g., lesbian, gay, bisexual, or transgendered).

### **Section 7. Executive Committee of the Faculty Senate**

1. Voting membership shall consist of one senator from each representation unit, the President, the immediate Past President, and the President-Elect. ~~In the event the immediate Past President is unable or unwilling to serve, the President will appoint another past President as a replacement for the immediate Past President on the committee.~~ The term of office shall be for one year following the regular May meeting.
2. Non-voting membership shall consist of a faculty representative of the College of Graduate and Interdisciplinary Studies designated by the Dean, a faculty representative of the Graduate School designated by the Dean of Graduate and Interdisciplinary Studies, a faculty representative of the Provost's Office designated by the Provost ~~(or designee)~~, a faculty representative from the Commission on the Status of Women Faculty, the Faculty Senate Secretary, and the parliamentarian. The term of office of all members of Executive Committee shall be for one year following the regular May meeting.
3. During the first week of the fall semester, the Executive Committee shall meet and organize for the academic year.
4. Committee responsibilities are the following:
  - a. Delegating tasks to Faculty Senate committees.
  - b. Reviewing the progress of Faculty Senate committees.
  - c. Setting the agenda for upcoming Faculty Senate meetings.
  - d. Interpreting, when necessary, provisions of the Faculty Senate Constitution and Bylaws.

### **Section 8. Faculty Affairs**

1. Membership shall consist of one faculty member from each representation unit, a non-voting faculty representative from the Commission on the Status of Women Faculty, and a nonvoting faculty representative of the College of Graduate and Interdisciplinary Studies designated by the Dean, faculty representative of from the Graduate School designated by the Dean of Graduate and Interdisciplinary Studies.
2. Committee responsibilities include:
  - a. Reviewing policies and procedures relating to faculty affairs such as academic freedom, promotion, tenure, and evaluation, teaching and service.
  - b. Reviewing and recommending revisions to the personnel sections of the Faculty Handbook concerning faculty affairs.

### **Section 9. Faculty Pool for Administrative Search Committees**

1. Membership shall consist of all active senators for the entirety of their term.

2. For each administrative search out of the Provost office, the Provost shall send a request to the Faculty Senate President listing the number of faculty members from the faculty pool the Provost will seat on the search committee.
3. The Faculty Senate President (or designee) shall ask the senators for nominations (from the pool) and hold a vote (among senators). A list with the names of the top candidates shall be generated. The number of candidates on this list shall be the number requested by the Provost plus one.
5. Once an adequate list of qualified candidates is created, that list shall be sent by the Faculty Senate President (or designee) to the Provost.
6. The Provost shall select from that list the number of faculty members she/he indicated are needed for that search committee.

### **Section ~~9~~10. Faculty Rights**

1. Membership, responsibilities, and procedures are determined by directives of the North Dakota State Board of Higher Education.
2. Membership consists of five members, from different representation units, elected for five-year terms by the faculty. Membership is restricted to tenured full professors who do not hold an administrative appointment in an academic or non-academic unit.
3. Each spring the faculty shall elect by secure electronic ballot a faculty member to serve on the Standing Committee on Faculty Rights. Committee members' terms will begin and end on August 15.
4. In the event that a member of the committee recuses himself/herself from the committee for a particular case or is recused by committee vote, the committee will appoint a replacement to serve for that case, preferably a faculty member who has previously served on the committee. Broad representation, while a worthwhile goal, is not always achievable. However, the replacement member should be from a different representation unit than the other four members if reasonably possible.
5. Members sitting on an appeal shall complete that appeal even if the member's term expires while the appeal is pending.

### **Section ~~1~~19. General Education**

1. Voting membership shall consist of one tenured faculty member from each representation unit, a representative from the Assessment Committee, and two students selected by the Student Government.
2. Non-voting members shall consist one representative from each of the following: the NDSU Library, Registration and Records, and the Provost (or designee).
3. Committee responsibilities include:
  - a. Ensuring that existing courses and experiences meet general education requirements.
  - b. Developing criteria and procedures for submitting, evaluating, and approving courses and experiences that meet general education requirements of NDSU and the Higher Learning Commission of the North Central Association of Colleges and Schools.

- c. Developing criteria and procedures for submitting, evaluating, and approving courses or experiences that meet the general education requirements for integration into students' curricula.
- d. Coordinating and recommending actions to the Faculty Senate on proposals for approving general education courses.
- e. Providing periodic assessment of students' attainment of intended student outcomes in general education.
- f. Studying, coordinating, and recommending to the Faculty Senate policies and procedures for continuing improvement in general education.
- g. Selecting two representatives and one alternate for the North Dakota General Education Council.

#### **Section 124. Grade Appeals Board**

The purpose of this Board is to provide an avenue for students to challenge any grade they believe to have been unfairly assigned. Membership shall consist of one faculty member and one alternate from each representation unit, the Associate Vice-President of Academic Affairs, a faculty representative of the College of Graduate and Interdisciplinary Studies designated by the Dean, ~~faculty representative of the Grad School designated by of the Dean of Graduate and Interdisciplinary Studies~~, three students and three student alternates selected by the Student Government. The Associate Vice-President of Academic Affairs will serve as Board Chair, and Policy 337 governs process.

1. Faculty shall be elected for three-year terms by their representation unit.

Students should be full-time students with a minimum 2.00 cumulative grade point average and junior standing.

3. Committee responsibilities include:

- a. Hearing charges of inequitable or prejudiced academic evaluations and to provide redress for improper evaluation.
- b. Acting in accordance with procedures approved by the Faculty Senate, specifically Policy 337.

### **Section 132. Program Review**

1. Membership shall consist of one tenured faculty member from each representation unit, ~~the immediate past president of the Faculty Senate,~~ a faculty representative of the College of Graduate and Interdisciplinary Studies designated by the Dean, a faculty representative of the Grad School designated by the Dean of the College of Graduate and Interdisciplinary Studies, a faculty representative of the Provost's Office designated by the Provost (or designee), and two students selected by the Student Government. Each representation unit shall also select an alternate faculty member to serve in case of recusal.
2. Committee responsibilities include:
  - a. Developing criteria and procedures for review of academic programs.
  - b. Performing a continuing review of graduate and undergraduate academic programs with regard to such factors as mission, need, quality, cost, and contribution to other programs.
  - c. Addressing concerns and making recommendation to the Faculty Senate regarding duplication of programs and courses.
  - d. Recommending policies for University support to individual programs.
  - e. Coordinating the time of and use of external program reviews by accrediting agencies and/or other expert evaluators in its review of specific academic programs.

### **Section 143. Research & Consulting**

1. Voting membership shall consist of one faculty member from each representation unit and a faculty representative of the College of Graduate and Interdisciplinary Studies designated by the Dean, faculty representative of the Grad School designated by the Dean of Graduate and Interdisciplinary Studies.
2. Non-voting membership consists of a representative of the Vice President for Research, Creative Activities, and Technology Transfer.
3. Committee responsibilities include:
  - a. Initiating and reviewing policies related to University research and consulting issues and make recommendation for consideration of said policy to the Faculty Senate.

Reviewing research development programs and providing technical and funding reviews for faculty proposals submitted to the development programs.

#### **Section 154. Technology and Instructional Services Committee**

1. Voting membership shall include one faculty member from each of the representation units and a faculty representative of the College of Graduate and Interdisciplinary Studies designated by the Dean, a faculty representative of the Grad School designated by the Dean of Graduate and Interdisciplinary Studies.

Non-voting membership shall include one representative from Information Technology Division Services (IT).

2. Committee responsibilities shall include:

- a. an annual review of ITS support services to the NDSU teaching and research communities.
- b. making recommendations for Faculty Senate approval of any changes proposed by the ITS Division regarding policy, implementation procedures, or classroom and instructional technologies.
- c. formulating recommendations regarding needs of the faculty that are unmet by the ITS Division.
- d. serving as the liaison between the Faculty Senate and the ITS Division's administration.

### **Article V: Joint Standing Committees**

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#### **Section 1. Senate Coordinating Council**

1. Voting membership shall consist of two representatives each from the Faculty, Student, and Staff Senates, the Faculty Senate President, the Staff Senate President, and the Student Body President.
2. Non-voting membership shall consist of the Provost (or designee), the Vice President for Student Affairs (or designee), the Vice President for Finance and Administration (or designee), and representatives of one of these Vice President's offices, one of whom will facilitate meetings and one of whom will maintain records. The Vice President's offices will rotate responsibility for calling meetings and maintaining records every three to five years. The coordinating council may decide to invite policy initiators to the meetings as nonvoting members to explain policy changes.
3. Committee responsibilities include:
  - a. Reviewing policy to determine first whether it is ready to bring to any of the Senates or whether it should be returned to the policy makers for clarification and revision.

- b. Coordinating the distribution of policies to the appropriate senate body consistent with the Faculty Senate, Staff Senate, and Student Government Constitutions.
- c. Sending policies that have been voted on to appropriate channels at NDSU for final approval.
- d. Serving in a liaison capacity regarding the Faculty Senate, administration, Staff Senate, and Student Government.

## **Section 2. Campus Space & Facilities**

1. Voting members shall consist of one faculty member from each representation unit, three staff members appointed by the Staff Senate, three student members (graduate, undergraduate, and on-campus) appointed by the Student Government, a faculty representative of the College of Graduate and Interdisciplinary Studies designated by the Dean, a faculty representative of the Grad School designated by the Dean of College of Graduate and Interdisciplinary Studies, the Provost (or designee), the Registrar, and the Vice President for Finance and Administration (or designee).

Non-voting members shall consist of the Director of Facilities Management, the Chair of the Department of Architecture and Landscape Architecture, the Assistant to the Director of the North Dakota Agricultural Experiment Station, and a representative of the Dean of Libraries.

3. Committee responsibilities include:
  - a. Provide for the systematic development and review of the “Campus Master Plan” and Guidelines for Campus Development.
  - b. Recommending policies and procedures to meet the current and future needs for all physical facilities and reviewing changes in University space allocation including classrooms and laboratories.
  - c. Reviewing proposed building projects and major building renovations prior to presentation to the State Board of Higher Education and the Legislature.
  - d. Recommending policies for site location for new buildings and for overall landscaping.
  - e. Recommending traffic and parking regulations, to include cars, buses, bicycles, and pedestrians.
  - f. Recommending plans for sidewalks, streets, and parking lots.

## **Section 3. Library**

1. Membership shall consist of one faculty member from each representation unit, one undergraduate and one graduate student appointed by the Student Government, a staff member appointed by the Staff Senate, a representative from Information Technology Services, a faculty representative of the College of Graduate and Interdisciplinary Studies designated by the Dean, a faculty representative of the Grad School designated by the Dean of Graduate and Interdisciplinary Studies, and the Dean of Libraries.

2. Committee responsibilities include:
  - a. Formulating policy recommendations for the NDSU Libraries.

#### **Section 4. University Athletics**

1. Membership consists of one faculty member from each representation unit, two students, the Student Body Vice-President, the President of the Student-Athletes Advisory Council, two representatives of the Staff Senate, the Director of Intercollegiate Athletics, ~~the Director of Intercollegiate Women's Athletics, the Title IX Co-ordinator (or designee) the Vice President for Equity, Diversity, and Global Outreach (or designee) Senior Women's Administrator~~, and the Faculty Athletic Representative.
2. The University Athletics Committee serves as the NDSU Athletics Advisory Board as described in the constitution of the National Collegiate Athletics Association (NCAA).
3. Committee responsibilities include:
  - a. Promoting compliance with principles of conduct as defined by the NCAA.
  - b. Acting as the Board of Appeals for athletic grievances.
  - c. Initiating and reviewing policies concerning University Athletics and making recommendations for consideration of said policy to the Faculty Senate. Such areas of

- concern include Guidelines for athletic schedules, guidelines for participation in postseason activities, awards for excellence in athletics, eligibility of athletes.
- d. Reviewing upcoming issues at intercollegiate conference meetings and recommending institutional positions.
  - e. Reviewing the budget of the athletic programs prior to its approval by the University President.
  - f. Stimulating interest in athletic events throughout the University community.

### **Section 5. Equal Opportunity Hearing Panel**

1. Membership shall consist of six faculty members appointed by the Faculty Senate President in consultation with the Senate Executive Committee, six students appointed by the Student Government President, and six Staff members appointed by the Staff Senate President.
2. Each President shall strive for diverse representation (gender, ethnicity, etc) in her/his group of appointees.
3. Committee responsibilities include:
  - a. Acting in accordance with procedures and policy approved by the Senate, specifically Policy 156.

### **Section 6. University Assessment**

1. Membership shall consist of one faculty member from each representation unit, a representative from the General Education Committee, a faculty representative of the College of Graduate and Interdisciplinary Studies designated by the Dean, ~~a faculty representative of the Grad School designated by the Dean of Graduate and Interdisciplinary Studies~~, the Provost (or designee), one undergraduate student, and one graduate student appointed by the Student Government, a representative from the Division of Student Affairs, a representative from the NDSU Extension Service, a representative from the Office of Institutional, Research and Analysis, a representative from Distance and Continuing Education, and the Director of the Office of Accreditation and Assessment.
2. Committee responsibilities include:
  - a. Periodically reviewing the assessment of student learning in undergraduate and graduate academic programs, within the units in the Division of Student Affairs and in the NDSU Extension Service.
  - b. Developing procedures for annual reporting of assessment activities by departments and other academic units, units in the Division of Student Affairs, and the NDSU Extension Service on their assessment activities.
  - c. Providing feedback and assistance to departments and other academic units on their assessment activities.



- d. Providing a yearly summary of assessment activities to the Faculty Senate, The Provost, the Vice President for Agriculture and University Extension, and the Director of the NDSU Extension Service.

## **Article VI: Amending the Bylaws**

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### **Section 1.**

Amendments to the bylaws may be proposed by the Faculty Senate or by a petition signed by twenty-five percent of the Faculty. At a meeting of the Faculty Senate where the amendment is proposed, a vote will be cast to determine whether to consider the amendment at the next regular Faculty Senate meeting. If two-thirds of the votes cast are in favor of the bylaws change will be added to the agenda for the next regular meeting of the Faculty Senate.

### **Section 2.**

The Secretary of the Faculty Senate will distribute the proposed amendment to all members of the faculty no later than nine days after the Faculty Senate votes to consider the amendment at their next regular meeting.

### **Section 3.**

At the next regular meeting of the Faculty Senate, if approved by two-thirds of the ballots cast, the change will be submitted to the University President.

### **Section 4.**

When approved by the University President the changes shall become effective immediately.

Policy 327 Version 2 02/02/16

## Policy Change Cover Sheet

This form must be attached to each policy presented. All areas in **red**, including the header, must be completed; if not, it will be sent back to you for completion.



*If the changes you are requesting include housekeeping, please submit those changes to [nds.policy.manual@nds.edu](mailto:nds.policy.manual@nds.edu) first so that a clean policy can be presented to the committees.*

**SECTION:** Policy 327- Evaluation of Academic Deans, Directors and Department Chairs and Heads

1. Effect of policy addition or change (explain the important changes in the policy or effect of this policy). Briefly describe the changes that are being made to the policy and the reasoning behind the requested change(s).
  - Is this a federal or state mandate? ☐ Yes ☒ No
  - Describe change: adding Provost and FT Vice Provosts, Academic Vice Presidents, and FT Associate/Assistant Deans, to be evaluated under this policy; clarifying annual review and comprehensive review responsibilities; changing comprehensive review from every three years, to year three of initial appointment and every five years thereafter; streamlining evaluation criteria; separating evaluation procedure from policy.
  - Version 2 includes Faculty Senate recommendation to remove references to confidentiality in Section 5 under Procedure; the review cannot be confidential due to state requirements.

Please note that the attached procedures are provided as information to accompany the policy changes and do not need to be voted upon.

2. This policy change was originated by (individual, office or committee/organization):
  - Office/Department/Name and the date submitted: Commission on the Status of Women Faculty, working with the Office of the Provost – submitted 10-16-2015
  - Email address of the person who should be contacted with revisions: Karen.Froelich@nds.edu

*This portion will be completed by Mary Asheim.*

Note: Items routed as information by SCC will have date that policy was routed listed below.

3. This policy has been reviewed/passed by the following (include dates of official action):

Senate Coordinating Committee:

Faculty Senate:

Staff Senate:

Student Government:

President's Cabinet:

The formatting of this policy will be updated on the website once the **content** has final approval. Please do not make formatting changes on this copy. If you have suggestions on formatting, please route them to [nds.policy.manual@nds.edu](mailto:nds.policy.manual@nds.edu). All suggestions will be considered, however due to policy format guidelines, they may not be possible. Thank you for your understanding!

Policy 327 Version 2 02/02/16

**SECTION 327****EVALUATION OF ACADEMIC ADMINISTRATORS~~ACADEMIC DEANS, DIRECTORS AND DEPARTMENT CHAIRS AND HEADS~~**

SOURCE: NDSU President  
Faculty Senate

**1. Introduction**

North Dakota State University believes every university employee deserves regular evaluation of his or her professional duties as they relate to a formal job description and the university's needs. ~~This process should be transparent and constructive, honest, open, and forthright;~~ including an acknowledgment of the employee's achievements, as well as an assessment of his or her ability to match the university's expectations, ~~and a determination of areas needing improvement.~~

~~As t~~This evaluation process policy pertains~~relates to the campus provost, full-time vice provosts, academic vice presidents who report to the provost, academic deans, full-time academic associate and assistant deans, directors of academic offices, and chairs and heads, directors, and other academic supervisory personnel.~~The evaluation process will include input from a variety of groups; faculty will play a major role in evaluation of academic administrators; it is expected that an evaluation will always emphasize areas of special achievement, while also identifying areas needing improvement. This should be a constructive and useful experience to be welcomed by the person being evaluated. It is a required part of an ongoing process designed to ensure that the person evaluated continues to meet both his or her own needs, as well as the needs of affected university publics.

**2. Annual Review~~Timetables~~**

Each administrator covered by this policy will be reviewed annually by the administrative supervisor to whom that person reports in accordance with Policy 167.

**3. Comprehensive Review**

All administrators covered under this policy will undergo a comprehensive review. Evaluation of deans, directors, and chairs will include input from a variety of groups. This document is designed to guide faculty, as they play a major role in evaluation of academic supervisors. It is expected that deans, chairs, and directors will be evaluated formally. The first comprehensive review will be completed by the end of the administrator's third year of appointment. Subsequent reviews will occur at least every three years, to be completed by the end of the fifth year after the prior review. Interim reviews may be requested by the administrator or by the person to whom the administrator reports. If a review indicates substantial areas of concern or lack of performance, the next review will be completed within two years of that review. The college or department Promotion, Tenure and Evaluation (PTE) committee, supervising administrator, or the employee himself/herself may request an evaluation.

**4. Common Review Criteria**

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Review criteria should be based on the administrator's job description which may include, but are not limited to the following:

- a) leadership, strategic planning and assessment;
- b) administration and management;
- c) commitment to institutional values including equity and diversity, academic freedom, and shared governance;
- d) external relations;
- e) service to the broad mission of the University.

The relative importance of evaluation areas will vary with position of the administrator; therefore some criteria above may not apply and others may be added.

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## **5. Procedures**

Reviews will be initiated by the administrator's supervisor, and must be conducted according to the Comprehensive Review Procedures for Academic Administrators.

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Review committees – consisting of tenured faculty, relevant administrators, and staff – will be formed in accordance with the Comprehensive Review Procedures. The review committee shall prepare a report summarizing its findings for submission to the supervisor.

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~~As personnel matters, reviews and any materials generated during the review process are confidential. The supervisor will provide a summary of the review for public distribution.~~

## **3. Evaluation of academic deans and directors**

### **3.1 Evaluation standards**

~~While standards vary among colleges and divisions, the considerations below are designed to help guide Evaluation Committees in forming their evaluation:~~

- ~~a) Leadership. Promotes high standards for the unit in areas of scholarship, instruction, and outreach; communicates priorities, standards, and administrative procedures effectively; articulates a vision for the future; provides national and statewide visibility and recognition for the unit; contributes to the leadership of the university and effectively advocates for the university.~~
- ~~b) Planning. Works effectively with staff in identifying appropriate short-term and long-term goals, in setting priorities, and in focusing resources across all unit missions.~~
- ~~c) Administration and Management. Oversees the recruitment and appointment of highly qualified staff, provides support for the successful recruitment and retention of chairs, faculty and staff, manages the dean's or director's office effectively, shares governance with staff when appropriate, provides for effective budget management, works effectively with other colleges, makes decisions in a timely fashion.~~

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- d) ~~Affirmative Action. Encourages diversity and implements mechanisms for attracting and retaining women and underrepresented groups; encourages respect for all persons in the unit.~~
- e) ~~Instruction. Coordinates and implements curricula as developed by the faculty.~~
- f) ~~Outreach. Promotes the service component of the unit's mission; provides mechanisms for the successful delivery of outreach programs; is responsive to the needs of external constituencies.~~
- g) ~~Development. Within the context of the college, successfully works with the Development Foundation and other organizations in identifying and pursuing philanthropic support for the unit; develops public and constituency support for the unit.~~
- h) ~~Personnel Development. Supports and defends academic freedom; provides guidance, support and resources for faculty and staff development, particularly in promotion, tenure and evaluation.~~
- i) ~~Assessment. Effectively evaluates or assesses the units under his/her administration; acknowledges areas of excellence, and recommends areas where improvement is needed.~~

### 3.2 ~~Evaluation Procedures~~

- a) ~~The Office of the Provost initiates evaluations of these administrators. To ensure faculty involvement, the faculty of a college or unit must organize a committee consisting of full-time non-administrative faculty at the assistant professor, associate professor, or full professor level. Members of the Evaluation Committee are recommended to the Provost the college or unit's PTE Committee, as appropriate under the evaluative charge of this group. However, members of the college's PTE Committee cannot appoint themselves.~~
- b) ~~The number of faculty on the committee may be flexible, but should total at least five. Evaluation Committee members should decide at an initial meeting the number of members constituting a quorum. A timetable should be set in consultation with the Provost or other senior administrative office to assure that the faculty evaluation material is ready in time to be included in the entire evaluation document.~~
- c) ~~The Evaluation Committee will propose a written evaluation form based upon the formal job description, dean's statement of goals and accomplishments, and a statement of self assessment. A draft of this proposed evaluation form will be made available to the dean/director, who will be invited to offer input before it is finalized. The final evaluation form will be used to solicit responses from faculty, chaire, peer administrators, and others including classified staff, students, recent graduates, and external constituencies, if appropriate.~~

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- d) ~~The Evaluation Committee will analyze the completed evaluation forms and prepare a committee evaluation report summarizing the findings for the Provost. Evaluation Committee members who do not agree with the majority report may append a dissenting report. If the Evaluation Committee believes the needs of the college or division have changed, it may recommend to the Provost that the position description be changed.~~
- e) ~~Upon receipt of the committee's evaluation report, the Provost will also analyze and summarize the data. The Provost will then meet with the Evaluation Committee to determine consensus and discuss differences. The Provost will prepare a draft report of the final evaluation and provide it to the dean. The Provost will meet with the dean and discuss the findings of the Evaluation Committee. Following this meeting, a final evaluation report will be written and placed in the individual's official personnel file. To ensure that the process remains open and positive, it is strongly suggested that the dean/director discuss this final evaluation report at a subsequent college or division faculty meeting.~~
- f) ~~At any time, faculty or staff not on the committee, of course, may contact the Office of the Provost or other appropriate supervising officer directly with compliments or concerns relating to the person being evaluated.~~

#### **4. ~~Evaluation of chairs and heads~~**

##### **4.1 ~~Evaluation standards~~**

~~While standards vary among colleges and divisions, the considerations below are designed to help guide Evaluation Committees in forming their evaluation.~~

- a) ~~Leadership. Promotes high standards for the unit in areas of scholarship, instruction, and outreach; communicates priorities, standards, and administrative procedures effectively; articulates a vision for the future; provides national and statewide visibility and recognition for the unit; contributes to the leadership of the university and effectively advocates for the university.~~
- b) ~~Planning. Works effectively with staff in identifying appropriate short-term and long-term goals, in setting priorities, and in focusing resources across all unit missions.~~
- c) ~~Administration and Management. Oversees the recruitment and appointment of highly qualified staff, provides support for the successful recruitment and retention of faculty and staff, manages the department office effectively, shares governance with staff when appropriate, provides for effective budget management, works effectively with other departments, makes decisions in a timely fashion.~~
- d) ~~Affirmative Action. Encourages diversity and implements mechanisms for attracting and retaining women and underrepresented groups; encourages respect for all persons in the unit.~~

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- ~~e) Instruction. Coordinates and implements curricula as developed by the faculty.~~
- ~~f) Outreach. Promotes the service component of the unit's mission; provides mechanisms for the successful delivery of outreach programs; is responsive to the needs of external constituencies.~~
- ~~g) Development. Within the context of the (college) unit, successfully works with the Development Foundation and other organizations in identifying and pursuing philanthropic support for the unit; develops public and constituency support for the unit.~~
- ~~h) Personnel Development. Supports and defends academic freedom; provides guidance, support and resources for faculty and staff development, particularly in promotion, tenure and evaluation.~~
- ~~i) Assessment. Effectively evaluates or assesses the units under his/her administration; acknowledges areas of excellence, and recommends areas where improvement is needed.~~

#### ~~4.2 Evaluation Procedure for chairs and heads~~

- ~~a) Chairs also must be evaluated at least once every three years, with the dean of the college or the director of the unit initiating the evaluation process. The dean, in conjunction with the department faculty, will form an ad hoc committee consisting of at least three faculty members.~~
- ~~b) This ad hoc committee chair will propose a written evaluation form based upon the chair's formal job description, statement of goals and accomplishments, and a statement of self-assessment. A draft of this proposed evaluation form will be made available to the chair, who will be invited to offer input before the document is finalized. The final evaluation form will be used to solicit response from faculty, peer administrators, and others including classified staff, students, recent graduates, and, if appropriate, external constituencies.~~
- ~~c) The ad hoc committee will analyze the completed evaluation forms and prepare a report summarizing the findings for the dean. Evaluation Committee members who do not agree with the majority report may append a dissenting report. If the Evaluation Committee believes the needs of the department or unit have changed, it may recommend to the dean that the position description be changed.~~
- ~~d) Upon receipt of the report from the Evaluation Committee, the dean will also analyze and summarize the data. The dean will then meet with the ad hoc committee to determine consensus and discuss differences. The dean will prepare a draft report and provide it to the chair. The chair will meet with the dean regarding the report. Following this meeting, a final report will be written and placed in the individual's official personnel file. To ensure that the process remains open and positive, it is strongly suggested that the chair discuss this evaluation at a subsequent department faculty meeting.~~

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~~e) At any time, faculty or staff not on the committee, of course, may contact the deans' office or other appropriate supervising officer directly with compliments or concerns relating to the person being evaluated.~~

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## HISTORY:

New	July 1990
Amended	April 1992
Amended	January 1995
Amended	January 1996
Amended	February 1997
Amended	May 1997
Amended	January 2003
Amended	October 2007
Housekeeping	February 14, 2011
Housekeeping	July 12, 2013



## 1. Introduction

In addition to the annual review, full-time academic administrators are subject to a comprehensive review in their third year of initial appointment and at least once every five years thereafter. The comprehensive review process for academic administrators follows the guidelines described below.

## 2. Evaluation of Provost, Vice Provosts, and Academic Vice Presidents

a) **Initiating evaluation.** Reviews will be initiated by the administrator's supervisor. A review committee will be formed, consisting of tenured faculty, relevant administrators, and staff.

b) **First meeting.** At the review committee's first meeting, members will select a committee chair; the chair must hold a tenured faculty appointment. The committee chair's duties are to call meetings and facilitate the work of the committee. The committee will also select a record keeper from the committee members to take minutes, to archive documents, and will determine the number of members constituting a quorum.

c) **Timetable.** A timetable shall be set in consultation with the immediate supervisor or other senior administrative office to ensure that the evaluation material is ready in time to be included in the administrator's evaluation report.

d) **Evaluation form and other input.** The review committee will adapt a standard evaluation form based on the administrator's job description, goals, and the relevant review criteria that apply in this context. A draft of the adapted evaluation form will be made available to the administrator, who will be invited to offer input before it is finalized. The final evaluation form will be used to solicit anonymous responses from peer administrators, deans, chairs/heads, and appropriate faculty, staff, students, and other constituents. Additional input from interviews or other solicited/contributed materials may be considered. Both the review committee and the immediate supervisor can access information assembled as part of the review process.

e) **Review committee report.** Based on the summarized findings of the solicited responses and other input, and the administrator's statement of goals and accomplishments and a self-assessment, the review committee will write an evaluation report for submission to the supervisor. Review committee members who do not agree with the majority report may append a dissenting report. If the review committee believes the needs of the university or division have changed, it may recommend that the position description be changed. The chair of the review committee will meet with the immediate supervisor regarding the review committee's report.

f) **Supervisor report and action plan.** An evaluation report will be written by the immediate supervisor, accompanied by an action plan to address any performance concerns, needed improvements or changes in position responsibilities. The supervisor will meet with the administrator to review the evaluation report and action plan. The final supervisor's report and action plan will be placed in the administrator's personnel file.

g) **Other avenues for feedback.** At any time, individuals not on the review committee may contact the review committee or appropriate immediate supervisor directly with comments or concerns relating to the person being evaluated.

## 3. Evaluation of Academic Deans

a) **Initiating evaluation.** The Office of the Provost initiates evaluations of academic deans (including dean of the graduate college and dean of libraries).

b) **Forming the review committee.** To ensure faculty involvement in evaluation of college deans, members of the review committee are recommended to the provost by the college or unit's PTE committee. Members of the PTE committee cannot appoint themselves as a group. The review committee must consist of full-time non-administrative faculty, as well as relevant staff and other constituents. The number of faculty on the committee may be flexible, but should total at least five, including at least three tenured faculty members and two full professors. Assistant professors may serve, as long as the tenured faculty minimum is met. To ensure constituent involvement in evaluation of the dean of the graduate college and the dean of libraries, members of the review committee are recommended to the provost by the executive committee of the faculty senate. The review committee must consist of tenured faculty and relevant administrators and staff. A majority of any review committee shall be comprised of faculty.

c) **First meeting.** At the review committee's first meeting, members will select a committee chair; the chair must hold a tenured faculty appointment. The committee chair's duties are to call meetings and facilitate the work of the committee. The committee will also select a record keeper from the committee members to take minutes, to archive documents, and will determine the number of members constituting a quorum.

d) **Timetable.** A timetable shall be set in consultation with the provost or other senior administrative office to ensure that the evaluation material is ready in time to be included in the administrator's evaluation report

e) **Evaluation form and other input.** The review committee will adapt a standard evaluation form based upon the dean's job description, goals, and the relevant review criteria that apply in this context. A draft of the adapted evaluation form will be made available to the dean, who will be invited to offer input before it is finalized. The final evaluation form will be used to solicit anonymous responses from faculty, chairs/heads, peer administrators, and others including classified staff, students, recent graduates, and external constituencies. Additional input from interviews or other solicited/contributed materials may be considered. Both the review committee and the provost can access information assembled as part of the review process.

f) **Review committee report.** Based on the summarized findings of the solicited responses and other input, and the dean's statement of goals and accomplishments and a self-assessment, the review committee will write an evaluation report for submission to the provost. Review committee members who do not agree with the majority report may append a dissenting report. If the review committee believes the needs of the college have changed, it may recommend to the provost that the position description be changed. The chair of the review committee will meet with the provost regarding the review committee's report.

g) **Provost's report and action plan.** An evaluation report will be written by the provost, accompanied by an action plan to address any performance concerns, needed improvements or changes in position responsibilities. The provost will meet with the dean to review the evaluation report and action plan. The provost's final evaluation report and action plan will be placed in the dean's official personnel file.

h) **Other avenues for feedback.** At any time, individuals not on the committee may contact the review committee or provost with comments or concerns relating to the person being evaluated.

#### 4. Evaluation of Chairs and Heads

a) **Annual feedback.** Systematic written feedback from faculty, staff, and others is to be collected and summarized annually as input to the dean's annual evaluation of chairs or heads. The process for annual feedback may be determined by the department.

b) **Initiating evaluation.** The dean of the college or director of the unit initiates review of chairs and heads. The dean, in conjunction with the department faculty, will form an ad hoc review committee consisting of at least three full-time non-administrative faculty members, at least two of whom are tenured, and other appropriate stakeholders. The majority of the review committee shall be comprised of faculty.

c) **First meeting.** At the review committee's first meeting, members will select a committee chair; the chair must hold a tenured faculty appointment. The committee chair's duties are to call meetings and facilitate the work of the committee. The committee will also select a record keeper from the committee members to take minutes, to archive documents, and will determine the number of members constituting a quorum.

d) **Timetable.** A timetable shall be set in consultation with the dean to ensure that the evaluation material is ready in time to be included in the administrator's evaluation report.

e) **Evaluation form and other input.** The review committee will adapt a standard evaluation form based upon the chair or head's job description, goals, and the relevant review criteria that apply in this context. A draft of the adapted evaluation form will be made available to the chair or head, who will be invited to offer input before it is finalized. The final evaluation form will be used to solicit anonymous responses from faculty, peer administrators, and others including classified staff, students, recent graduates, and, if appropriate, external constituencies. Additional input from interviews or other solicited/contributed materials may be considered. Both the review committee and the dean can access information assembled as part of the review process.

f) **Review committee report.** Based on the summarized findings of the solicited responses and other input, and the chair or head's statement of goals and accomplishments and a self-assessment, the review committee will write an evaluation report for submission to the dean. Review committee members who do not agree with the majority report may append a dissenting report. If the review committee believes the needs of the department or unit have changed, it may recommend to the dean that the position description be changed. The chair of the review committee will meet with the dean regarding the review committee's report.

g) **Dean's report and action plan.** An evaluation report will be written by the dean, accompanied by an action plan to address any performance concerns, needed improvements, or changes in position responsibilities. The dean will meet with the chair or head to review the evaluation report and action plan. The final dean's report and action plan will be placed in the chair or head's official personnel file.

h) **Other avenues for feedback.** At any time, individuals not on the review committee may contact the review committee or deans' office or other appropriate supervising officer directly with comments or concerns relating to the person being evaluated.

## 5. **Evaluation of Associate or Assistant Deans and Directors**

a) **Annual feedback.** Systematic written feedback from faculty, staff, and others is to be collected and summarized annually as input to the dean's annual evaluation of associate or assistant deans and directors. The process for annual feedback may be determined by the college.

b) **Initiating evaluation.** The supervising dean initiates the evaluation of associate or assistant deans and directors. The dean, in conjunction with the department faculty, will form an ad hoc review committee consisting of at least three full-time non-administrative faculty members, at least two of whom are tenured, and other appropriate stakeholders based on the individual's job description. The majority of the review committee shall be comprised of faculty.

c) **First meeting.** At the review committee's first meeting, members will select a committee chair; the chair must hold a tenured faculty appointment. The committee chair's duties are to call meetings and facilitate the work of the committee. The committee will also select a record keeper from the committee members to take minutes, to archive documents, and will determine the number of members constituting a quorum.

d) **Timetable.** A timetable shall be set in consultation with the immediate supervisor or other senior administrative office to ensure that the evaluation material is ready in time to be included in the administrator's evaluation report.

e) **Evaluation form and other input.** The review committee will adapt a standard evaluation form based on the administrator's job description, goals, and the relevant evaluation criteria that apply in this context. A draft of the adapted evaluation form will be made available to the administrator, who will be invited to offer input before it is finalized. The final evaluation form will be used to solicit anonymous responses from members of groups impacted by or involved with the work of the associate/assistant dean or director (such as faculty, staff, peer administrators, deans, chairs/heads, students, and other constituents). Additional input from interviews or other solicited/contributed materials may be considered. Both the review committee and the immediate supervisor can access information assembled as part of the review process.

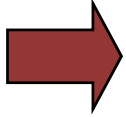
f) **Review committee report.** Based on the summarized findings of the solicited responses and other input, and the administrator's statement of goals and accomplishments and a self-assessment, the review committee will write an evaluation report for submission to the dean. Review committee members who do not agree with the majority report may append a dissenting report. If the review committee believes the needs of the university or division have changed, it may recommend that the position description be changed. The chair of the review committee will meet with the dean regarding the review committee's report.

g) **Dean's report and action plan.** An evaluation report will be written by the dean, accompanied by an action plan to address any performance concerns, needed improvements or changes in position responsibilities. The dean will meet with the administrator to review the evaluation report and action plan. The final dean's report and action plan will be placed in the administrator's personnel file.

h) **Other avenues for feedback.** At any time, individuals not on the review committee may contact the review committee or appropriate immediate supervisor directly with comments or concerns relating to the person being evaluated.

# Policy Change Cover Sheet

This form must be attached to each policy presented. All areas in **red**, including the header, must be completed; if not, it will be sent back to you for completion.



*If the changes you are requesting include housekeeping, please submit those changes to [nds.policy.manual@nds.u.edu](mailto:nds.policy.manual@nds.u.edu) first so that a clean policy can be presented to the committees.*

## SECTION: Policy Sections 352 5.3, 5.4, and 5.5 – Promotion, Tenure and Evaluation: COMPOSITION OF PTE COMMITTEES

1. Effect of policy addition or change (explain the important changes in the policy or effect of this policy). Briefly describe the changes that are being made to the policy and the reasoning behind the requested change(s).
  - Is this a federal or state mandate? ☐ Yes ☒ No
  - Describe change:
    - Sec. 5.3: Clarifies types of administrative appointments for which service on PTE committees is not allowed.
    - Sec. 5.4 (new): Prevents double-voting by requiring that a college PTE committee member who has voted on the promotion/tenure of a candidate in the department committee be recused from the college committee vote.
    - Sec. 5.5 (new): Requires recusal of faculty members from the PTE process in cases of conflict of interest.
2. This policy change was originated by (individual, office or committee/organization):
  - Office/Department/Name and the date submitted: ad hoc Committee of the Faculty Senate for Review of Policy 352 – submitted 3-10-2016
  - Email address of the person who should be contacted with revisions: Alan.Denton@nds.u.edu

*This portion will be completed by Mary Asheim.*

Note: Items routed as information by SCC will have date that policy was routed listed below.

3. This policy has been reviewed/passed by the following (include dates of official action):

Senate Coordinating Committee:

Faculty Senate:

Staff Senate:

Student Government:

President's Cabinet:

The formatting of this policy will be updated on the website once the content has final approval. Please do not make formatting changes on this copy. If you have suggestions on formatting, please route them to [nds.policy.manual@nds.u.edu](mailto:nds.policy.manual@nds.u.edu). All suggestions will be considered, however due to policy format guidelines, they may not be possible. Thank you for your understanding!

# North Dakota State University

## Policy Manual

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### SECTION 352

#### PROMOTION, TENURE AND EVALUATION

SOURCE: NDSU President  
NDSU Faculty Senate

##### 1. INTRODUCTION

- 1.1 The promoting of faculty and awarding of tenure, and the prerequisite processes of evaluation and review, are of fundamental importance to the long-term ability of the University to carry out its mission. Promotion recognizes the quality of a faculty member's scholarship and contributions in the areas of teaching, research, and service. Promotion acknowledges that the faculty member's contribution to the university is of increasing value. Tenure assures academic freedom and enhances economic security for faculty members who show promise of sustained contributions in those three areas. Tenure aims to both recognize a candidate's potential long-term value to the institution as evidenced by professional performance and growth and to provide the expectation of continued employment. The decision to award tenure rests on criteria that reflect the potential long-term contribution of the faculty member to the purposes, priorities, and resources of the institution, unit, and program. With the individual autonomy derived from academic freedom and tenure comes the responsibility to create and/or maintain an ethical, respectful, and professional work climate for oneself, one's colleagues, one's students, and others with whom one relates professionally. Due to the emphasis on institutional purposes and priorities, tenure recommendations should be reviewed at department, college, and university levels.
- 1.2 From the University's mission flows the expectation that each faculty member will make contributions of high quality to the areas of teaching, research, and service. "Teaching" includes all forms of instruction both on- and off-campus. "Research" includes basic and applied research and other creative activities. "Service" includes public service, service to the University, college, and department, and service to the profession. Because of the University's mission, the quality and quantity of contributions in all three areas will be considered at the times of promotion and tenure. But, because of variations among faculty in strengths and/or responsibilities, faculty members are not expected to exhibit equal levels of accomplishment in all areas. Moreover, disciplines will vary with respect to the kinds of evidence produced in support of quality of contributions.
- 1.3 The policies and standards of each college should be congruent with the University's mission and its policies on promotion and tenure, and also should reflect the college's unique expectations of its faculty members. The policies and standards of academic units within each college should be consistent with the missions of the University and college and their policies on promotion and tenure, and also should designate evidence of how faculty in the academic unit meet the expectations of the college and University.

## 2. UNIVERSITY PROMOTION, TENURE, POST-TENURE, AND EVALUATION: CRITERIA AND EVIDENCE

- 2.1 Promotion and granting tenure are not automatic. In addition to contributions in the areas of teaching, research, and service, consideration may be given to factors such as professional background and experience.
- 2.2 The evaluation of a candidate's performance shall be based on the individual's contributions to teaching, research, and service, on- and off- campus, in regional, national, or international activities. Judgments will be based on evidence of both the quality and significance of the candidate's work.

### 2.2.1 TEACHING

2.2.1.1 CRITERIA In the areas of teaching (as defined above), the following criteria apply to evaluation of contributions by a candidate for promotion, tenure, and post-tenure review:

- 2.2.1.1.1 The effective delivery of instruction to and the stimulation of learning by students and/or clients;
- 2.2.1.1.2 the continuous improvement of courses or instructional programs;
- 2.2.1.1.3 the effective advising and mentoring of undergraduate and/or graduate students.

2.2.1.2 EVIDENCE A candidate demonstrates quality of teaching (encompassing both instruction and advising) by providing evidence and information from multiple sources such as:

- 2.2.1.2.1 the receipt of awards or special recognition including certification or licensing for teaching;
- 2.2.1.2.2 student, peer, and client evaluation of course materials, expertise, and ability to communicate knowledge;
- 2.2.1.2.3 peer evaluation of an individual's contribution to the improvement of instructional programs through the development and/or implementation of new courses, curricula or innovative teaching methods;
- 2.2.1.2.4 the dissemination of best practices in teaching;
- 2.2.1.2.5 evaluation by advisees of the quality of graduate and undergraduate advising.

### 2.2.2 RESEARCH

2.2.2.1 CRITERIA In the areas of research and creative activities (as defines above), the following criteria apply to evaluation of contributions by a candidate for promotion, tenure, and post-tenure review:

- 2.2.2.1.1 contributions to knowledge, either by discovery or application, resulting from the candidate's research, and/or
- 2.2.2.1.2 creative activities and productions that are related to the candidate's discipline.
- 2.2.2.2 EVIDENCE A candidate demonstrates quality of research by providing evidence of completed original work (i.e. published/in press, exhibited, or funded) from multiple sources such as:
  - 2.2.2.2.1 presentation of scholarly or professional papers, and publication of books or articles;
  - 2.2.2.2.2 juried or invited presentations or productions in the theater, music, or visual arts, design, and architecture;
  - 2.2.2.2.3 the development and public release of new products or varieties, research techniques, copyrights, and patents or other intellectual property ;
  - 2.2.2.2.4 peer evaluation of research by colleagues from an individual's discipline or area of expertise;
  - 2.2.2.2.5 the receipt of awards or special recognition for research ;
  - 2.2.2.2.6 the receipt of grants or other competitive awards.

## 2.2.3 SERVICE

- 2.2.3.1 CRITERIA In the areas of service (as defined above), the following criteria apply to evaluation of contributions by a candidate for promotion, tenure and post-tenure review:
  - 2.2.3.1.1 contributions to the welfare of the department, college, university, or profession, and/or
  - 2.2.3.1.2 contributions to the public that make use of the faculty member's academic or professional expertise.
- 2.2.3.2 EVIDENCE A candidate demonstrates quality of service by providing evidence and information from multiple sources such as:
  - 2.2.3.2.1 the receipt of awards or special recognition for service;
  - 2.2.3.2.2 evaluation of an individual's service contributions by peers, administrators, and constituents;
  - 2.2.3.2.3 active participation in and leadership of societies which have as their primary objective the furtherance of scholarly or professional interests or achievements;



- 2.2.3.2.4. active participation and leadership in University governance and programs at the department, college, university and system levels;
- 2.2.3.2.5. effective management or improvement of administrative procedures or programs.
- 2.2.3.2.6. contributions to knowledge as editors of scholarly publications, or service on editorial boards, juries, or panels;
- 2.2.3.2.7. contributions to the operation of state or federal agencies.

- 2.3 The foregoing lists are not exhaustive, and other forms of information and evidence might be produced in support of the quality and significance of the candidate's work. The mission statements and specific promotion and tenure criteria of the individual academic units are important in defining the appropriate forms of evidence in the context of the candidate's discipline and distribution of responsibilities.

### 3. COLLEGE AND DEPARTMENTAL PROMOTION, TENURE, POST-TENURE, AND EVALUATION CRITERIA

- 3.1. Each academic unit is responsible for refining the University promotion, tenure, post-tenure, and evaluation criteria and applying those criteria within the special context of the unit. Thus, each academic unit will develop specific promotion, tenure, post-tenure, and evaluation criteria and designate the types of evidence to be used for evaluation of progress toward tenure, for renewal, promotion, and tenure decisions, and for post-tenure review. Within the framework of the University's promotion and tenure criteria, each academic unit shall specify the relative emphasis on teaching, research, and service, and the extent to which a faculty member's assigned responsibilities can be allocated among teaching, research, and service.
- 3.2. A statement of promotion, tenure, post-tenure, and evaluation criteria specific to each college shall be developed by the Promotion, Tenure, and Evaluation (PTE) committee of the college in consultation with the Dean and approved by the faculty of the college. The faculty of each department shall also develop a statement of criteria for promotion, tenure, post-tenure, and evaluation that shall be reviewed and approved by the college PTE committee and the Dean to assure consistency with the college promotion, tenure, post-tenure, and evaluation criteria. The college and departmental statements, and any subsequent changes, shall be reviewed and approved by the Provost assure consistency with University and State Board of Higher Education (SBHE) policies.
- 3.3. For probationary faculty, the basis for review of the candidate's portfolio and any recommendations on promotion and/or tenure shall be the promotion and tenure guidelines and criteria of the academic unit which were provided to the candidate at the time of the candidate's appointment to the position. The dean or director of the college or equivalent unit has the responsibility to provide to the appointee these documents, as well as a position description, contract, or other document that constitutes a tenure or work plan. Tenured candidates for promotion to professor shall be evaluated by the criteria in effect at the time of application.

### 3.4. Faculty Hired Without Previous, Relevant Experience

For a faculty member without previous academic-relevant experience, eligibility for tenure requires a probationary period of six years. Evaluations for promotion to Associate Professor and granting of tenure will ordinarily be conducted concurrently. However, exceptional academic accomplishments may warrant early promotion prior to the completion of the six years of the probationary period. Petitions for early promotion shall be initiated by department heads/chairs, and not by faculty members themselves.

### 3.5 Faculty Hired with Previous Relevant Experience

3.5.1 Individuals hired into a tenure-eligible position at a negotiable faculty rank may be hired with tenure and at a rank of Associate Professor or Professor when this is negotiated as a provision of the original contract. Decisions regarding tenure and advanced rank are made using the same process and standards as in the customary promotion and tenure process, although the timeline may be altered. The recommendation proceeds through the regular channels, including the respective Department and College PTE Committees, the Department Chair/Head, College Dean, Provost and President, prior to hire. The process of review is initiated by the Chair/Head of the unit in which the tenure line is housed.

3.5.2 A probationary faculty member with relevant professional/academic experience may be given credit toward tenure and promotion when this is negotiated as a provision in the original contract. The Department PTE Committee recommends to the Department Chair/Head the maximum (from one to three) years of tenure credit offered.

There are two options:

3.5.2.1 Faculty may be hired with one to three years of tenure credit. For each year of tenure credit awarded, one year shall be subtracted from the tenure application deadline. For example, given one year of credit, promotion and tenure application would be due in the fifth year of service; given three years, the application would be due in the third year of service. Faculty accomplishments during the tenure credited years are included as accomplishments in the faculty member's promotion and tenure portfolio. Requirements for promotion and tenure shall be adjusted according to the years at NDSU to maintain productivity at the same rate as that expected for promotion and tenure without tenure credit; for example, if six quality publications are required in the six-year probationary period for promotion and tenure, then one quality publication shall be required for each year the faculty member is at NDSU.

3.5.2.2 Faculty may be allowed the full six-year probationary period with the option of applying for promotion and/or tenure at any time following three years of academic service. How prior work is considered must be specified in the appointment letter.

3.5.2.3 For either option, failure to achieve tenure will lead to a terminal year contract. 3.6 Extensions to Probationary Period, apply in all other cases.

3.5.3 Any exceptions to Section 3.5 must be approved by the President.

### 3.6 Extension of Probationary Period

At any time during the probationary period but prior to the sixth year (or prior to the year in which the portfolio is due), a faculty member may request an extension of the probationary period not to exceed a total of three years based on institutional, personal or family (pertaining to a child, spouse/partner or parent, as described in NDSU Policy 320) circumstances, personal illness or disability, which, according to reasonable expectations, impede satisfactory progress towards promotion and tenure. Faculty given promotion and tenure credit are also eligible for this extension. Faculty members are encouraged to request probationary period extension as soon as they recognize the need for extension. Written notification to the Provost must be submitted within one year of the beginning of the event for which the extension is requested and approved prior to July 1 of the year in which the tenure/promotion portfolio is due. A faculty member who submits an extension request during the academic year in which they are to undergo third year review must successfully undergo third-year review and renewal before any extension can take effect. The request must be in writing and will be submitted to the Provost who will review the request and will approve or deny the request. Denial of an extension may be appealed under NDSU Policy 350.4, however, appeals will not be granted for requests that are submitted outside the required timeline for extension.

#### 3.6.1 Extension of Probationary Period for Childbirth or Adoption

A probationary faculty member who becomes the parent of a child (or children in case of twins, triplets, etc.) by birth or adoption, prior to the year in which the portfolio is due, will automatically be granted a one-year extension of the probationary period upon written notification to the Provost. While NDSU supports the use of the extension, the probationary faculty member has the option at any time after the birth or adoption to return to the original schedule of review. Any additional extensions beyond the one year (per birth/adoption occurrence, not to exceed three years total extension) must be requested under the provisions of 3.6 above.

#### 3.6.2 Extension of Probationary Period for Personal Illness or Disability

A probationary faculty member who experiences a personal illness or disability may request an extension of his/her probationary appointment. Medical documentation of the personal illness or disability is required. Such documentation shall be collected and housed by the Office of Human Resources/Payroll following guidelines provided in NDSU Policy 168. However, the Office of Human Resources/Payroll shall not make recommendations to the Provost pertaining to probationary period extension requests. The faculty member will grant the Provost access to Human Resources records relevant to the request. The Provost shall maintain strict confidentiality of such documentation. Written notification of the request for an extension, along with supporting documentation, must be provided to the Provost.

#### 3.6.3 Extension of Probationary Period for Institutional Circumstances

A probationary faculty member may be granted an extension of probationary period due to institutional circumstances, such as major disruption of work or faculty's ability to perform their duties beyond the reasonable control (e.g., natural or human-caused disaster, or lab-space unavailability) of the faculty member. Written notification of the request, along with supporting documentation, for an extension must be provided to the Provost.

### 3.6.4 Procedures for Initiating, Reviewing, and Approving Notifications/Requests for Extension of the Probationary Period

- 3.6.4.1 Notification of extension of the probationary period due to childbirth or adoption may be initiated by the faculty member, the Department Chair/Head, or the Dean of the college.
- 3.6.4.2 Request for extension of the probationary period due to personal or family circumstances, personal illness or disability shall be initiated by the faculty member. In the case of requests involving disability or illness, it is the responsibility of the faculty member to provide appropriate documentation to adequately demonstrate why the request should be granted.
- 3.6.4.3 Request for extension of the probationary period due to institutional circumstances may be initiated by the faculty member, the Department Chair/Head, or the Dean of the college.
- 3.6.4.4 Faculty members may inform their Department Chair/Head and/or Dean of the college of their request if they wish to do so, but they are not required to do so.
- 3.6.4.5 Extension of the probationary period requests shall be submitted to the Provost using the Request for Probationary Period Extension form.
- 3.6.4.6 Once an extension of the probationary period request is approved, the faculty member, Department Chair/Head, and the Dean of the college will be notified in writing by the Provost. If the request is denied, the faculty member will be notified in writing by the Provost.

### 3.6.5 Confidentiality

Individuals involved in the extension of the probationary period process (which may include the supervisor, the Department Chair/Head, the Dean of the college, the Provost, and/or the Office of Human Resources/Payroll) have the responsibility of keeping information pertaining to the request confidential and not sharing such information with individuals not involved in the process. Medical documentation provided by a faculty member requesting extension of the probationary period shall be maintained in a confidential file separate from the employee's official personnel file in the Office of Human Resources/Payroll. Other written documentation and forms pertaining to the request/notification of extension of the probationary period shall be maintained in a confidential file separate from the employee's official personnel file in the Office of the Provost. It is understood that some information provided pursuant to this policy may be subject to disclosure pursuant to North Dakota open records laws.

- 3.6.6 Granting of an extension does not increase expectations for performance. For instance if the department requires at least five refereed journal articles in the standard six year probationary period, and a faculty member receives an extension of the probationary period, then the department will still only require at least five refereed journal articles for that faculty member's probationary period.

## Related Policies and Procedures:

Policy 156. Equal Opportunity Grievance Procedures

(<http://www.ndsu.edu/fileadmin/policy/156.pdf>)

Policy 168. Reasonable accommodation on the basis of disability - guidelines for employee requests (<http://www.ndsu.edu/fileadmin/policy/168.pdf>)

Policy 320. Faculty obligations and time requirements

(<http://www.ndsu.edu/fileadmin/policy/320.pdf>).

NDSU HIPAA Security Procedures- see [http://www.ndsu.edu/general\\_counsel/hipaa/](http://www.ndsu.edu/general_counsel/hipaa/)

Authorization for Release of Information:

[http://www.ndsu.edu/fileadmin/generalcounsel/Forms-HIPAA/Authorization\\_for\\_Release\\_of\\_Information\\_01.doc](http://www.ndsu.edu/fileadmin/generalcounsel/Forms-HIPAA/Authorization_for_Release_of_Information_01.doc)

- 3.7 Each academic unit shall establish the criteria for promotion and tenure, including early promotion, as part of its statement on promotion, tenure, post-tenure review, and evaluation.

#### 4. PERIODIC REVIEW

- 4.1 Periodic reviews of faculty serve multiple functions. The reviews assist faculty members in assessing their professional performance, assist the administration in delineating areas to which particular effort should be directed to aid in improving the professional achievement of the faculty members, and contribute to the cumulative base upon which decisions about renewal, promotion, and tenure are made. In addition, periodic reviews may result in changes in responsibilities, modified expectations, and/or altered goals for performance.
- 4.2 The procedures for periodic review that are developed by each academic unit shall be reviewed and approved by the college PTE committee and the Dean.
- 4.3 All full-time faculty will be reviewed annually. Unless college or department procedures provide otherwise, annual reviews of non-tenured faculty shall be conducted so that decisions and notifications can be made in accord with the deadlines listed in Section 350.3.
- 4.4 Probationary faculty hired into tenure-track positions must receive special review during their third year of service to the institution. This third-year review shall recognize and reinforce areas of strength as well as point out areas of weakness that could jeopardize the case for promotion and tenure. Specific formative evaluations shall be provided to help candidates prepare their strongest case for promotion and tenure. Any extension granted prior to the third year review will delay the review by an equal period.
- 4.5 Unless college or department procedures provide otherwise, the department chair or head of the academic unit will be responsible for the conduct of the reviews and the communication of their results. Periodic reviews shall result in a written report to the faculty member being reviewed. The report shall state expectations and goals for the coming review period. For probationary faculty, the report shall include an assessment of the faculty member's progress toward tenure and recommendations for improvement. Should the periodic reviews indicate that a faculty member is not making satisfactory progress toward

tenure, the report may include a recommendation for nonrenewal. In making a judgment on satisfactory progress toward tenure, due consideration shall be given to the candidate's academic record, performance of assigned responsibilities, and potential to meet the criteria for promotion and tenure at the end of the probationary period.

- 4.6 Colleges and departments shall develop specific post-tenure review policies appropriate to their faculty. Annual reviews of tenured faculty shall include an evaluation of the faculty member's performance relative to the current position description. For Associate Professors, annual reviews must include specific recommendations to strengthen the case for promotion. Annual reviews of Professors must recognize and reinforce areas of strength, as well as discuss areas of weakness and recommend improvements. Should the annual reviews indicate that performance of a faculty member is unsatisfactory under the standards for post-tenure review, the report shall include a recommendation for appropriate remedial action.
- 4.7 The faculty member being reviewed shall have 14 days to respond in writing to the written report if the faculty member wishes to do so. The written report, and any written response from the faculty member, shall become part of the faculty member's official personnel file.

## 5. COMPOSITION OF PTE COMMITTEES

- 5.1 Each college shall have a PTE Committee consisting of at least three faculty members elected by the faculty of the college. The college PTE committee shall be as reflective as possible of the college's breadth of disciplines and fields of expertise. Ordinarily, at least three departments or sub-units of a college will be represented on the committee, and usually no more than one member of the same department may serve on the committee at one time.
- 5.2 Only tenured faculty members who have completed three years of full-time appointment with the University and who have attained the rank of associate professor or above are eligible for election to a college or department PTE Committee. Faculty members being considered for promotion may not serve while under consideration.
- 5.3 The department and college PTE committees' reviews and recommendations are part of a process of peer review. Thus, faculty holding academic administrative appointments, including those with interim status, are not eligible to serve. (~~"Academic a~~Administrative appointment" includes appointments as President, Vice President, Associate or Assistant Vice President, Dean, Associate or Assistant Dean, Department Chair or Head, Associate, Assistant or Vice Chair or Head, or Director of an academic unit.) Provost, Vice President or Provost, Associate or Assistant Vice President or Provost, Dean, Associate or Assistant Dean, Department Chair or Head, Associate, Assistant or Vice Chair or Head, and any other administrators who supervise and/or evaluate other faculty.) Center or Program Directors who do not supervise and/or evaluate other faculty are eligible to serve.
- 5.4 A college PTE committee member who has voted on the promotion/tenure of a candidate in the department PTE committee shall be recused from the vote by the college PTE committee. In such a case, college policy shall determine whether the committee member may or may not deliberate with the committee on the candidate.
- 5.5 Faculty members, including administrators, who participate in the PTE process shall be recused from deliberations and decisions regarding a candidate if there is a past or current relationship that compromises, or could have the appearance of compromising, a faculty

member's judgment with regard to the candidate. The following list, while not exhaustive, illustrates the types of relationships that constitute a conflict of interest:

- A family relationship
- A marital, life partner or dating/romantic/intimate relationship
- An advising relationship (e.g., the faculty member having served as the candidate's PhD or postdoctoral advisor)
- A direct financial interest and/or relationship
- Any other relationship that would prevent a sound, unbiased decision

Recusal due to a conflict of interest with one candidate does not prevent a faculty member from participating in deliberations and decisions regarding other candidates.

## 6. PTE PROCEDURES

- 6.1 The candidate shall ensure that the electronically submitted portfolio is current, accurate and complete for review at the department level using procedures consistent with department and college policies. The chair or head shall forward the electronic portfolio together with the department's recommendations, and an explanation of the basis for them, to the College Dean and the College's PTE Committee no later than November 1.
- 6.2 After November 1, the information that may be added to the portfolio is limited to
  - a) Recommendations by the evaluating units considering the portfolio at that time;
  - b) the candidate's response to those recommendations;
  - c) any materials requested by the evaluators.
- 6.2.1 Candidates may petition the college Dean and PTE committee to add additional materials after the deadline. The Dean and PTE committee must both agree to the addition in order for additional material to be added.
- 6.2.2 Any additional materials added to the portfolio must pertain to information or material already in the portfolio, such as pending publications or grant proposals.
- 6.3 Unsolicited individual faculty input is limited to the department level of review.
- 6.4 Recommendations and any other materials collected as part of the evaluation process at the department, college, and university levels must be added to the candidate's portfolio before being sent forward to the next level of review. At the time that any written materials are added to the candidate's portfolio, copies of the added material must be sent to the candidate for review. The candidate shall have 14 calendar days to respond in writing to the additional materials. Any response from the candidate to such materials must be in writing and must be included in the portfolio for review at the next level.
- 6.5 Allegations of misconduct discovered after November 1 that could be detrimental to a candidate's case (e.g. academic misconduct) shall be handled through the appropriate University policy and mechanisms. In such cases, the PTE process will be suspended until the allegations are resolved. Once the PTE process resumes, the candidate may update the portfolio.
- 6.6 Colleges and departments shall document that they have followed all procedures; e.g., by a comprehensive checklist of the steps in the PTE process. The documentation must be included in the portfolio.

- 6.7 The College PTE Committee and the College Dean shall separately and independently review and evaluate the candidate's portfolio without discussion or communication.
- 6.8 The college PTE Committee shall prepare a written report, including recommendations and an explanation of the basis for them, that shall be included in the candidate's portfolio. The report and recommendations shall be submitted to the Provost by January 5. A copy shall be sent to the Dean, the chair or head of the academic unit, and the candidate.
- 6.9 The College Dean shall also prepare a separate written report, including recommendations and an explanation of the basis for them that shall be included in the candidate's portfolio. The Dean shall forward the report and recommendations, and the portfolio of the candidate, to the Provost by January 5. A copy of the Dean's report shall be sent to the College PTE committee, the chair or head of the academic unit, and the candidate.
- 6.10 The Provost shall review the candidate's materials and the recommendations of the Department, College PTE Committee, and College Dean, and shall solicit input from a nonvoting advisory committee consisting of a faculty representative from each College PTE Committee, selected by the Provost with attention to diversity. The Provost shall submit a recommendation to the President in writing, including an explanation of the basis for it, by the deadline established in the PTE guidelines. Copies of the Provost's written recommendation shall be sent to the candidate, the Department Chair/Head, the College Dean, and the Department and College PTE Committees.
- 6.11 When appropriate, the President shall then make the final recommendation to the SBHE for tenure. When appropriate, the President shall notify the candidate of promotion or denial of promotion.
- 6.12 In the case of joint appointments, the primary responsibility for the review rests with the department and the college that hold the majority or plurality of the appointments. Such department or college shall solicit input from the other units holding the remainder of the appointment as appropriate to the allocation of effort. This input from other units which shall be included in the portfolio.
- 6.13 When evaluating faculty participating in interdisciplinary programs, the primary department may solicit input from the director of the interdisciplinary program as appropriate to the allocation of effort.

## 7. APPEALS

- 7.1. Appeals of periodic reviews are made by requesting a reconsideration by the evaluating party. If not satisfied, the faculty member may initiate the grievance process pursuant to Section 353.
- 7.2. Appeals of nonrenewal and nonpromotion decisions shall be pursuant to Policy 350.3.

## 8. DOCUMENT RETENTION

Electronic copies of portfolios shall be maintained by the appropriate college for the length of time specified by the university records management policy. Disposal of these documents, as well as filing of archival copies, will also conform to the university records management policy.



## HISTORY:

Amended	May 13, 1974
Amended	February 10, 1975
Amended	December 12, 1988
Amended	May 14, 1990
Amended	April 1992
Amended	December 12, 1994 (Effective date July 1, 1995)
Amended	June 1997
Amended	November 2000
Amended	October 2001
Amended	October 2007
Amended	July 2008
Housekeeping	February 14, 2011
Amended	October 11, 2011
Amended	June 19, 2014
Amended	October 19, 2015
Amended	January 27, 2016

## Proposed Revision: No Double Voting

If you voted on a candidate in your department PTE committee, you may not vote for the same candidate in your college PTE committee. However, you may still deliberate if your college allows it.

# FAQ

Q. I am on my college committee, but **not** on my department committee. May I **vote** in the college committee for a candidate from my department?

A. **YES**

Q. I am on both my department committee and my college committee. I was **recused** from voting in my department. May I **vote** on a case from my department at the college level?

A. **YES**

# FAQ

Q. I am on both my department committee **and** my college committee. I voted in my department. May I **discuss** a case from my department in the college committee?

A. **YES** , if your college allows it.

Q. I **voted** in my department committee **and** am on my college committee. May I **vote** on a case from my department in the college committee?

A. **NO**

# Matrix of PTE Candidates

	Department	Chair	College	Dean
Dr. X	5-0	YES	5-0	YES
Dr. Y	3-0	YES	7-0	YES
Dr. Z	3-2	YES	3-4	NO

# Matrix of PTE Candidates

	Department	Chair	College	Dean
Dr. X	5-0	YES	5-0	YES
Dr. Y	3-0	YES	7-0	YES
Dr. Z	2-3	YES	3-4	NO

Proposed revision prevents one faculty member from casting two votes on the same candidate.

Why? Because we care about fairness.

# Why Can't Associate Deans Serve?

Associate deans are administrators, who:

- have unique access to personnel files
- have unique access to deans
- rely on the support of deans for continuation of their positions
- have a conflict of interest recognized by Policy 353 Grievances – Faculty

Center directors don't have such conflicts of interest.

Policy 352 separates peer, administrative review.

## Functional Consolidation

### N.D.C.C. § 15-10-44.1

**Required use of electronic mail, file server administration, database administration, application server, and hosting services.**

Each institution and entity under the control of the state board of higher education shall obtain electronic mail, file server administration, database administration, research computing, storage, application server, and hosting services through a delivery system established by the board. The board shall establish policies and guidelines for the delivery of services, including the transition from existing systems to functional consolidation, with consideration given to the creation of efficiencies, cost-savings, and improved quality of service.

## Multiple Overlapping Phases

Phase	Timeline
SBHE Policy	Dec 12 – May SBHE Meeting
NDUS Procedure	Jan 11 – May 1, 2016
Document Campus IT Services	Dec 14, 2015 – Feb 29, 2016
Select and Prioritize Services to be Consolidated	Mar 1 – Jun 30, 2016
Consolidate as Funding Allows	Jul 1, 2016 – Jun 30, 2017
Business Case for Additional Funding	Jul 1 – Dec 30, 2017
Final Report	TBD





## Core Technology Services

4349 James Ray Dr. • Grand Forks, ND 58202 • (701) 777-7287

March 4, 2016

### NDUS Project Summary Report for the period ending February 29, 2016.

#### Projects in Planning Phase

Identity & Access Management Program (IAM)*		Overall Project Status:		GREEN
Description:	<p>The NDUS Core Technology Services (CTS) currently provides identity management services for many of the services delivered by the system and campuses. Identity management encompasses several solutions, systems, programs, services, procedures and policies that manages the entire lifecycle of an identity from initial provisioning, claiming, assigning access and permission and de-provisioning. The existing Identity and Access Management (IAM) solution is based on the Sun IDM and is currently at end of life, and will no longer be supported after December 2017.</p> <p>The current system, while historically effective, is very complicated with many related systems, policies and procedures that require significant effort by NDUS CTS staff and use of external consultants for changes and modification. This project will entail defining the requirements for IAM and the procurement and deployment of a new IAM solution.</p>			
Status	<p>The overall status is Green. A contract has been signed and the project kick-off occurred on 3/3. The analysis and design phases should run into about mid-April. At that point, the project plan will be finalized and the schedule will be baselined for measurement.</p>			
Metrics				
Schedule		Budget		
Variance:	NA	Variance:	NA	
Base Start	Estimated Start is Mid-April 2016	Budget:	\$702,000	
Base End	Estimated End is Nov 2016	Actual:	\$63,000	
Functional Consolidation		Overall Project Status:		GREEN
Description:	<p>The 64th Legislative Assembly passed HB 1003 during the 2015 session. Section 8 of that bill creates a new section to chapter 15-10 of the North Dakota Century Code requiring consolidation of specific IT services.</p> <p>This project is to perform activities to functionally consolidate IT services as required by HB 1003, Section 8.</p>			
Status	<p>The CTS team has divide this project into three overlapping phases: Data Collection &amp; Analysis (DC&amp;A), Policy and Procedure (P&amp;P), and Migration and Reporting (M&amp;R).</p> <p><b>DC&amp;A Phase:</b> All campuses have provided an inventory of IT infrastructure managed by the IT department. We have visited each campus and met with the Presidents and IT teams. We are currently analyzing the information provided to develop a plan on how to best consolidate our IT infrastructure. Our current timetable is to have the draft plan for DCB, WSC, DSU and MaSU complete by the end of March and to review them with those campuses. We plan to have the rest of the campuses completed and have a migration plan by July.</p> <p><b>P&amp;P Phase:</b> CTS is in the process of drafting policy and procedure language for review by the CIO Council, Chancellor’s Cabinet, and ultimately the SBHE. Other councils or groups may be</p>			

	included as requested by the Chancellor.		
	<b>M&amp;R Phase:</b> Actual consolidation would start over the summer using the limited funds that are currently available. Business cases will be written for consolidation efforts that would need additional funding. An overall summary report will be provide to the Legislature by January.		
Metrics			
Schedule		Budget	
Variance:	NA	Variance:	NA
Base Start	Estimated Start July 1	Budget:	\$40,000
Base End	NA	Actual:	\$1,400
Email Consolidation		Overall Project Status:	GREEN
Description:	<p>The 64th Assembly of the North Dakota Legislature passed into law additions to North Dakota Century Code 15-10-44 that requires the ND State Board of Higher Education to migrate all campuses to the NDUS Office 365 tenant.</p> <p>The NDUS currently has seven campuses on one tenant, while Mayville State and Minot State Universities operate on their own on premise exchange and North Dakota State and Valley City State Universities are currently on their own Office 365 tenant.</p> <p>This project will be to migrate the last four campuses to meet the new law.</p>		
Status	<p>The overall status is Green. The team issued an RFP and received two proposals to evaluate. After clarification both would have been significantly over budget. The alternative plan is to migrate MaSU email content with the team evaluating the different options and to be completed in 2016. Working with MiSU to replace their exchange voicemail system first in preparation to move their email content to the NDUS tenant by summer 2017. Once MaSU and MiSU are complete, we will finalize a schedule for NDSU and VCSU.</p>		
Metrics			
Schedule		Budget	
Variance:	NA	Variance:	NA
Base Start	NA	Budget:	\$350,000.00
Base End	NA	Actual:	\$0

## Projects in Execution Phase

<b>NDUS Predictive Analytics Reporting Implementation (PAR)</b>			<b>Overall Project Status: GREEN</b>
Description:	<p>The purpose of the PAR implementation project is to deploy PAR across the NDUS. Initially implemented at UND in 2013, PAR is designed to give institutions the ability to quickly analyze existing de-identified student record data sets using analytics to identify factors related to student progress and success and to drive intuitional decisions and direction. To accomplish this, PAR provides institutions with the following delivered tools:</p> <ul style="list-style-type: none"> <li>• Benchmarks: Provide system specific benchmarking capabilities unique to the Institutional Member Requirements</li> <li>• Predictives: Provides the ability to measure progress against the following goals:               <ul style="list-style-type: none"> <li>▪ Learning anytime anywhere</li> <li>▪ Improving retention and graduation rates</li> <li>▪ Supporting system wide goals and initiatives</li> </ul> </li> <li>• Course Explorer: Provides insight into the impact specific courses have on student success.</li> <li>• Student Success Matrix (SSMx): Provide institutions with a tool to inventory</li> </ul>		

	interventions by category and the ability to systematically track and measure the success of each intervention.		
Status	<p>The overall status of this project is Green. The project is on budget and is ahead of schedule. The base end date for the project was initially 3/27/17, but after completing the data upload for over a third of the institutions, the revised end date for the project is 1/12/17.</p> <p>Currently the data upload is complete for the following institutions: VCSU, MiSU, MaSU, and DSU. Data uploads will continue through Fall 2016 with an anticipated completion date of November 2016.</p> <p>The Predictives and Course Explorer tools have been rolled out to the following institutions: VCSU, MiSU, and MaSU. PAR Predictives and Course Explorer rollouts and training will continue through the next year with an anticipated completion date of January 2017.</p> <p>Benchmarks are rolled out on a biannual basis by PAR (each April and November). Currently, benchmarks have been rolled out to UND and VCSU with MiSU, MaSU, and DSU due to receive benchmarks in April 2016. The remaining institutions will receive benchmarks by the end of the 2016 calendar year.</p> <p>Lastly, implementation of the SSMx is currently being rolled out with additional training scheduled to take place in March for the following institutions: UND, VCSU, MaSU, and BSC. Additional campuses will be brought into the SSMx following the initial rollout to the institutions listed above. Completion of SSMx rollout will conclude in October 2016.</p>		
Metrics			
Schedule		Budget	
Variance:	16.7% Ahead	Variance:	-
Base Start	11/2/15	Budget:	\$1,462,340.00
Base End	3/27/17	Actual:	\$498,200.00
Data Inconsistencies		Overall Project Status:	YELLOW
Description:	<p>During the State of North Dakota’s Sixty-Fourth Legislative Assembly, HB 1003 Section 42 was passed requiring during the biennium beginning July 1, 2015, and ending June 30, 2017, that the state board of higher education evaluate specific data inconsistency issues at institutions and entities under its control and develop policies and procedures to correct the inconsistencies.</p> <p>The state board of higher education is required to report to the appropriations committees of the sixty-fifth legislative assembly regarding the status of the inconsistencies, including policies and procedures implemented to correct the inconsistencies.</p>		
Status	<p>The overall status is Yellow. Phase 1 Objectives were closed up in February and final performance evaluations are being completed. Based off lessons learned in Phase 1, there was additional planning effort put into the beginning of Phase 2 that has put the project slightly behind original schedule, but still on track to be delivered before the end of Phase 2. Project should be back in green status at the end of March.</p> <p>Project team has discovered better planning in the beginning of Phase 2 has been very beneficial for the project team and work groups. A change request will be made for Phase 3-4 to make an adjustment of planning time, which will provide clearer metrics and tracking going forward.</p>		

*Article II: Organization and Faculty Senate Operation***Section 8.**

The administrative role of Secretary of the Senate shall be appointed by the Provost; the Secretary of the Senate is not a voting member of the Senate. The duties of the Secretary shall include:

1. Acquire the agenda and related attachments, if any, from the President, then prepare and disseminate the agenda in accordance with [Section 13](#).
2. Maintain a current roster of senators and record attendance to confirm a quorum.
3. Collect and read the member substitution authorizations at the meeting.
4. Record, prepare and disseminate meeting minutes according to [Section 15](#).
5. Schedule a room for all Faculty Senate meetings.
6. Maintain a permanent record of Faculty Senate minutes.
7. Maintain a permanent record of annual reports submitted by the President and chairs of Faculty Senate committees.
8. Maintain records of standing committee membership.
9. Prepare updated versions of the Constitution for distribution.
10. Archive all past versions of Constitutions and Bylaws.
11. Verify the eligibility of senators and committee members.
12. Perform other appropriate tasks as assigned by the Faculty Senate President in consultation with the Provost.

**Section 9.**

Regular meetings of the Senate shall be held at 3:00 pm on the second Monday of each month of the academic year. The meetings will be held the third Monday of the month if the second Monday is a University or state holiday, or if University classes are not yet in session at least one week prior to the second Monday of the month.

## **Record Series Commonly Used by NDSU Faculty**

Following, in numerical order by Record Category Number, are Record Series that are used most commonly by NDSU faculty, to serve as a quick reference and to facilitate records management and required records disposal.

### **020204: COURSE LECTURE NOTES/ HANDOUTS/ MASTER COPY OF EXAMS**

This record series contains faculty lecture notes, handouts, master copy of exams, and miscellaneous instructional materials.

- The Office of Record Retention normally is the course instructor (Faculty Member), who must keep the record until updated.
- The Disposal Method is Recycling.
- Records are not confidential.

### **020410: STUDENT COURSE WORK**

This record series contains records of the exams, homework, papers, and projects completed by students that the instructor does not return to the student after grading or review. This includes, but is not necessarily limited to, internship summaries, term papers, homework, quizzes, tests, and minor projects.

- The Office of Record Retention (Faculty Member) must keep the record for one year after the current fiscal year.
- The Disposal Method is Shredding.
- Records are confidential per FERPA (20 USC 1232g; 34 CFR Part 99).

### **020601: GRADE BOOK (CLASS RECORD)**

This record series contains a record of grades, kept by the professor, received by each student in an academic course. This includes both electronic and paper varieties.

- The Office of Record Retention (Faculty Member) must keep the record for five years after the current fiscal year.
- The Disposal Method is Shredding.
- Records are confidential per FERPA (20 USC 1232g; 34 CFR Part 99).

### **601301: GRIEVANCES**

This record series contains information relating to the filing of grievances and records of all proceedings in the settlement of disputes on the campus of faculty, staff, and students. Internal memos, notes, research, and duplicate copies may also be a part of the record series, but shall be shredded when the file is closed.

- Active status ceases with the resolution of the grievance.
- The Office of Record Retention normally is the final reviewing authority and must keep the record while active plus six years.
- The Disposal Method is Shredding.
- The records are confidential. Student information is confidential per K168 Legal value per NDCC 28-01- 16(1).

Records Series in the Record Retention Schedule at

[https://www.ndsu.edu/recordsmanagement/records\\_retention\\_schedule/](https://www.ndsu.edu/recordsmanagement/records_retention_schedule/) are listed by Record Category Number, Record Series Title, Records Series Description, Record Retention Period, Disposal Method, Confidentiality, and Legal Reference, if applicable.