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I. PURPOSE

These policy statements (PS 36T and PS 36NT), subordinate to applicable federal and state law, the [Bylaws and Regulations](#) of the LSU Board of Supervisors, and [Permanent Memoranda 23](#) and [69](#), seek to articulate the context within which faculty members are evaluated and advance across an academic career at LSU. These policies provide a framework for the appointment, reappointment, evaluation, and promotion of faculty. A mechanism for appeals is also provided. Recognizing the diverse nature of academic disciplines, colleges, schools, and departments, academic units are encouraged to develop their own bylaws pursuant to and within the provisions of these policies.

By means of these policies and procedures, the University seeks to employ and maintain a faculty with superior qualifications to advance its mission and to nurture and support the work of those faculty members, while observing the principles of academic freedom and the tenets of the tenure system.

II. DEFINITIONS

Appointment or Initial appointment: LSU's agreement to employ a person in a faculty position for a specific term.

Bylaws: The rules and procedures adopted by an academic unit for implementation of this policy, which may not contradict campus policy statements or University-wide permanent memoranda.

Bylaws and Regulations of the LSU Board of Supervisors: The most recent version of the Bylaws and Regulations adopted by the Board of Supervisors of Louisiana State University and Agricultural and Mechanical College.

College: College, school, or otherwise-named unit that reports directly to the Provost.

Dean: Chief officer of a college.

Department: Academic institute, school, center, college, or otherwise-named unit to which

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health care premiums when the employee has and wishes to continue health care coverage during the period of approved leave.

Full-time, Part-time: A faculty member at

Reappointment review:

academic-year appointment; or (2) twelve months of full-time service, for a person with a fiscal-year appointment. For each faculty member, years will be counted from the beginning of the initial appointment.

III. GENERAL POLICY

This policy statement exists within the context of the Bylaws and Regulations of the LSU Board of Supervisors and Permanent Memoranda 23 and 69, and it codifies procedures for faculty members at LSU's comprehensive, research-intensive flagship institution. This policy statement mandates a process for faculty appointments, reappointments, promotions, tenure (when applicable), and annual reviews. Faculty are to be evaluated based on the merits of their performance as productive scholars, teachers, and members of the academic community. The personnel actions described above are approved at appropriate administrative levels as delegated by the Board to the President and outlined in University policy.

The present policy statement (PS 36NT) does not increase or diminish legally enforceable rights of the University or of its employees that may derive from applicable law, LSU policies and procedures, regulations, contracts, or written commitments.

PS 36NT applies to all persons holding a full-time faculty appointment that is not eligible for tenure. See [Appendix A](#) for the pertinent position titles and terms of appointment. Provisions for these appointments, as well as for adjunct faculty and other part-time academic rank positions, are stated in [PM 23](#), entitled *Ranks, Provisions, and Policies Governing Appointments and Promotions of the Academic Staff*. This policy statement does not apply to those positions described in PS 36T.

A person who holds a rank covered by PS 36NT may apply for any available University position, including tenured or tenure-track positions, for which they qualify. That person will be considered in accord with the policies that govern an initial appointment to the position. Any promotion to any faculty rank must adhere to campus process on promotion and tenure matters.

IV. PROCEDURES

A. General Procedural Provisions

1. Confidentiality

Every effort should

notice of the decision will ordinarily be provided in accordance with the following schedule as provided in Chapter II, Section 2-7 of the Bylaws and Regulations:

- a. Not later than March 1 of the first academic year of service in the current appointment, if the appointment expires at the end of that year; or, if an initial one-year appointment terminates during an academic year, at least three months in advance of its termination;
- b. Not later than December 15 of the second academic year of service in the current appointment, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during the academic year, at least six months in advance of its termination; or
- c. At least 12 months before the expiration of an appointment after two or more years of service on that campus.

A decision of nonreappointment will not be suspended during an appeal. Upon expiration of a term appointment, the former faculty member is a free agent to whom LSU has 1 (n)]TJ-0.028 Tc -0.2oc-4 (c)

Designations that may be adopted by a unit to make distinctions as to functions performed or reviews completed among faculty members within the unit (for example, senior instructor and other working titles) which are not defined in PM 23 (*Ranks, Provisions, and Policies Governing Appointments and Promotions of the Academic Staff*) will not be recognized as University ranks or titles and will not grant the faculty member any additional rights and/or responsibilities.

2. Approval Procedure

The unit leader or dean of each unit must promulgate the unit's bylaws, and in particular must provide the current version of the unit's bylaws to the dean, the Provost, and the Faculty Senate. The Provost may require a change in the unit's bylaws, based on a finding that they are inconsistent with the bylaws of an administrative unit to which it reports, inconsistent with a University policy, or contrary to the interests of the University.

C. Eligible Voting Faculty

The tenured and tenure-track faculty in each department have a steward's role in the University's governance and leadership. Faculty members should engage in meaningful, rigorous, and comprehensive evaluations when making key personnel decisions to ensure that the interests of the department are considered in broad perspective. See [Appendix B](#) for a table illustrating the composition of the eligible voting faculty for various decisions and final approval authorities.

1. When Faculty Review and Voting Is Required

- a. A faculty review and vote is required for each initial appointment to the rank of professional- in-residence, or to any rank within the research, clinical specialist, or professional practice series.
- b. A department's or college's bylaws may specify that a faculty vote is also required for some or all initial appointments to other ranks covered by the present policy.
- c. A faculty review and vote is required for every promotion to a rank covered by PS 36NT. Whenever a promotion review is undertaken at the same time as a reappointment review, a faculty vote to address the reappointment question may also be required depending on length of reappointment and years of service, as provided in this policy statement.
- d. Every appointment or reappointment in which the term "question" de41

g. In addition, the unit leader may require a faculty review and vote to be part of any initial appointment or reappointment decision.

h. Faculty review and vote will not be required for personnel actions in the Laboratory School except as may be specified in the school's bylaws.

2. Eligibility to Vote

If a faculty review and vote is required by the department's or college's bylaws, but is not mandated by the present policy, or in any case of an initial appointment, those bylaws may define the eligible voting faculty differently and may, for example, designate a committee to represent the larger group of eligible faculty voters. For those decisions for which a faculty review and vote is mandated by PS 36NT, the eligible voting faculty is defined in [Appendix B](#).

a. *Members Added by the Department's Bylaws:* A department may determine that certain faculty members have suitable rank (same rank or above) and expertise to participate in making a given kind of decision. Accordingly, the bon.r0 Tc 0 Tw2 Tw ar7()Ts (c)-1 (i)-2 (s)-1 (i(i(i(i(i(i(i 4.575 (

These guidelines will govern every evaluation of a faculty member's job performance and every decision with regard to initial appointment, reappointment, and promotion.

Declaration of financial exigency and changes in existing and prospective needs, resources, and other conditions may affect decisions regarding faculty members governed by PS 36NT. In the absence of such factors, these guidelines will be observed in the evaluation of every faculty member's job performance with regard to initial appointment, reappointment, or other personnel action.

The appropriate considerations are those that are pertinent to the faculty member's job responsibilities, which will consist of a supporting role in one or more of the three traditional areas of scholarship, teaching, and service. The weight to be accorded each will be consistent with the department's mission and with the faculty member's job duties and work assignments. The extent and nature of expectations may also be described in the bylaws of the department and in approved written contracts.

Essential to every evaluation and decision are the fundamental expectations of intellectual honesty; cooperative, ethical, and professional conduct; respect for others' rights and safety; and the avoidance of disruptive or combative behavior that interferes with the work of the unit. A failure to meet these fundamental expectations must be considered, and will have a negative effect, whenever a faculty member is evaluated.

No provision in PS 36NT will be used or interpreted to suppress freedom of speech or the right to dissent.

1. Scholarship

Scholarship is an essential purpose of the University and of every unit. The term scholarship is used here in a broad sense to signify

- ix. Multidisciplinary and interdepartmental teaching both on and off campus and at international locations or institutions
- x. Direction of a thesis or dissertation
- xi. Articles on pedagogy
- xii. Redesign of a course, or development of a new course
- xiii. Innovation in teaching methods, including instruction that has an impact on the community and community partnerships
- xiv. Instruction that embeds engaged learning into a community environment
- xv. Contributions to committees and other entities concerned with teaching, curricula, or educational policy
- xvi. Publication of textbooks or other materials relevant for teaching by respected publishing houses
- xvii. Textbook adoptions at other universities

b. *Illustrative Factors and Evidence of Quality*: Examples of appropriate factors and evidence that may contribute to a judgment of teaching quality include the following.

- i. Observation of classroom teaching or of other presentations
- ii. Statements by the candidate of personal educational philosophy
- iii. Evaluations by peers, including those at other institutions, of course syllabi or other instructional materials
- iv. Student performance on departmental examinations or standardized tests
- v. Students' subsequent success or demonstration of mastery
- vi. Honors or special recognition for teaching excellence
- vii. Invitations to teach in programs at other national and international educational institutions
- viii. Invitations to give lectures and panel presentations

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- ix. Evaluations of teaching and testimonials by present or former students. Any sampling of student opinion should be carried out in such a manner so that students can state their judgments freely and without fear of reprisal.
- x. Grants and contracts to fund teaching activities or provide student stipends, especially by national agencies or foundations
- xi. Development of joint academic programs with other institutions including international partner institutions
- xii. Courses that have been vetted through special designation in the course catalog (e.g., service-learning courses and communication- intensive courses)
- xiii. Impact of teaching or teaching materials on the community or a community partner

3. Service

The term service is used to mean *other contributions to the department, the University, the academic profession, or the broader national or international community that support the primary missions of scholarship and teaching*. In some cases, specific service will be a substantial and explicit part of a faculty member's work, as specified in the rules of the department or as specified in the faculty member's job duties and work assignments. Such is the case, for example, when the faculty member occupies an administrative position or when part of the mission of the department is to

i. Clinical consultation, evaluation, assessment, treatment, patient management, specialty service, or diagnostic support, provided through University-affiliated

d. *Approval Procedure: Official Offer:* The unit leader of the department will forward to the dean an appointment file, comprising the following items:

- i. The candidate's Curriculum Vitae (CV) and appropriate supporting material, including all letters of evaluation;
- ii. The report of the department's recommendation including a vote tally on appointment at rank;
- iii. The proposed employment contract signed by the unit leader of the department; the contract will name all the participating departments and will identify the primary department; and
- iv. The unit leader's recommendation, explaining as necessary the terms of the contract.

In the case of a recommended initial appointment with an annual salary exceeding limits set by PM 69 (*Delegation of Authority to Execute Personnel Actions*), and/or to a position with a modified title indicating particular distinction, the recommendation will require the approval of the

the candidate prior to this time as long as those discussions establish that the line officer is not making an offer of employment.

e. References and Background Checks: At least three references should be contacted by the unit leader or unit leader's designee to verify information listed on the CV, vouch for professionalism in the work environment including collegiality, and endorse the potential for success relative to the job description. When files require consideration beyond the college, references should either be written letters of recommendation, or other written summaries of contact with the identified person providing the reference. Criminal background checks will be conducted by HRM. An offer of employment is contingent upon completion of a background check deemed satisfactory by HRM. The background check must be complete before the date of employment. Background checks revealing misrepresentations may be grounds for immediate rejection of the application.

2. Qualifications for Appointments

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a. *General:* Faculty in ranks covered by PS 36NT may be jointly appointed to more than one department and, in some cases, more than one campus within LSU. The primary purpose of such shared appointments is to support faculty whose expertise spans traditional disciplinary boundaries and to encourage interdisciplinary activities in established and emerging areas of discourse and research. Such appointments require shared responsibilities between units with respect to initial appointments, reappointment, mentoring, promotion, and annual performance evaluations. A memorandum of understanding outlining the distribution of responsibilities and expectations of the faculty and units will be established, reviewed by HRM, signed by the Provost when multiple campuses are involved, and provided to the faculty member. For joint appointments *within* the LSU campus, the dean(s) must approve the memorandum of understanding and have final signature authority.

If the concurrent appointments are collectively initiated by the departments involved and the overall percent effort equals 100%, the appointments will be considered joint appointments and the faculty member will be subject to this policy statement. When a faculty member is separately hired by multiple departments for the same or overlapping periods, the appointments will be treated as part-time

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hiring, review, and promotion processes. Such representation can include consultation regarding the candidate's appointment, reappointment, and promotion, and annual reviews; reports from shared faculty mentoring between units; external letters requested from scholars in secondary disciplines; and/or collaboration on annual reviews by a representative unit leader.

d. *Split Recommendations*: In the case where there is a split recommendation for reappointment, any degree-granting academic unit which supports reappointment shall have the option to recommend to the dean the faculty member for reappointment and become

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duties, work assignments, or work plans, as appropriate. The unit leader's evaluation must observe the guidelines for criteria for evaluating faculty job performance set forth in this policy. In evaluating the faculty member, the unit

A term appointment

iv. I understand that I have the right to provide a formal letter of response or rebuttal, with materials in support thereof, within seven calendar days to the unit leader and to the dean of my primary unit.

e. *Approval Process*: In all cases, the unit leader will send to HRM a request to carry out the decision. HRM will coordinate finalizing the personnel action as appropriate.

H. Promotion Reviews

1. *General Guidelines*. This section describes the process for reaching a decision on one of the following actions: promotion from a non-faculty position to a non-tenure-track position; promotion from one non-tenure-track position to another; or promotion within non-tenure-track ranks.

2. When a Review Will Be Conducted

a. A promotion review will be initiated only as provided by this policy statement and is not mandated to occur at any given time with reference to a candidate's years of service.

b. A promotion review requires the better part of a year for completion. All activities related to a review must be timed to conform with the current timetable set by the Provost and communicated through HRM, and with the timetables set in colleges and departments for their parts in the process.

c. A promotion review for a given faculty member may be proposed by the unit leader, proposed by a member of the appropriate

recommendation on all decisions being considered, and the decision procedures (on reappointment and/or promotion, as the case may be) will proceed together, with a

supporting material to be enclosed also.

6. Review Committee Report

The committee will add all outside evaluations to the review file along with:

- a. The name and address of everyone asked to write an evaluation;
- b. For each evaluator, a brief statement of qualifications, including academic rank and institution of employment;
- c. A sample letter used to request the evaluations; and
- d. Explanatory notes as needed, at the discretion of the unit leader or review committee.

The unit leader will take appropriate measures to ensure that confidentiality of this matter in the review file is maintained.

The review committee will then consider all material in the review file, including the letters, and will prepare a report. The committee report must be a comprehensive statement on the case, observing the relevant criteria for evaluating faculty job performance. This report will be placed in the review file.

7. Recommendation by the Unit

The composition of the eligible voting faculty depends on the action being considered and the rank of the person under review. ([Refer to Appendix B.](#))

- a. The unit leader will make the review file available to the eligible voting faculty for their study when the following conditions are met:

- (c) A sample letter used to request the evaluations; and
- (d) Explanatory notes as needed, at the

- i. I am aware of the contents of my file and have had the opportunity to bring it up-to-date and to provide my annual report;
- ii. I have been notified of and had the opportunity to read the report and recommendation with regard to my appointment;
- iii. I have exercised, or else waived, my rights to discuss the report and recommendation with the unit leader from each unit in which I am employed; and
- iv. I understand that I have the right to provide a formal letter of response or rebuttal, with materials in support thereof, within seven calendar days to the unit leader and to the dean of my primary unit.

9. Steps beyond the Unit

- a. If either the eligible voting faculty or the unit leader makes a positive recommendation on the promotion, the unit leader will forward the review file to the line officer to whom they report for consideration.
- b. If the faculty committee and the unit leader agree that the promotion should not be granted, that will be the final decision on promotion—unless the candidate requests in writing that the review file be forwarded to the line officer to whom the unit leader reports for consideration. The report will also include a recommendation regarding reappointment where applicable.

10. Consideration at Additional Administrative Levels

The Provost and deans will employ advisory committees of tenured, tenure-track, and other faculty as they deem appropriate for additional administrative reviews. No officer will make rankings of candidates. The steps of additional administrative reviews, which occur if the review file is forwarded by the unit leader to the unit leader's line officer, will be as described in this section. If the candid.n419J-0.025 Tc 0.0250035 Tw 1.51 0 Td[(e)-1 8p018 Tw [(a)1 Td(If)50035

dean's recommendation is negative, or if the candidate requests it, the dean will meet with the candidate.

c. When 10.a does not apply and the decision is submitted to the Provost for review, the Provost will consider the review file and will forward a recommendation and the review file to the President.

d. The President will review the file and make the final decision. The President or the President's designee will notify the candidate of the decision.

11. Late Events and Evidence

After the unit leader has forwarded the review file, evidence may appear or events may occur that are substantial and pertinent to the decision being made. Either the candidate or any one of the line officers involved may send such information to the line officer currently holding the file, and it will then be added to the file. The candidate and all the line officers will be advised of such an addition to the file but will not halt the process, nor will the addition require the process to start over.

12. Disposition of Supporting Material

Supporting material remains in the unit until the review process is finalized but may be requested by a reviewer at any subsequent stage of the review process. Supporting material provided by the faculty member should be returned to the faculty member who is recommended for promotion after final approval by the President. Supporting material for a candidate who is not recommended for promotion should be retained at the department level for at least five years after the final decision. In cases involving grievances, administrative review, or litigation, the review file should be retained until such actions are resolved.

I. Appeals

After the completion of a decision at the final ap]TJ-0.03 Td[(ar)-0.035 T1 0 Td[Idel(e)1 (re)-efinal at

A faculty member may not appeal on the basis of substance or merit of the decision. Disagreement between the faculty member and others who considered the case on the quality and quantity of the work presented may not be considered on appeal.

2. Procedure

a. In order for an appeal to be processed and heard, the faculty member must submit, within 30 calendar days of receipt of a final decision under this policy, a written appeal to the unit leader and the dean describing the basis for appeal and the requested resolution. P30dh8 T8[(ap)1 (p19 Tw 1.48

written report submitted to the Provost will address the concerns of the faculty appeal, and if procedural errors are identified, the report will reference relevant sections of this policy.

g. The Provost will act within 14 calendar days of receipt of the Faculty Senate committee's advisory opinion, if one is timely submitted, or upon the expiration of the 30-day period if no timely advisory opinion is received.

The Provost will act within 14 calendar days of receipt of the appeal if the faculty member does not request an advisory opinion from the Faculty Senate committee and if the Provost

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V. APPENDIXES

Appendix A: Full-Time Faculty Appointments and Terms Covered by PS 36NT

Title	Appointment
Instructor	Specified term, ordinarily one year, but no more than three years
General librarian	Specified term, ordinarily one year, but no

Appendix B: Eligible Voting Faculty* and Final Approval Authorities**

Action	Rank	Eligible Voting Faculty***	Final Approval Authority AUTHORITY
Appointment for a half-year or less	Any rank covered by PS 36NT	Review committee not required except as specified by rules of the unit or by unit leader	Dean
Appointment	As instructor or general librarian with a one-year term, or assistant professor in the visiting series	Review committee not required except as specified by rules of the unit or by unit leader	Dean
Appointment	As senior or distinguished instructor, or senior or distinguished general librarian with a multiyear term	All tenure-track and tenured faculty or a committee of the tenured and tenure-track faculty, and instructors or general librarians with the same distinction or above	Dean
Appointment	As professional- in-residence	All	

Promotion	To associate professor in research, clinical specialist, or professional practice series	Associate professors and professors in tenured or tenure-track positions, and associate professors and professors in the same series	LSU President
Promotion	To professor in research, clinical specialist, or professional practice series	Professors in tenured	BDC 12 -0 0 .t6w 4.11(i)-2 (c TmQq17EM146.4 0.72BDC 12

Appendix C: Sample Letter for Notice of Nonreappointment

[*Date*]

[*Address*]

This letter serves as notice that your existing appointment expires on [*date*]. In accordance with the

Appendix D: Sample Letter to External Evaluator

Dear [---]:

[---], who is currently [*position/rank*] in the Department of [---] at Louisiana State University, is under consideration for promotion to [*position/rank*]. The department would be most grateful if you would prepare and send us an evaluation of the candidate to assist us in making this decision. A CV and [---] are enclosed for your use. [*Further description or explanation of enclosures, as necessary. The letter or the enclosures should make clear the degree of the candidate's teaching and service responsibilities.*]

[*Include if applicable:*] We realize that you wrote us previously about this candidate on [*date*]. A copy of that letter is enclosed. University procedures require that we ask you for an updated letter at this time, to ensure that any further developments have been appropriately addressed. [*Include further clarification as necessary.*]

We request that your letter respond to the following points:

1. State whether you have known the candidate personally and, if so, during what time period and in what capacity.
2. We seek to form an objective assessment of the candidate's [*research / --- (Scholarship being defined in a broad sense, the wording here should be appropriate to the department)*]. We wish to apply national standards, and we would be grateful if your letter addresses the matter in those terms. To that end, please consider responding to each of the following questions.
 - (a) How widely and to what degree is the candidate's work recognized?
 - (b) What is the scope and significance of the candidate's program of work?
 - (c)

LSU makes every effort to maintain confidentiality of