

FACULTY SENATE MINUTES

October 6, 2016

Call to order: A regular meeting of the Faculty Senate of the University of North Alabama was held in room 330 of the University Commons on October 6, 2016. The meeting convened at 3:30 p.m. with President David Brommer presiding.

Proxies: President Brommer recognized the following proxies: Tim Butler for Dan Hallock from Management and Marketing; Richard Hudiburg for Ryan Zayac from Psychology; Jeff Bibbee for Sarah Franklin from History; Kyle Golenbiewski for Mark Greer for Mathematics; Sandra Lowe for Karen Townsend from Counselor Education; Madonna Choat for Lisa Clayton from Elementary Education; and Freda Coleman-Reed for Catherine Crisler from Social Work.

Members in attendance: Rae Atencio, Shane Banks, Doug Barrett, David Brommer, Amy Butler, Amanda Coffman, Leah Graham, Clarissa Hall, Felecia Harris, Scott Infanger, Keith Jones, Lisa Kirch, Ian Loeppky, George Makowski, Glenn Marvin, John McGee, Rachel McKelvey, Janet McMullen, Prema Monteiro, Michelle Nelson, Katie Owens-Murphy, Jeffrey Ray, Alaina Reid, Lee Renfroe, Craig Robertson, Patricia Roden, David Ruebhausen, Richard Statom, Daniel Stevens, Jessica Stovall, Alexander Takeuchi, and Rachel Winston. President Kitts and Vice President Thornell were also in attendance.

Members not in attendance (without proxy): Daryl Brown.

Approval of agenda: Richard Statom moved approval of the agenda. Jessica Stovall seconded the motion. The motion passed.

Approval of minutes: Richard Statom moved approval of the minutes of the September 1, 2016 meeting. Lee Renfroe seconded the motion. The motion passed.

Remarks from President Kitts: President Kitts updated the Senate on enrollment, the program analysis, and several administrative positions. He reported that this semester's enrollment is reason to celebrate. It was a record setting semester. Records were set for total enrollment, freshman enrollment, and graduate enrollment. Regarding the program analysis, President Kitts reported that there is increasing talk in Montgomery about doing this type of analysis in higher education. He wants UNA to take the process and make it our own. Two task forces have been formed to complete the process. Websites have been created for each task force. Links to these pages can be found on the President's page. The task force to evaluate academic programs is co-chaired by Jana Beaver and Michael Pretes. The task force for administrative units is co-chaired by Molly Vaughn and Joy Borah. President Kitts reported that Celia Reynolds has announced her retirement. Leah Graham has been selected to take over Ms. Reynolds SACS responsibilities. As VPAA Thornell will be "retreating to faculty" at the end of the academic year, a search will need to be done for his position. A search will also need to be done to find a Vice President for Business & Financial Affairs. President Kitts has chosen to prioritize the search for a new VPAA. The search is being organized. Brenda Webb will be chairing the committee.

Remarks from Vice-President Thornell: Dr. Thornell reminded everyone about the upcoming forum to discuss the proposed revisions to the Tenure & Promotion policy. He also gave an update on the partnership with Chinese businessman Chairman Zhang Zhiting. The plans to develop a

program in integrative health with him are on hold for now. The university will be releasing a press release concerning this in the near future.

Remarks from Gordon Stone, Executive Director, Alabama Higher Education Partnership:

Gordon Stone and one of his colleagues presented information on the Alabama Higher Education Partnership. The partnership represents higher education in Montgomery and provides a “grassroots voice” for the constituencies – students, alumni, and faculty. They asked faculty to encourage student participation in Higher Education Day which is scheduled for February 23, 2017. They also provided information on membership. More information can be found at <http://higheredpartners.org>.

Reports:

Academic Affairs Committee: No report

Faculty Affairs Committee: The report from this committee was handled as part of Unfinished Business.

Faculty Attitude Survey Committee: Chris Purser (Co-Chair) reported that the committee’s goal is to have the report of this year’s survey finished by the end of the academic year. To accomplish this, they hope to distribute the survey by February 20. The committee is seeking feedback on the need for the introductory narrative. As this narrative is part of the reason for the delay in the completion of the 2015/16 survey report, they want to know if faculty think the narrative adds value to the report. The committee has been discussing the merits of including adjuncts. Additionally, they are considering adding the ranks of Visiting Professor and Visiting Instructor as options.

Unfinished Business:

Faculty Only Committee Vacancy – Undergraduate Curriculum Committee (Arts & Sciences): Cameron Gren was selected to fill this open slot.

Revisions to the Policies and Guidelines for Centers and Institutes: Richard Statom moved approval of the guidelines as presented (See Attachment A). Doug Barrett seconded the motion. The motion passed with one abstention.

Addition of Sick Leave Policy to the Faculty Handbook: George Makowski moved approval of the suggested revisions from Faculty Affairs (See Attachment B). Craig Robertson seconded the motion. The motion passed with six abstentions. A second motion by Amanda Coffman to remove the words “maternity leave” from the policy was retracted.

Revisions to Section 3.15 of the Faculty Handbook – Faculty Evaluation: The Faculty Affairs Committee’s motion to accept their recommended revisions carried (See Attachment C). Senate agreed to small edits to the last two sentences of the opening paragraph: **each** was added before “department”; “ensure” was changed to **ensure/verify**; and “date entered” was changed to **the final online documents**.

Person(s) responsible for data entry of faculty information will be determined by each department. It is the faculty member's responsibility to ensure/verify accuracy of data entered the final online documents.

Revisions to Various Sections 2.5.2 and 3.2.2 of the Faculty Handbook – 15-Hour Teaching Loads for Some Non-Tenure Track Faculty: Clarissa Hall moved to table this revision (See Attachment D). Craig Robertson seconded the motion. The motion passed.

Revisions to Section 3.3.3 of the Faculty Handbook – Curriculum Development: Ian Loeppky moved to approve the proposed revisions (See Attachment E). Richard Statom seconded the motion. The motion was withdrawn. Richard Statom moved to table this issue. Craig Robertson seconded the motion. The motion passed.

New Business:

Due Process Procedures: Richard Statom moved to postpone this until the November meeting (See Attachment F). Daniel Stevens seconded the motion. The motion passed.

Information Items:

Academic and Administrative Task Force Appointments: The appointment letters for the committees were included in the October agenda package (See Attachment G). The co-chairs of the committees will periodically be invited to update Faculty Senate on their progress.

Request for Faculty to Serve on Provost Search Committee: Faculty Senate has been asked to recommend one faculty member per college for the search committee. All faculty are encouraged to send their nominees to both Senate President David Brommer and Secretary Amy Butler by October 12. The Faculty Senate Executive Committee will hold a special meeting and select a name from the pool of nominees to represent each college on the committee.

Open Forum on Promotion and Tenure: An open forum on the proposed changes to the promotion and tenure policies will be held on October 19, 2016 from 3:30 – 4:30 p.m. in Commons Room 330. Ideally, at least one person from each department should be there.

Next Meeting: The next meeting of the Faculty Senate will be on November 3 at 3:30 in Commons Room 330.

Adjournment: Richard Statom moved adjournment. Jessica Stovall seconded the motion. The motion carried. The meeting adjourned at 5:20 p.m.

Amy Butler
Secretary
Faculty Senate

Date of approval: November 3, 2016

Policies and Guidelines for Centers and Institutes University of North Alabama

The University recognizes the contribution that centers and institutes can make in (a) enriching teaching, research, and service within the academic community and/or (b) advancing institutional goals within the service mission of the institution beyond academics. They also often assist the University in leveraging external funding. Proposals for the establishment of such units require a careful review of their need, role within the institution, and relationship to the mission of the university. The guidelines herein are to be followed for the proposal of a center or institute and an ongoing review of its viability to the university.

Proposals

Any administrative unit of the university may submit a proposal for the creation of a center or institute. The terms centers and institutes are used interchangeably but institutes typically reflect a broader institutional scope. Proposals that are academic in nature are submitted to the Council of Academic Deans (COAD) for review and initial approval. Prior to submission to COAD, proposals must have the endorsement of the appropriate department(s) and college(s). Proposals for centers or institutes that are non-academic in nature are submitted by the appropriate vice president to the university executive council for review and initial approval. Subsequent approvals must be obtained by the appropriate constituency bodies as outlined in shared governance and/or university policy. The university president has final authority for the approval of center and institutes. A proposal must include the following items: purpose of the center or institute, relation to mission of the university, organization chart (to include a reporting structure), budget, objectives, external funding ~~and~~ partners (if any), an advisory board (if needed), and evaluation procedures. All fundraising, including the establishment of current use and endowment funds, must follow the gift acceptance, spending, and investment policies of the UNA Foundation.

This policy statement recognizes that units of the institution that provide ongoing administrative and academic support are often referred to as centers. The guidelines described herein are not applicable to those units.

Structure

Each center and/or institute should have a director (or co-directors). The designation of those individuals(s) shall occur in conjunction with the initial creation of the center or institute and have the approval of the department chair and cost center head/dean. The director is responsible for working with colleagues (and an advisory board, if needed) to meet the mission and purpose of the center or institute and demonstrate compliance with reporting requirements. Periodic evaluation of the performance of the center or institute is the responsibility of the appropriate cost center head/dean, in consultation with the chair of the department where the faculty appointment of the director resides. Should the performance of the director fail to meet the needs of the center or institute, the cost center head/dean can, in consultation with the department chair and/or advisory board, take action as needed, including the removal of the director. For centers with a multidisciplinary mission, any personal action shall be collaborative among the respective cost center heads/deans and department chairs.

In the event there is a need for the replacement of a center or institute director, Appendix A outlines the process to be followed.

The creation of advisory boards is encouraged, but not required. The membership of such shall be coordinated by the director with approval by the cost center head/dean and department chair. Advisory boards do not exercise administrative authority over the center or institute.

Reporting Procedures

Centers and institutes are considered a part of the organization structure of the university. As such, the director must compile and submit annual and periodic reports compliant with the guidelines outlined by the university institutional effectiveness committee, utilizing the online process and template.

Periodic Review

Centers and institutes will conduct an audit of their activities and contribution to university mission every five years. The report of that audit will be reviewed by the COAD and/or Executive Council to determine continued viability. Should a center or institute be deemed to be non-viable, it will be afforded the opportunity to provide an improvement plan. A subsequent review after one year will be conducted and a final recommendation will be made to the president by the COAD or Executive Council to either continue the center or institute for an additional four years or discontinue it. The decision of the president in consultation with the Board of Trustees as needed is final.

Center Director Appointment Procedures

1. Identification of Search Committee. Search committees will be formed by the cost center head/dean to whom the center reports. The search committee shall select its chair.
2. Development of Job Advertisement. The committee, in consultation with the cost center head/dean, shall write an internal job advertisement that represents the position and post on campus as needed.
3. Receipt of Applications. All applications and supporting materials will be received by the search committee.
4. Review of Applications/Interview. The search committee shall specify criteria to be used to evaluate all applicants. Using these criteria, the committee shall review all applications for the position and select candidates for interview. With the concurrence of the cost center head/dean, interviews will be conducted as needed.
5. Final Evaluation of Candidates and Recommendation for Hiring. Upon conclusion of interviews and deliberations, the search committee shall recommend candidate(s) to the cost center head/dean for the position. The cost center head/dean will endorse the recommended candidate for submission to the appropriate Vice President, who will notify the successful candidate via letter.

Appendix B

Proposed Addition to the Faculty Handbook Approved by the Faculty Senate February 11, 2016

The University provides sick leave to eligible faculty in order to prevent loss of income when the faculty member is unable to work. For precise, up-to-date information, faculty should consult the UNA Employee Policy Manual and Handbook. As outlined there, categories of sick leave include personal illness/ accident leave and physician appointments; maternity leave; family illness/accident leave; bereavement leave (death of a family member); funeral leave; personal leave; on-the-job injury leave; and miscellaneous uses.

Faculty who miss class time and office hours for any of those reasons (and are thus unable to complete their assigned duties) should report sick leave **in a timely manner** when they are unable to arrange substitute means of teaching missed classes (e.g., through lectures posted online) or when they are unable to reschedule the missed office hours. **Sick time should be reported in increments of one hour.**

The following is a proposal submitted by Faculty Staff Welfare Committee

The Faculty Staff Welfare Committee has discussed the proposed changes to the faculty sick leave policy. While we did not fully support the proposed changes, I would like to submit our recommendation to the proposal.

Sick leave is granted to the faculty in relation to eight-hour workdays. When a faculty member is absent from the University, sick leave should be reported for the class time and office hours missed. Sick time should be reported in increments of one hour. If office hours are rescheduled within 48 hours, then sick leave does not need to be reported for the missed time. If sick time is reported for the missed office hours, the missed time does not need to be rescheduled. Missed class time will always need to be reported.

3.15 FACULTY EVALUATION

The purpose of the Faculty Evaluation Program is to provide for a valid and reliable assessment of faculty performance based on designated areas of engagement approved by the University. Toward that end, all faculty members are expected to demonstrate continuous involvement and effectiveness in the areas of: (1) teaching/professional effectiveness; (2) research, scholarship, and/or creative activities related to the faculty member's discipline and/or professional responsibilities; and (3) service performed on behalf of and/or in affiliation with the University, professional association, or as a civic or social service in the local community. ~~Evaluation information (e.g. vita, faculty performance report, student evaluation rating summaries, and performance evaluation) shall be stored/maintained/archived in the online database that UNA has established for this purpose. Person(s) responsible for data entry of faculty information will be determined by department. It is the faculty member's responsibility to ensure accuracy of data entered.~~

~~Evaluation information shall be updated yearly by May 15. Person(s) responsible for data entry of faculty information will be determined by department. It is the faculty member's responsibility to ensure accuracy of data entered. The information will be retained on file in the college dean's office stored/maintained/archived in the online database that UNA has established for this purpose.~~

3.15.1 Components of the Program

Updated Curriculum Vitae. The vitae shall contain detailed background and professional achievement data – educational background, degrees, teaching and other professional experience, scholarly and creative activities, service to the department, university, and community – and any information deemed relevant to the department or faculty member. The vitae shall be updated yearly **by May 15**.

Faculty Performance Report. Each full-time faculty member will establish professional goals for the upcoming year. The faculty member will contact the department chair to establish a meeting date **prior to May 15** in order to discuss professional goals for the coming year. (See Appendix 3.D) During the conference, the faculty member and department chair shall come to a consensus on the following year's goals. If the faculty member was employed the previous year, he/she will also complete and submit electronically on this form (Appendix 3.D) a statement of accomplishments relating to the prior year's goals. The faculty member and the department chair will, during the meeting, discuss the specific goals and the improvements made which the faculty member has documented. This form will be transmitted electronically to the appropriate academic dean for review. ~~An signed electronic copy of the Faculty Performance Report shall be retained in the college dean's office stored/maintained/archived in the online database that UNA has established for this purpose.~~

Student Rating. Student rating of faculty will be used university-wide (except Kilby School and university libraries/educational technologies) to collect information about students' perceptions of courses and faculty. Departments may add items to the campus form. (See Appendix 3.D) Student evaluations will be administered every semester in each class section enrolling five or more students. Student comments should

be collected and given to the faculty member in a format to ensure anonymity. Departments may use alternatives to the campus form in laboratories, studio courses, and other courses taught in non-lecture format. The faculty member will announce to the class in advance that the rating forms will be administered. The professor will read the following statement to the class: "The evaluation you are about to complete is intended for constructive feedback. After your final grades in this course have been submitted, your tabulated responses will be seen by the instructor of the course and the chair of the department or dean. It is important for you to realize that you have a responsibility to be fair and honest. Since the purpose of the evaluation is improvement, if you are going to be critical, try to document your criticism in your responses in such a way that the instructor can benefit and improve his/her teaching of this course. Be as responsible in completing this form as you would be if you were going to sign it. The instructor of this course will not see the results of these forms until the semester is over and the final grades have been submitted. A blank sheet of paper is provided should you wish to make comments." The faculty member should give the envelope with the blank forms and instructions to the student proctor, who is to be chosen from the class by the faculty member. The faculty member will leave the classroom. The faculty member will allow students ample time to complete the form. As students finish the questionnaires, they will place their evaluation responses in the envelope so marked. When everyone has put his/her form in the proper envelope, the student proctor will seal the envelope and take it to the office of the department chair. The departmental administrative assistant will collect all sealed envelopes and forward them to the Office of Institutional Research, Planning, and Assessment (OIRPA) for processing. The OIRPA will process the forms in a timely fashion and forward results to the department chair. The summary of the ratings shall ~~be retained on file in the college dean's office~~stored/maintained/archived in the online database that UNA has established for this purpose and shall be shared with the faculty member.

Performance Evaluations. Using the faculty member's updated curriculum vitae, Faculty Performance Report, student ratings, and other appropriate information, department chairs will provide each faculty member a written performance evaluation on the following schedule: by **September 15** every year for nontenured faculty and every two years for tenured faculty. Performance evaluations may be provided more frequently at the discretion of the department chair or upon request by the faculty member or the dean of the college. The evaluation will be signed by the department chair, dean, and the faculty member. The faculty member has the option of submitting a written response to the department chair by **September 30**. ~~Electronic Copies of the evaluation and any response shall be retained in the college dean's office~~stored/maintained/archived in the online database that UNA has established for this purpose.

For department chairs, performance evaluations will be conducted in accordance with the above process and scheduled by the dean of the appropriate college and will include evaluation of administrative performance as well as the elements specified above. Deans are expected to consult department faculty and staff in conducting evaluations of the chair.

3.2.2 Faculty Workloads and Teaching Loads

The full-time teaching assignment for tenure-track faculty will be 12 credit hours per semester. Each hour of scheduled lecture is to be considered an academic credit hour with laboratory, studio, clinic, field, and activity courses being equated on the basis of each contact hour being equal to three-fourths academic credit hour. Thus, the full-time teaching assignment in contact hours is 16 hours. Each student teacher assigned shall be equivalent to three-fourths academic credit hour. Normal class assignments may include evening, weekend, or off-campus classes, and alternate schedules may be made for faculty who have these assignments and/or other university-related responsibilities.

Department chairs, in consultation with deans, may assign a 15 credit hour teaching load per semester for non-tenure-track faculty with reduced performance expectations in the areas of service and research, scholarship, and other creative activities.

In the calculation of the faculty teaching load, the following conditions will be observed:

1. The faculty or department chair workload will exclude independent study courses or other special arrangement courses with enrollments of fewer than 10 students. Full-time or adjunct faculty or departments chairs with advanced approval may be compensated for such special courses for credit on an overload basis at the rate of \$40 per credit hour generated in such courses.
2. Full-time faculty teaching regular class overloads and adjunct faculty teaching regular classes will be compensated at the rate of \$600 per class credit hour or \$500 per class contact hour, except for applied music lessons where the rate will be established administratively in accordance with availability of funds, principles of equity with respect to other university wide adjuncts and overloads, and rates of pay for adjunct faculty teaching applied music at other institutions in the region.
3. Full-time faculty are restricted to no more than one class overload in any semester (normally three semester hours or equivalent contact hours). Exceptions must be approved by the college dean.
4. In the calculation of faculty workloads, cross-listed courses will count as one course.
5. When faculty offer courses taught concurrently even though the numbers of the courses are different, they will count on the faculty workload as one course.
6. Team-taught classes will be credited to only one faculty member and will rotate faculty members being given the credit each semester the course is offered.
7. With exceptions for small departments, activity classes, other one-hour credit courses, and special occasions, faculty workloads normally should not exceed three different class preparations.

8. Released time beyond the 12-hour teaching load will not be routinely granted unless it follows conditions involving graduate courses, ~~or~~ approved released time research, or professional service. Faculty that are to teach less than a full load because of other assignments should have such arrangements approved in writing well in advance through the department chair, college dean, and the Vice President for Academic Affairs and Provost.
9. The following teaching loads apply when faculty teach graduate courses.
 - a. nine credit hours if only graduate courses are taught;
 - b. faculty who teach at both the undergraduate and graduate level may have an appropriate reduction in workload if scholarly activity or professional service supports the reduction and, upon recommendation of the department chair, approval by the college dean and academic vice president; and
 - c. summer term teaching loads are six hours whether they be graduate or undergraduate hours.
10. Clerical help will be provided to each faculty member through the departmental administrative assistant. Departmental administrative assistants are assigned according to departmental needs and are subject to university budget limitations. Generally, a full-time administrative assistant is assigned only to departments having six or more faculty members.

2.5.2 Special Criteria by Ranks for Promotion, Tenure, and Appointment

Faculty ranks of the University, including librarians, educational technologists and supervising teachers at Kilby School, are instructor, visiting (open rank) professor, assistant professor, associate professor, and professor. Only positions at the assistant professor level or higher are considered tenure-track. All others are based on renewable appointment. Determination of rank is established at the time of initial appointment. The years of appropriate experience are calculated at the end of the academic year prior to appointment. The academic year in which a promotion portfolio is submitted will count toward appropriate cumulative experience for that rank. Compensation and/or course assignments for visiting (open rank) professors is determined by joint agreement of the department chair, college dean, and Provost/VPAA based on duties, needs of the University, and available funds.

3.3.3 Curriculum Development

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

In certain situations, proposals for broad-based and/or multidisciplinary changes may originate and be proposed by units outside the academic departments. Examples include the university-wide curriculum committees, the Council of Academic Deans, and/or ad hoc faculty committees appointed as part of the shared governance process. The types of changes these groups might submit include changes in the general education curriculum or graduation requirements, and/or new programs that include multiple disciplines. Multi-disciplinary and other curriculum proposals originating outside of traditional departments are submitted to the Council of Academic Deans to be reviewed by the Non-Traditional and Interdisciplinary Curriculum Committee (NTICC). After review by the NTICC, such proposals and/or change

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

Members of the Non-Traditional and Interdisciplinary Curriculum Committee (NTICC) will be nominated by the Council of Academic Deans and the Faculty Senate at the last meeting in the spring semester and be appointed by the University President. The NTICC will consist of eight faculty members with staggered two-year terms. The first appointment effort would identify four faculty members for two-year terms and four faculty members for a one-year term so that at least half of the membership will return in year two. After that, four faculty members will be replaced annually. The membership of the NTICC will be constituted as follows: there must be at least one full-time faculty member selected from each of the four colleges, and one full-time faculty member selected from among Library and Educational Technology Services or University College. The remaining three NTICC members will be at-large and will be selected by the Faculty Senate. They can come from any discipline. During even-numbered years in the spring semester, the Deans of the Colleges of Business, Education and Human Sciences, and the Dean of Library and Educational Technology Services will appoint faculty members from their respective colleges/areas to the NTICC from among eligible faculty, and the Faculty Senate will nominate one faculty member to serve on the committee. The Dean of Library and Educational Technology Services will nominate a faculty representative from among Library and Educational Technology Services or University College faculty members. During odd-numbered years in the spring semester, the Dean of the College of Arts and Sciences and the Dean of the College of Nursing will appoint faculty members from among the eligible faculty of their respective colleges, and the Faculty Senate will nominate two faculty members. Members may serve up to two consecutive terms but must then rotate off the NTICC for at least one term before being eligible for reappointment as a NTICC member. All selections of faculty for membership on the NTICC shall be submitted to the VPAA and Provost by June 1, and the VPAA and Provost will submit the list of nominations to the President for final appointment. The NTICC will select a chair from among its second-year members and a vice chair from among its first-year members. The Vice Chair will automatically become Chair the following year.

Any course or curriculum proposal originating outside of a traditional academic department (or any interdisciplinary proposal) must be submitted to the Council of Academic Deans (COAD) via the Assistant to the VPAA and Provost. With concurrence from the COAD, the Assistant to the VPAA and Provost will forward the proposal to the Chair of the Non-Traditional and Interdisciplinary Curriculum Committee. The NTICC Chair will be responsible for convening the NTICC as needed and will report to the COAD. After review by the NTICC and the COAD, curriculum proposals will then be forwarded to the appropriate university-wide curriculum committee (UCC) or Graduate Council for review. Proposals will then follow the same procedure as those originating within traditional academic departments.

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



Date: August 19, 2016

To: Dr. Scott Infanger
Chair, Shared Governance Executive Committee

From: Amber Fite-Morgan, University Attorney
Catherine D. White, Assistant Vice President for Human Resources

CDW
AFM

RE: Proposed Revisions to the Grievance and Due Process Policy

The first Due Process Hearing in over a decade took place on campus at the close of the Fall semester. Subsequently, the faculty members who served on the Due Process Committee made a recommendation that the Grievance and Due Process procedures be reviewed and revised based on their concerns that the current policy was outdated, vague, and left the procedures open to interpretation.

Based on the committee's recommendation, we reviewed applicable federal and state laws, policies of other universities, as well as relevant information from the American Association of University Professors. The following is a brief, noninclusive summary of the recommended changes to the Grievance and Due Process Policy:

- Based on best practices at institutions of higher education, the grievance portion was extracted from the due process portion, creating two distinct policies. The due process portion is attached to this memo as it is applicable only to faculty. The grievance portion will be proposed a separate policy applicable to both faculty and staff.
- Designated the VPAA as the decision maker in disciplinary suspensions and dismissals, thereby preserving the President for appeal of the initial action.
- Clearly defined the role of an advisor to parties of the hearing.
- Clearly specified deadlines for notices to parties, submission of evidence, etc.
- Built clarity and structure into the procedures.

Please find attached two versions of the proposed new Due Process Policy, one with comments and tracked changes and one in the final proposed version. In addition, the current Grievance and Due Process Policy is attached. Also, please note that if these revisions are approved, the following additional changes will need to be made to the Faculty Handbook:

- appropriate adjustment to Table of Contents,
- In section 2.6.2, delete "Grievance and" in the last paragraph, and
- In Section 2.7, add "tenured" before "faculty member justifies disciplinary action" and delete "Grievance and".

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Grievance and Due Process Procedures

GRIEVANCE AND DUE PROCESS COMMITTEES

This policy is applicable to faculty members with property interests in their jobs either in the form of tenure or set amounts of time remaining on contracts when either is subject to disciplinary suspension and/or dismissal from employment for cause. To assure the protection of individual rights and due process in actions involving the disciplinary suspension, dismissal, or other termination for cause (see Faculty Handbook 2.6.2, Termination for Cause), of university employees, faculty members are entitled to procedural due process as outlined below: the following procedures may be invoked by written request of the affected employee:

Commented [A1]: Lewhigheredu.com, "Tenure"

Commented [A2]: The word "disciplinary" has been added to specify which type of suspension is subject to appeal. Appeals are not applicable to investigative suspensions because benefits and compensation are left intact.

Dismissal of a Tenured Faculty Member for Cause

Dismissal proceedings shall begin with a conference between the faculty member and the appropriate academic officer. The conference may result in agreement that the dismissal proceedings should be discontinued or that the best interest of the tenured faculty member and the University would be served by the faculty member's resignation. If this conference does not result in mutual agreement, the academic officer will submit a recommendation in writing with rationale to the faculty member and to the Vice President for Academic Affairs and Provost (VPAA). Within fourteen (14) days*, the VPAA should have a conference with the faculty member. At the conclusion of the conference the VPAA will make a written recommendation to the University President with a copy to the faculty member.

Notice of proposed action: The President/VPAA's notice/recommendation to the accused faculty member of the action proposed shall be in writing by certified or registered mail or by such other appropriate means as may provide delivery and proof of receipt. The notice/recommendation also shall also contain:

a statement of the charges or conditions supporting the action proposed as well as: notice of the accused faculty member's right to a full and fair hearing before a Due Process Committee according to the guidelines established in this policy; notice that such hearing shall be afforded only if requested in writing within ten days from the date of receipt of the Notice of Proposed Action, and that, if such request for a hearing is not received within this time limit, the right to a hearing shall be deemed to have been waived and the proposed action shall be imposed therewith or as specified in the notice; and information as to where a copy of the hearing procedures may be obtained.

Due Process Procedures

A faculty member who receives notice of recommendation of disciplinary suspension or dismissal by the VPAA may request, and shall be afforded, a hearing before a Due Process Committee. Failure to make a request in writing to the President within fourteen (14) days* after receipt of notification shall constitute a waiver by such faculty member of his/her right to a hearing before a Due Process Committee, and the President shall then make a final determination. On proper request for a hearing, as hereinafter provided, the President of the University shall shall establish an ad hoc committee of five persons from the appropriate list of

~~fifteen (15) nominees, from among tenured members of the University faculty, established for such purposes by the Faculty Senate at the beginning of each academic year, establish for grievance hearing an ad hoc committee of three persons and for a due process hearing an ad hoc committee of five persons. The committees shall be composed of university personnel appointed by the President, according to the classification of the person initiating the request, as follows:~~

Commented [A3]: Moved to grievance policy.

~~University Faculty: from among tenured members of the university faculty. If the need arises during the summer terms, the President, in consultation with the Faculty Senate President, may make temporary appointments to fill vacancies on the committee.~~

~~• with not more than one member for a grievance committee or two members for a due process committee also holding administrative appointment.~~

Commented [A4]: For numerous reasons, it is recommended that no administrator serve in this role.

~~• Non-Faculty Staff: from among members of the university faculty and non-faculty staff.~~

Commented [A5]: Moved to grievance policy.

~~• Students: from among members of the university faculty, non-faculty staff, and students.~~

Commented [A6]: Deleted. Addressed in Student Handbook.

Toward assuring a full and impartial hearing strictly on the merits of the cases, due regard shall be given to ~~the~~ appointment to committees of persons with appropriate expertise and without bias or direct interest in the outcome, to provision for peer representation where relevant, and ~~to to adherence to hearing procedures. In making committee appointments, the President may seek nominations from representative organizations such as, respectively, the Faculty Senate, and the Student Government Association. In cases involving a member of the university faculty as grievant or accused, the President shall, if so petitioned by the faculty member in the formal request for a hearing, make the committee appointments from the appropriate list of nominees established for such purposes by the Faculty Senate at the beginning of each academic year, one list to consist of nine nominees for grievance committees and one list to consist of fifteen nominees for due process committees. Persons appointed to a to grievance or Due Process Committees who deem themselves disqualified by reasons of bias or interest may be excused. The grievant or accused faculty member shall have the right of challenge of Committee appointments for cause and, if in the judgment of the President a challenge is supported by adequate grounds, the member so challenged shall be excused. The President shall appoint replacements for members excused until a proper committee is established. The President shall designate one member of the Committee to act as chair or may appoint an additional ex officio nonvoting member to act as chair. The Committees may adopt supplemental rules and regulations for their governance and operation which are not in conflict with this resolution.~~

Commented [A7]: Moved to grievance policy.

Due Process Hearing Procedures

1. Once a timely request for a hearing has been received by the President and a Due Process Committee has been established, the Committee shall, with due diligence, considering the interests of both the University and the faculty member affected, hold a hearing and report its findings and recommendations to the President and to the involved faculty member.

a. If proper request for a hearing is made, the hearing shall be afforded not sooner than fourteen (14) or later than 21 days* from the date of receipt of the request.

- unless, by mutual agreement, other time limits are established by written agreement.
- b. The Due Process Committee Chair, in collaboration with both the VPAA and the faculty member shall set the date, time, and place for the hearing and shall notify both parties of such in writing at least seven (7) days* before the hearing.
- i. The Committee or the Committee Chair may confer with the parties prior to the hearing in order to review procedures, provide for scheduling of witnesses and for any necessary exchange of documents or other information, and to achieve such other objectives as may make the hearing fair, effective, and expeditious. The Committee may consider, in advance of the hearing, the statement of grounds for the proposed action already formulated and such written response as the faculty member may elect to submit.
- ii. The Committee shall be responsible for establishing the order of procedure, for conducting the question of witnesses, for securing—if necessary—the presentation of evidence important to the case, and for developing such supplemental rules and procedures for its governance and operation as are not in conflict with other provisions of this resolution.
- c. At the discretion of the President, the faculty member may be suspended pending the outcome of the proceeding if such is determined to be in the best interest of the University, the faculty member, or both. Unless forbidden by law, the salary or wages of the faculty member so suspended will be continued during the time of suspension.
2. The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence, and the administration of the University will attempt to secure the cooperation of such witnesses and will make available necessary documents and other evidence within its control. No employee of the University, regardless of position, should be excluded or excused from appearing before the Committee, if available.
- a. Not later than four (4) days* before the hearing, the VPAA and the faculty member shall present to the Due Process Committee Chair a list of the names, addresses, and telephone numbers of all witnesses expected to be called to testify and the nature of the testimony and evidence to be offered by each witness.
- b. At least four (4) days* prior to the hearing, both parties shall be permitted to inspect any affidavits or exhibits he/she intends to submit at the hearing.
3. During the hearing:
- a. Both parties shall be permitted to have an advisor or attorney present who will not serve in a legal capacity but rather as a consultant. An advisor/attorney is not allowed to speak on the party's behalf, object in any manner to any

questions asked or discussions raised during the hearing, cross-examine or question witnesses in the hearing, or interrupt the hearing proceeding.

- b. A court reporter will be retained by the University to record the proceedings. A copy of the hearing transcript shall be prepared by the court reported and distributed to both parties at no charge.
- c. The Committee, in consultation with the parties concerns, will determine whether the hearing should be public or private.
- d. Both parties shall be afforded the right to present their versions as to the charges or circumstances and to present their respective cases by way of such statements, affidavits, witnesses, and exhibits as he desires.
- e. Both parties shall have the right to confront and cross-examine all witnesses. The Committee may grant adjournments to either party to permit the investigation of evidence to which a claim of surprise is made.
- f. The Committee shall not be bound by strict rules of legal evidence and may admit any evidence which is of probative value in determining the issues involved. Reasonable effort should be made to obtain the most reliable evidence available.

4. The hearing will begin with the VPAA (or the most appropriate academic administrator in the absence of the VPAA) presenting the case for dismissal and continue with the faculty member presenting the case against dismissal. Each side may introduce evidence and/or call witnesses as desired. The faculty member and the University will have the right to cross examine all witnesses present. Affidavits are admissible whenever a witness cannot appear.

5. The burden of proof that adequate cause exists rests with the University and will be satisfied only by a preponderance (majority) of the evidence. The findings of fact in the decision shall be based solely on the hearing record.

6. The Committee, in executive session, may conclude: a) that adequate cause for the action has been established by the evidence; b) that adequate cause for the action has not been established by the evidence; or c) that adequate cause for the action has been established, but a penalty less than the action, including removal of tenure, would be more appropriate. The Committee may make any other recommendations it determines are appropriate. The Committee's written findings and recommendations shall be made to the President.

7. Within 14 days* of the receipt of the Committee's written findings and recommendations report, the President, giving due weight to the report of the Committee, shall render a decision and so notify the accused faculty member in writing. Should the President's decision be inconsistent with the findings and recommendations report of the Committee, the President shall state his/her reasons to the accused faculty member and to the Committee. Although the President's action

~~shall be final, except that the accused faculty member may appeal a reversed or modified adverse findings action to a subcommittee of the Board of Trustees.~~

8. The faculty member shall have the right to request the Board to review adverse findings and recommendations of the President. The request must be in writing and filed within fourteen (14) days* after final notification by the President. If the affected faculty member does not timely request the Board's review of the President's findings and recommendations, the President's determinations become final and binding.
9. If the appeal is filed timely, the Board has the discretion to determine whether the review will be a de novo hearing or a review of the record.
10. Public statements and publicity about the case by the University will be avoided until the proceedings, including consideration by the Board, have been concluded.

DUE PROCESS

~~To assure the protection of individual rights and due process in actions involving the suspension, dismissal, or other termination for cause of university employees, the following procedures may be invoked by written request of the affected employee:~~

Commented [A8]: Moved to first paragraph.

Due process procedures

~~Initiation of action: Any person may call to the President's attention in any reasonable manner—directly or through channels—any conduct or circumstance of any member of the university community thought to be violative of university rules or regulations or otherwise to merit action involving suspension, dismissal, or other termination for cause. The President, of his own volition, may investigate any such conduct or circumstance. If, after investigation, the President is of the opinion that such action should be taken, he shall give the person so accused or affected proper notice of the action proposed.~~

Commented [A9]: Reworded in second paragraph.

~~Notice of proposed action: The President's notice to the accused of the action proposed shall be in writing by certified or registered mail or by such other appropriate means as may provide delivery and proof of receipt. The notice also shall contain:~~

~~a statement of the charges or conditions supporting the action proposed; notice of the accused's right to a full and fair hearing before a Due Process Committee; notice that such hearing shall be afforded only if requested in writing within ten days from the date of receipt of the Notice of Proposed Action, and that, if such request for a hearing is not received within this time limit, the right to a hearing shall be deemed to have been waived and the proposed action shall be imposed therewith or as specified in the notice; and information as to where a copy of the hearing procedures may be obtained.~~

Commented [A10]: Moved to third paragraph.

~~Due process hearing: If proper request for a hearing is made, the hearing shall be afforded not sooner than 14 or later than 21 days from the date of receipt of the request, unless, by mutual agreement, other time limits are established by written agreement. On receipt of the request, the President shall proceed with the establishment of an appropriate Due Process Committee (as provided for under Grievance and Due Process Committees, above), informing the accused of the names of the members and providing reasonable opportunity and time for exercise of the rights of challenge. When a proper Due Process Committee is established, the accused shall be notified in writing of the date, time, and place set for the hearing at least seven days before the hearing. The notice shall contain the names of the witnesses and a summary of the nature of the testimony and evidence to be presented against the accused, and the accused and/or the accused's representative shall be permitted to inspect, at least three days in advance of the hearing, any affidavits or exhibits the University intends to submit at the hearing. However, the foregoing shall not prevent the presentation of evidence or testimony by the University that has not been disclosed to the accused, provided the University has good cause or justification for failure to disclose. The President shall designate an appropriate person or persons to present the case for the University.~~

Commented [A11]: Moved to Item 1a above.

Commented [A12]: Addressed in 1 above.

Commented [A13]: Moved to Item 1b above.

~~Not later than three days before the hearing, the accused shall present to the University or its attorney a list of the names, addresses, and telephone numbers of all witnesses expected to be called to testify and the nature of the testimony and evidence to be offered by each witness. The university representative shall be permitted to inspect at least three days in advance of the hearing any affidavits or exhibits the accused intends to submit at the hearing. However, the foregoing shall not prevent the presentation of evidence or testimony by the accused that has not been disclosed to the University, provided the accused has good cause or justification for failure to disclose.~~

Commented [A14]: Witnesses addressed in item 2, 3a, and 3b. Last sentence deleted as not equitable for both parties.

Commented [A15]: Deleted. Addressed in Item 4. VPAA will present on behalf of University.

Commented [A16]: Moved to 2 above.

Commented [A17]: This sentence deleted as not equitable to both parties.

~~At the discretion of the President, the accused may be suspended during the proceeding if immediate harm to the accused or to others is threatened by continuance or if there is other just and sufficient cause supported by substantial evidence. Unless forbidden by law, the salary or wages of the university employee so suspended will be continued during the time of suspension.~~

Commented [A18]: Moved (and modified) to Item 1c above.

~~Committee procedures: The Committee or the Committee Chair may confer with the parties prior to the hearing in order to review procedures, provide for scheduling of witnesses and for any necessary exchange of documents or other information, and to achieve such other objectives as may make the hearing fair, effective, and expeditious. The Committee may consider, in advance of the hearing, the statement of grounds for the proposed action already formulated and such written response as the accused may elect to submit.~~

Commented [A19]: Moved to item 1bl above.

~~The Committee shall be responsible for establishing the order of procedure, for conducting the question of witnesses, for securing—if necessary—the presentation of evidence important to the case, and for developing such supplemental rules and procedures for its governance and operation as are not in conflict with other provisions of this resolution.~~

Commented [A20]: Move to item 1bl above.

~~The Committee, in consultation with the parties concerned, shall exercise its judgment as to whether the hearing shall be private or public.~~

Commented [A21]: Stated in Item 3c above.

~~Hearing procedures: The due process hearing shall be governed by the following rules and regulations: The accused shall be permitted to have legal counsel and/or an adviser of the accused's choice. The University shall be permitted to have legal counsel.~~

Commented [A22]: Detailed in Item 3a above.

~~The accused shall be afforded the right to present his version as to the charges or circumstances and to present his case by way of such statements, affidavits, witnesses, and exhibits as he desires. The accused shall be afforded an opportunity to obtain necessary witnesses and documentary or other evidence, and the University will reasonably cooperate with the Committee in securing witnesses and in making available documentary and other evidence.~~

Commented [A23]: Moved to Item 3d above.

Commented [A24]: Detailed in Item 2 above.

~~The accused and the University shall have the right to confront and cross-examine all witnesses. The Committee may grant adjournments to either party to permit the investigation of evidence to which a claim of surprise is made.~~

Commented [A25]: Moved to Item 3e above.

~~The Committee shall not be bound by strict rules of legal evidence and may admit any evidence which is of probative value in determining the issues involved. Reasonable effort should be made to obtain the most reliable evidence available.~~

Commented [A26]: Moved to item 3f above.

~~The burden of proof that adequate cause exists rests with the University and will be satisfied only by a preponderance (majority) of the evidence. The findings of fact in the decision shall be based solely on the hearing record.~~

Commented [A27]: Moved to Item 5 above.

~~An audio recording of the hearing shall be made and the audio recording of the hearing shall be made available to the accused and the University on request and without charge.~~

Commented [A28]: In lieu of an audio recording, a transcript will be prepared by a court reporter retained at the University's expense. See item 3b above.

~~Except for such simple announcements as may be required covering the time of the hearing and similar matters, publicity and public statements about the case by either party will be avoided.~~

Commented [A29]: Addressed in item 10 above.

~~Committee decision and report: On conclusion of the hearing, the Due Process Committee in executive session shall, by majority vote and solely on the basis of the evidence presented at the hearing, decide whether or not the evidence in the record has established adequate cause for the action proposed, and, on the basis of that decision, shall recommend to the President the disposition of the case. If the Committee concludes that adequate cause has been established but that a proper penalty less than that proposed would be more appropriate, it may so recommend with supporting reasons. The Committee's decision and recommendations shall be reduced to a written report which shall be forwarded, along with the record of the hearing, to the President. A copy of the Committee's report shall be sent to the accused by certified mail.~~

Commented [A30]: Addressed in items 5 and 6 above.

Commented [A31]: As the Committee's report is only a recommendation, the final decision rests with the President.

~~President's decision: Within 14 days of the receipt of the report, the President, giving due weight to the report of the Committee, shall render a decision and so notify the accused in~~

~~writing. Should the President's decision be inconsistent with the report of the Committee, the President shall state his reasons to the accused and to the Committee. The President's action shall be final, except that the accused may appeal a reversed or modified action to a subcommittee of the Board of Trustees.~~

Commented [A32]: Moved to Item 7 above.

Exceptions to Due Process Procedures:

~~Student discipline: This procedure shall not be construed in any manner to apply to or affect the operation of student-operated procedures which may impose discipline short of suspension, expulsion, or dismissal, or to matters covered by the Student Disciplinary System Manual.~~

Commented [A33]: The scope of the policy is defined in the first paragraph, no need to re-state.

~~Title IX infractions: Pursuant to federal law, the appeals procedures for these infractions are separate and are detailed in the University's Equal Opportunity, Harassment, and Nondiscrimination Policy and Procedures.~~

~~Academic probation, suspension, and dismissal: This procedure shall not be construed in any manner to give any right of hearing of any nature to students placed on academic probation or suspended or dismissed because of academic insufficiency.~~

Commented [A34]: The scope of the policy is defined in the first paragraph, no need to re-state.

Reorganizations, reductions in force, and nonrenewal of non-tenured faculty contracts: This procedure shall not be construed to limit the administrative discretion of the President to elect not to renew contracts of non-tenured personnel of the University or to terminate or abolish certain positions in the University for economic or other legitimate, nondiscriminatory, and constitutionally permissible reasons.

~~In such situations, the person whose contract is not renewed or whose employment is otherwise terminated shall not have an absolute right to a hearing before a Due Process Committee; provided, however, that if the person whose position is so severed is of the opinion that such action has deprived him of "liberty" or of a "property interest" in continued employment, he may, within ten days of severance notice, make written petition to the President to invoke the due process procedures provided herein and may be granted such a hearing at the President's sole discretion.~~

Commented [A35]: Non-tenured faculty members are at will employees. As such, the terms of their employment do not constitute a liberty or property interest.

At will employees: At will employees are not entitled to due process procedures upon their termination from employment unless ~~an adverse action against them infringes a "liberty" or "property" interest of the employee, or~~ the President expressly grants them that right in a letter imposing the adverse action.

Commented [A36]: Pursuant to state law, at will employment does not constitute a liberty or property interest.

Definitions

~~Masculine pronouns used herein shall be deemed to include and refer to females as well as to males.~~

The term "University" when used herein without further designation shall refer to the University of North Alabama.

The term "President" when used herein without further designation shall refer to the President of the University of North Alabama.

~~The phrase "university community" when used herein shall refer to the students, faculty, and non-faculty staff members and employees of the University of North Alabama.~~

~~*Excludes weekends, University recognized holidays, and periods during which the University is closed.~~

Approved by the Board of Trustees, 12/04/1992
~~Revisions proposed to Shared Governance, Fall 2016~~

Due Process Procedures

This policy is applicable to faculty members with property interests in their jobs either in the form of tenure or set amounts of time remaining on contracts when either is subject to disciplinary suspension and/or dismissal from employment for cause. To assure the protection of individual rights and due process in actions involving the disciplinary suspension, dismissal, or other termination for cause ([see Faculty Handbook 2.6.2, Termination for Cause](#)), faculty members are entitled to procedural due process as outlined below:

Dismissal of a Tenured Faculty Member for Cause

Dismissal proceedings shall begin with a conference between the faculty member and the appropriate academic officer. The conference may result in agreement that the dismissal proceedings should be discontinued or that the best interest of the tenured faculty member and the University would be served by the faculty member's resignation. If this conference does not result in mutual agreement, the academic officer will submit a recommendation in writing with rationale to the faculty member and to the Vice President for Academic Affairs and Provost (VPAA). Within fourteen (14) days*, the VPAA should have a conference with the faculty member. At the conclusion of the conference the VPAA will make a written recommendation to the University President with a copy to the faculty member.

The VPAA's recommendation to the faculty member of the action proposed shall be in writing by certified or registered mail or by such other appropriate means as may provide delivery and proof of receipt. The recommendation shall also contain a statement of the charges or conditions supporting the action proposed as well as notice of the faculty member's right to a full and fair hearing before a Due Process Committee according to the guidelines established in this policy.

Due Process Procedures

A faculty member who receives notice of recommendation of disciplinary suspension or dismissal by the VPAA may request, and shall be afforded, a hearing before a Due Process Committee. Failure to make a request in writing to the President within fourteen (14) days* after receipt of notification shall constitute a waiver by such faculty member of his/her right to a hearing before a Due Process Committee, and the President shall then make a final determination. On proper request for a hearing, as hereinafter provided, the President shall establish an ad hoc committee of five persons from the appropriate list of fifteen (15) nominees, from among tenured members of the University faculty, established for such purposes by the Faculty Senate at the beginning of each academic year. If the need arises during the summer terms, the President, in consultation with the Faculty Senate President, may make temporary appointments to fill vacancies on the committee.

Toward assuring a full and impartial hearing strictly on the merits of the case, due regard shall be given to the appointment to committees of persons with appropriate expertise and without bias or direct interest in the outcome, to provision for peer representation where relevant, and to adherence to hearing procedures. Persons appointed to a Due Process Committee who

deem themselves disqualified by reasons of bias or interest may be excused. The faculty member shall have the right of challenge of Committee appointments for cause and, if in the judgment of the President a challenge is supported by adequate grounds, the member so challenged shall be excused. The President shall appoint replacements for members excused until a proper committee is established. The President shall designate one member of the Committee to act as chair or may appoint an additional ex officio nonvoting member to act as chair. The Committee may adopt supplemental rules and regulations for their governance and operation which are not in conflict with this resolution.

Due Process Hearing Procedures

1. Once a timely request for a hearing has been received by the President and a Due Process Committee has been established, the Committee shall, with due diligence, considering the interests of both the University and the faculty member affected, hold a hearing and report its findings and recommendations to the President and to the involved faculty member.
 - a. If proper request for a hearing is made, the hearing shall be afforded not sooner than fourteen (14) or later than 21 days* from the date of receipt of the request, unless, by mutual agreement, other time limits are established by written agreement.
 - b. The Due Process Committee Chair, in collaboration with both the VPAA and the faculty member shall set the date, time, and place for the hearing and shall notify both parties of such in writing at least seven (7) days* before the hearing.
 - i. The Committee or the Committee Chair may confer with the parties prior to the hearing in order to review procedures, provide for scheduling of witnesses and for any necessary exchange of documents or other information, and to achieve such other objectives as may make the hearing fair, effective, and expeditious. The Committee may consider, in advance of the hearing, the statement of grounds for the proposed action already formulated and such written response as the faculty member may elect to submit.
 - ii. The Committee shall be responsible for establishing the order of procedure, for conducting the question of witnesses, for securing—if necessary—the presentation of evidence important to the case, and for developing such supplemental rules and procedures for its governance and operation as are not in conflict with other provisions of this resolution.
 - c. At the discretion of the President, the faculty member may be suspended pending the outcome of the proceeding if such is determined to be in the best interest of the University, the faculty member, or both. Unless forbidden by law, the salary or wages of the faculty member so suspended will be continued during the time of suspension.

2. The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence, and the administration of the University will attempt to secure the cooperation of such witnesses and will make available necessary documents and other evidence within its control. No employee of the University, regardless of position, should be excluded or excused from appearing before the Committee, if available.
 - a. Not later than four (4) days* before the hearing, the VPAA and the faculty member shall present to the Due Process Committee Chair a list of the names, addresses, and telephone numbers of all witnesses expected to be called to testify and the nature of the testimony and evidence to be offered by each witness.
 - b. At least four (4) days* prior to the hearing, both parties shall be permitted to inspect any affidavits or exhibits he/she intends to submit at the hearing.
3. During the hearing:
 - a. Both parties shall be permitted to have an advisor or attorney present who will not serve in a legal capacity but rather as a consultant. An advisor/attorney is not allowed to speak on the party's behalf, object in any manner to any questions asked or discussions raised during the hearing, cross-examine or ~~question witnesses in the hearing, or interrupt the hearing proceeding.~~
 - b. A court reporter will be retained by the University to record the proceedings. A copy of the hearing transcript shall be prepared by the court reported and distributed to both parties at no charge.
 - c. The Committee, in consultation with the parties concerns, will determine whether the hearing should be public or private.
 - d. Both parties shall be afforded the right to present their versions as to the charges or circumstances and to present their respective cases by way of such statements, affidavits, witnesses, and exhibits as he desires.
 - e. Both parties shall have the right to confront and cross-examine all witnesses. The Committee may grant adjournments to either party to permit the investigation of evidence to which a claim of surprise is made.
 - f. The Committee shall not be bound by strict rules of legal evidence and may admit any evidence which is of probative value in determining the issues involved. Reasonable effort should be made to obtain the most reliable evidence available.
4. The hearing will begin with the VPAA (or the most appropriate academic administrator in the absence of the VPAA) presenting the case for dismissal and continue with the faculty member presenting the case against dismissal. Each side may introduce evidence and/or call witnesses as desired. The faculty member and the University will have the right to cross examine all witnesses present. Affidavits are admissible whenever a witness cannot appear.

5. The burden of proof that adequate cause exists rests with the University and will be satisfied only by a preponderance (majority) of the evidence. The findings of fact in the decision shall be based solely on the hearing record.
6. The Committee, in executive session, may conclude: a) that adequate cause for the action has been established by the evidence; b) that adequate cause for the action has not been established by the evidence; or c) that adequate cause for the action has been established, but a penalty less than the action, including removal of tenure, would be more appropriate. The Committee may make any other recommendations it determines are appropriate. The Committee's written findings and recommendations shall be made to the President.
7. Within 14 days* of the receipt of the Committee's written findings and recommendations, the President shall render a decision and so notify the faculty member in writing. Should the President's decision be inconsistent with the findings and recommendations of the Committee, the President shall state his/her reasons to the faculty member and to the Committee. Although the President's action shall be final, the faculty member may appeal adverse findings to a subcommittee of the Board of Trustees.
8. The faculty member shall have the right to request the Board to review adverse findings and recommendations of the President. The request must be in writing and filed within fourteen (14) days* after final notification by the President. If the affected faculty member does not timely request the Board's review of the President's findings and recommendations, the President's determinations become final and binding.
9. If the appeal is filed timely, the Board has the discretion to determine whether the review will be a de novo hearing or a review of the record.
10. Public statements and publicity about the case by the University will be avoided until the proceedings, including consideration by the Board, have been concluded.

Exceptions to Due Process Procedures

Title IX infractions: Pursuant to federal law, the appeals procedures for these infractions are separate and are detailed in the University's [Equal Opportunity, Harassment, and Nondiscrimination Policy and Procedures](#).

Reorganizations, reductions in force, and nonrenewal of non-tenured faculty contracts: This procedure shall not be construed to limit the administrative discretion of the President to elect not to renew contracts of non-tenured personnel of the University or to terminate or abolish

certain positions in the University for economic or other legitimate, nondiscriminatory, and constitutionally permissible reasons.

At will employees: At will employees are not entitled to due process procedures upon their termination from employment unless the President expressly grants them that right in a letter imposing the adverse action.

Definitions

The term "University" when used herein without further designation shall refer to the University of North Alabama.

The term "President" when used herein without further designation shall refer to the President of the University of North Alabama.

*Excludes weekends, University recognized holidays, and periods during which the University is closed.

Approved by the Board of Trustees, 12/04/1992
Revisions proposed to Shared Governance, Fall 2016

Grievance and Due Process Procedures

GRIEVANCE AND DUE PROCESS COMMITTEES

On proper request for a hearing, as hereinafter provided, the President of the University shall establish for grievance hearing an ad hoc committee of three persons and for a due process hearing an ad hoc committee of five persons. The committees shall be composed of university personnel appointed by the President, according to the classification of the person initiating the request, as follows:

- **University Faculty:** from among tenured members of the university faculty, with not more than one member for a grievance committee or two members for a due process committee also holding administrative appointment.
- **Non-Faculty Staff:** from among members of the university faculty and non-faculty staff.
- **Students:** from among members of the university faculty, non-faculty staff, and students.

Toward assuring a full and impartial hearing strictly on the merits of the cases, due regard shall be given to appointment to committees of persons with appropriate expertise and without bias or direct interest in the outcome, to provision for peer representation where relevant, and to adherence to hearing procedures. In making committee appointments, the President may seek nominations from representative organizations such as, respectively, the Faculty Senate, and the Student Government Association. In cases involving a member of the university faculty as grievant or accused, the President shall, if so petitioned by the faculty member in the formal request for a hearing, make the committee appointments from the appropriate list of nominees established for such purposes by the Faculty Senate at the beginning of each academic year, one list to consist of nine nominees for grievance committees and one list to consist of fifteen nominees for due process committees. Persons appointed to grievance or due process committees who deem themselves disqualified by reasons of bias or interest may be excused. The grievant or accused shall have the right of challenge of committee appointments for cause and if in the judgment of the President a challenge is supported by adequate grounds, the member so challenged shall be excused. The President shall appoint replacements for members excused until a proper committee is established. The President shall designate one member of the committee to act as chair or may appoint an additional ex officio nonvoting member to act as chair. The committees may adopt supplemental rules and regulations for their governance and operation which are not in conflict with this resolution.

GRIEVANCES

A grievance is a complaint directed against another member or organization of the university community or against the University--including the departments, divisions, and schools thereof--alleging improper, arbitrary, or discriminatory application of university rules, regulations, standards, practices, and/or procedures relating to the conditions of employment or enrollment, or to other circumstances giving proper grounds for complaint. Grievance procedures do not apply to actions involving suspension, expulsion, dismissal, or other termination of employment or enrollment for

cause. For such actions reference is made to the procedures under "Due Process", below.

Informal procedures

A grievant first must seek resolution or redress of the grievance informally through the established administrative channels beginning, according to the grievant's classification and to the nature of the grievance, with the official at the first or immediate level of authority, and, if required, continuing in the chain of authority to the next higher level. For university employees, the complaint of a faculty member normally will be directed to the department head/director with continuation in line to the Vice President for Academic Affairs and Provost; for nonfaculty staff, to the immediate supervisor/director or to the Director of Human Resources and Affirmative Action with continuation in line to the appropriate vice president. For students, a complaint involving services or activities normally will be directed to the appropriate director/officer of the service or activity with continuation in line to the Vice President for Student Affairs and University Counsel; on a complaint involving academic or instructional matters, to the academic department head with continuation in line to the Vice President for Academic Affairs and Provost. Complaint by an applicant who has been denied admission to the University will be directed to the Dean of Enrollment Services with continuation in line to the Vice President for Academic Affairs and Provost. Complaint by an applicant who has been denied employment at the University will be directed, for applicants to faculty positions, to the Vice President for Academic Affairs and Provost; for applicants to nonfaculty staff positions, to the Director of Human Resources and Affirmative Action with continuation in line to the Vice President for Business Affairs.

Formal hearing

If, after exhausting recourse through established administrative channels, the grievant still feels that a satisfactory remedy or relief has not been provided, the grievant may request a formal hearing. The request shall be directed to the President of the University in writing and shall bear the grievant's name, current address, and telephone number; a clear statement of the nature of the grievance and the facts supporting it; the remedy or relief sought; the date; and the grievant's signature.

On receipt of the grievant's request, the President shall proceed to the establishment of a proper Grievance Committee to hear the case, as provided for under Grievance and Due Process Committees above and shall give the grievant not less than seven days' advance notice as to the date, time, and place set for the hearing.

Grievance hearing procedures: A grievance hearing is not an administrative due process hearing and therefore does not include all of those procedures provided for in due process hearings; neither do formal rules of evidence apply. The hearing shall be confidential and only those persons concerned should be included in the hearing.

Functions of the Grievance Committee: The Committee or Committee Chair may confer with the grievant prior to the hearing to schedule witnesses, provide for the exchange of documents, and achieve other appropriate objectives to make the procedures fair, effective, and expeditious. In the hearing, the Committee may question the grievant and the witnesses presented by the grievant, may call such witnesses and examine such documents as it considers necessary, and shall keep a record of the hearing.

The Committee's role is to investigate the complaint as presented to the Committee by the grievant, to obtain all the facts in the dispute, and to come to a conclusion as to whether or not the grievant has just cause for complaint. In grievances which are contractual in nature, the Committee's role is to determine whether or not the grievant has had all the benefits of the procedures afforded by the grievant's contract and the rules and regulations of the University, school, and department, and whether or not the decision which forms the basis for the complaint was the result of adequate consideration in terms of the relevant standards of the University, school, and department. It is not within the scope of the Committee to make judgments on the professional qualifications of the grievant, such being the responsibility of the administrators within the concerned department, school, and the University. The Committee shall be guided in its decisions only by the evidence presented at the hearing.

Rights and responsibilities of the grievant: It is the responsibility of the grievant to present all the facts and to prove the merits of the grievance. To this end the grievant shall state the grievance with specificity, shall be allowed to present witnesses and documents on the grievant's behalf, and to examine any other witnesses and documents presented. The grievant shall not be represented by counsel but may have the assistance of an adviser of his choice from among personnel of the university community.

~~The Committee's report and final action:~~ Upon conclusion of the hearing, the Grievance Committee shall prepare a report summarizing the evidence and rendering its conclusions. Copies of the report shall be sent to the President and to the grievant. Within 14 days of the receipt of the report, the President, giving due weight to the report of the Committee, shall render a decision and so notify the grievant. Should the President's decision be inconsistent with the report of the Committee, the President shall state his reasons to the grievant and to the Committee. The President's action shall be final, except that a grievant may appeal a reversed or modified decision to a subcommittee of the Board of Trustees.

DUE PROCESS

To assure the protection of individual rights and due process in actions involving the suspension, dismissal, or other termination for cause of university employees, the following procedures may be invoked by written request of the affected employee:

Due process procedures

Initiation of action: Any person may call to the President's attention in any reasonable manner--directly or through channels-- any conduct or circumstance of any member of the university community thought to be violative of university rules or regulations or otherwise to merit action involving suspension, dismissal, or other termination for cause. The President, of his own volition, may investigate any such conduct or circumstance. If, after investigation, the President is of the opinion that such action should be taken, he shall give the person so accused or affected proper notice of the action proposed.

Notice of proposed action: The President's notice to the accused of the action proposed shall be in writing by certified or registered mail or by such other appropriate means as may provide delivery and proof of receipt. The notice also shall contain:

a statement of the charges or conditions supporting the action proposed; notice of the accused's right to a full and fair hearing before a Due Process Committee; notice that such hearing shall be afforded only if requested in writing within ten days from the date of receipt of the Notice of Proposed Action, and that, if such request for a hearing is not received within this time limit, the right to a hearing shall be deemed to have been waived and the proposed action shall be imposed therewith or as specified in the notice; and information as to where a copy of the hearing procedures may be obtained.

Due process hearing: If proper request for a hearing is made, the hearing shall be afforded not sooner than 14 or later than 21 days from the date of receipt of the request, unless, by mutual agreement, other time limits are established by written agreement. On receipt of the request, the President shall proceed with the establishment of an appropriate Due Process Committee (as provided for under Grievance and Due Process Committees, above), informing the accused of the names of the members and providing reasonable opportunity and time for exercise of the rights of challenge. When a proper Due Process Committee is established, the accused shall be notified in writing of the date, time, and place set for the hearing at least seven days before the hearing. The notice shall contain the names of the witnesses and a summary of the nature of the testimony and evidence to be presented against the accused, and the accused and/or the accused's representative shall be permitted to inspect, at least three days in advance of the hearing, any affidavits or exhibits the University intends to submit at the hearing. However, the foregoing shall not prevent the presentation of evidence or testimony by the University that has not been disclosed to the accused, provided the University has good cause or justification for failure to disclose. The President shall designate an appropriate person or persons to present the case for the University.

Not later than three days before the hearing, the accused shall present to the University or its attorney a list of the names, addresses, and telephone numbers of all witnesses expected to be called to testify and the nature of the testimony and evidence to be offered by each witness. The university representative shall be permitted to inspect at least three days in advance of the hearing any affidavits or exhibits the accused intends to submit at the hearing. However, the foregoing shall not prevent the presentation of evidence or testimony by the accused that has not been disclosed to the University, provided the accused has good cause or justification for failure to disclose.

At the discretion of the President, the accused may be suspended during the proceeding if immediate harm to the accused or to others is threatened by continuance or if there is other just and sufficient cause supported by substantial evidence. Unless forbidden by law, the salary or wages of the university employee so suspended will be continued during the time of suspension.

Committee procedures: The Committee or the Committee Chair may confer with the parties prior to the hearing in order to review procedures, provide for scheduling of witnesses and for any necessary exchange of documents or other information, and to achieve such other objectives as may make the hearing fair, effective, and expeditious. The Committee may consider, in advance of the hearing, the statement of grounds for the proposed action already formulated and such written response as the accused may elect to submit.

The Committee shall be responsible for establishing the order of procedure, for conducting the question of witnesses, for securing—if necessary--the presentation of evidence important to the case, and for developing such supplemental rules and procedures for its governance and operation as are not in conflict with other provisions of this resolution.

The Committee, in consultation with the parties concerned, shall exercise its judgment as to whether the hearing shall be private or public.

Hearing procedures: The due process hearing shall be governed by the following rules and regulations: The accused shall be permitted to have legal counsel and/or an adviser of the accused's choice. The University shall be permitted to have legal counsel. The accused shall be afforded the right to present his version as to the charges or circumstances and to present his case by way of such statements, affidavits, witnesses, and exhibits as he desires. The accused shall be afforded an opportunity to obtain necessary witnesses and documentary or other evidence, and the University will reasonably cooperate with the Committee in securing witnesses and in making available documentary and other evidence.

The accused and the University shall have the right to confront and cross-examine all witnesses. ~~The Committee may grant adjournments to either party to permit the investigation of evidence to which a claim of surprise is made.~~

The Committee shall not be bound by strict rules of legal evidence and may admit any evidence which is of probative value in determining the issues involved. Reasonable effort should be made to obtain the most reliable evidence available.

The burden of proof that adequate cause exists rests with the University and will be satisfied only by a preponderance (majority) of the evidence. The findings of fact in the decision shall be based solely on the hearing record.

An audio recording of the hearing shall be made and the audio recording of the hearing shall be made available to the accused and the University on request and without charge.

Except for such simple announcements as may be required covering the time of the hearing and similar matters, publicity and public statements about the case by either party will be avoided.

Committee decision and report: On conclusion of the hearing, the Due Process Committee in executive session shall, by majority vote and solely on the basis of the evidence presented at the hearing, decide whether or not the evidence in the record has established adequate cause for the action proposed, and, on the basis of that decision, shall recommend to the President the disposition of the case. If the Committee concludes that adequate cause has been established but that a proper penalty less than that proposed would be more appropriate, it may so recommend with supporting reasons. The Committee's decision and recommendations shall be reduced to a written report which shall be forwarded, along with the record of the hearing, to

the President. A copy of the Committee's report shall be sent to the accused by certified mail.

President's decision: Within 14 days of the receipt of the report, the President, giving due weight to the report of the Committee, shall render a decision and so notify the accused in writing. Should the President's decision be inconsistent with the report of the Committee, the President shall state his reasons to the accused and to the Committee. The President's action shall be final, except that the accused may appeal a reversed or modified action to a subcommittee of the Board of Trustees.

Exceptions to Due Process Procedures:

Student discipline: This procedure shall not be construed in any manner to apply to or affect the operation of student-operated procedures which may impose discipline short of suspension, expulsion, or dismissal, or to matters covered by the Student Disciplinary System Manual.

Academic probation, suspension, and dismissal: This procedure shall not be construed in any manner to give any right of hearing of any nature to students placed on academic probation or suspended or dismissed because of academic insufficiency.

~~**Reorganizations, reductions in force, and nonrenewal of non-tenured faculty contracts:**~~
~~This procedure shall not be construed to limit the administrative discretion of the President to elect not to renew contracts of non-tenured personnel of the University or to terminate or abolish certain positions in the University for economic or other legitimate, nondiscriminatory, and constitutionally permissible reasons. In such situations, the person whose contract is not renewed or whose employment is otherwise terminated shall not have an absolute right to a hearing before a Due Process Committee; provided, however, that if the person whose position is so severed is of the opinion that such action has deprived him of "liberty" or of a "property interest" in continued employment, he may, within ten days of severance notice, make written petition to the President to invoke the due process procedures provided herein and may be granted such a hearing at the President's sole discretion.~~

At will employees: At will employees are not entitled to due process procedures upon their termination from employment unless an adverse action against them infringes a "liberty" or "property" interest of the employee, or the President expressly grants them that right in a letter imposing the adverse action.

Definitions

Masculine pronouns used herein shall be deemed to include and refer to females as well as to males.

The term "University" when used herein without further designation shall refer to the University of North Alabama.

The term "President" when used herein without further designation shall refer to the President of the University of North Alabama.

The phrase "university community" when used herein shall refer to the students, faculty, and non-faculty staff members and employees of the University of North Alabama.

Approved by the Board of Trustees, 12/04/1992

Appendix G



MEMORANDUM

TO: **ACADEMIC PROGRAM ANALYSIS TASK FORCE**

Co-Chairs:

Dr. Jana Beaver and Dr. Michael Pretes

Faculty Representatives:

Dr. Jeffrey Bibbee

Dr. John Crabtree

Dr. Kristy Oden

Dr. Quinn Pearson

Dr. Yaschica Williams

Staff Representative:

Dr. Mary Bowers

SGA Representative:

Mr. Tyler Delano

Research Office Support Staff:

Mr. Nathan Pitts

Administrative Liaison:

Dr. Vince Brewton (*non-voting*)

FROM: Kenneth D. Kitts, President

RE: Task Force Appointment and Charge

DATE: September 21, 2016

The University faces the challenges of limited funding for the foreseeable future. With that understanding in mind, it is prudent to gather information and engage in as much program-level analysis as possible. As noted in my September 14 email message to all faculty and staff, members of the UNA Board of Trustees have requested such efforts on our part, and numerous members of the State Legislature also seek to ensure that accountability measures are in place. Moreover, engaging in this analysis positions the University to be able to make sound decisions in both good times (when additional funding is available) and bad times (when curtailment and reallocation of resources is possible). In the absence of such a process, decisions become arbitrary and typically rest with the senior administration without adequate input from the campus.

Therefore, I am pleased to appoint you as the Academic Program Analysis Task Force. Using a wide range of quantitative and qualitative measures as you determine appropriate, your charge is to review each of the University's academic programs at the major level. You should use the results of your review to create categories that can assist with resource allocation decisions. I ask that you submit your final report to me by the end of the 2016-2017 academic year. While Provost Thornell is assuming responsibility for general oversight of the program analysis effort, Vince Brewton has agreed to provide additional support as administrative liaison to assist you in your work.

In consultation with campus stakeholders from all constituency groups, the President has final authority on the use of the results of the study. There is no preconceived plan for an implementation strategy on your analysis. However, continued funding challenges (especially in the face of proration) or the possibility of an influx of new funds could serve as the catalyst for action on some portion of the analysis.

Thank you for your service on the Academic Program Analysis Task Force. Your individual and collective contributions to this a very important systematic approach to internal assessment are much appreciated.

KDK/rbs

pc: Dr. Vince Brewton

Dr. David Brommer, 2016-2017 Faculty Senate President

Ms. Sarah Green, 2016-2017 SGA President

Dr. Scott Infanger, 2016-2017 Shared Governance Executive Committee Chair

Dr. Kevin Jacques, 2016-2017 Staff Senate President

Dr. John Thornell

OFFICE of the PRESIDENT

UNA Box 5004, Florence, AL 35632-0001

P: 256.765.4211 | F: 256.765.4644 | www.una.edu

Equal Opportunity / Equal Access Institution

MEMORANDUM



TO: **ADMINISTRATIVE OFFICE PROGRAM ANALYSIS TASK FORCE**

Co-Chairs: Dr. Joy Borah and Dr. Molly Vaughn

Faculty Representatives: Dr. Jeremy Stafford
Ms. Darlene Townsend

Staff Representatives: Mr. Bishop Alexander
Dr. Kimberly Greenway
Mr. Ethan Humphres
Ms. Lisa Rogers

SGA Representative: Ms. Jessica McAlister

Research Office Support Staff: Ms. Melissa Thornton

Administrative Liaison: Dr. Vince Brewton (*non-voting*)

FROM: Kenneth D. Kitts, President *[Signature]*

RE: Task Force Appointment and Charge

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The University faces the challenges of limited funding for the foreseeable future. With that understanding in mind, it is prudent to gather information and engage in as much program-level analysis as possible. As noted in my September 14 email message to all faculty and staff, members of the UNA Board of Trustees have requested such efforts on our part, and numerous members of the State Legislature also seek to ensure that accountability measures are in place. Moreover, engaging in this analysis positions the University to be able to make sound decisions in both good times (when additional funding is available) and bad times (when curtailment and reallocation of resources is possible). In the absence of such a process, decisions become arbitrary and typically rest with the senior administration without adequate input from the campus.

Using a wide range of quantitative and qualitative measures, an Academic Program Analysis Task Force has been charged with reviewing each of the University's academic programs at the major level. The funding challenges that prompt an analysis of academic programs also holds true for administrative offices. The rationale is the same. In a spirit of equity, both efforts are essential to make judgments about resource allocation going forward.

Therefore, I am pleased to appoint you as the Administrative Office Program Analysis Task Force. Using available data, including normative information at peer institutions, all administrative offices on the UNA campus should be reviewed and assessed. Results of this review will produce recommendations for each administrative office that can be used for future resource allocation and possible adjustments in staffing and budget. I ask that you submit your final report to me by the end of the 2016-2017 academic year. While Provost Thornell is assuming responsibility for general oversight of the program analysis effort, Vince Brewton has agreed to provide additional support as administrative liaison to assist you in your work.

OFFICE of the PRESIDENT

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Thank you for your service on the Administrative Office Program Analysis Task Force. Your individual and collective contributions to this a very important systematic approach to internal assessment are much appreciated.

KDK/rbs

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Ms. Sarah Green, 2016-2017 SGA President
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Dr. John Thornell