



Department Chair Resource Guide



A Compilation of Existing Policies and Procedures from Institutional Sources

The materials compiled in this guide are current as of **November 6, 2025**.

Policies and procedures are subject to change. For the most authoritative and up-to-date information, consult the original source documents or the online [Department Chair Resource Guide on the A-State Knowledge Base](#).

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Introduction from the Provost

As the academic leaders of your departments and programs, you occupy a pivotal role in shaping the intellectual and operational life of Arkansas State University. The responsibilities entrusted to you are wide-ranging and consequential. You serve as stewards of your disciplines, leaders of your faculty and students, and important partners in advancing the mission and vision of our institution.

To support you in this work, Academic Affairs has compiled this Department Chair Resource Guide. Within these pages you will find policies, procedures, and guidance to assist you in navigating the complexities of departmental leadership. This printed edition reflects the most current information available as of **August 21, 2025**, and it is intended as a ready reference, a tool you can keep within reach as you make decisions, manage resources, and address the daily demands of your role.

This guide draws from existing policies found in the Faculty Handbook, Student Handbook, and other institutional resources, calling your attention to the sections we deem most relevant to the work of a program director or department chair. These selected sections are subject to expand and will live in real time as certain situations arise and require additions. However, you are encouraged to familiarize yourself with these documents in their entirety. A comprehensive understanding of university policy strengthens your ability to lead effectively and ensures consistent application of standards.

The most current and authoritative versions of these policies and procedures will always reside in their official source documents. The electronic version of this resource guide, located in the [Department Chair Resource Guide on the A-State Knowledge Base](#), provides direct links to those sources, ensuring that you can access the most up-to-date information quickly. The print version is provided for your convenience, but it should always be cross-referenced with the official online policies to confirm accuracy.

By combining a tangible reference you can hold in your hands with a living digital document that remains connected to the authoritative sources, we aim to provide you with both stability and adaptability, the very qualities that effective leadership demands.

I thank you for your service, your commitment to excellence, and your dedication to the faculty, staff, and students who depend upon your leadership.

Calvin White, Jr.

Provost and Executive Vice Chancellor
Arkansas State University

Section 1: Chair Responsibilities, Leadership, & Departmental Culture

A-State Operating Procedures

[Policies and Procedures | Finance and Administration Website](#)

Academic Affairs and Research Policies & Procedures

- [02-01---Patents](#)
- [02-02---Misconduct in Research](#)
- [02-03---Human Research](#)
- [02-04---Faculty Replacement - Illness and Emergency](#)
- [02-05---Extra Compensation for Faculty](#)
- [02-06---Intellectual Property not subject to Patent](#)
- [02-07---Departmental Challenge Exams](#)
- [02-08---Residency Regulations](#)
- [02-09---Reassignment of Faculty Workload](#)
- [02-10---Key Provisions of Captioning & Accessibility](#)
- [02-12---Endowed Positions Policy](#)

Faculty Handbook

[Faculty Handbook | A-State Knowledge Base](#)

I.G.7. Department Chairs (pg. 21-22)

“Department Chairs are responsible to their respective deans for the general management and operation of their academic areas. They represent their departments to the deans and university administrators, support faculty in their professional development, and work with faculty to improve instructional programs and to develop programs that are responsive to changing needs of students. They are responsible for evaluating and recommending faculty members to the dean of their college for employment, retention, promotion, tenure, non-renewal, and dismissal; for the preparation and administration of budgets for the departments; for the recommendation of course offerings to the dean; for the supervision of the academic advisement of students majoring in the department; and for the acquisition, use and care of departmental equipment. Department Chairs play a particularly important role in encouraging and sustaining scholarship, research, and participation in professional activities by members of their faculty. They also supervise other personnel in the department.”

Section 2: Faculty Lifecycle: Hiring, Evaluation, and Mentorship

The most enduring impact of your leadership will be measured in the faculty you recruit, support, and develop—individuals whose teaching, scholarship, and service advance the academic reputation of Arkansas State University.

Academic Hiring Process

The academic hiring planning process occurs during the spring and summer months to ensure that faculty searches follow a standard, timely sequence aligned with best practices across higher education.

Planning and Approval Phase

1. Colleges complete and submit their hiring plans to the Office of the Provost at the conclusion of the spring semester.
2. The Office of the Provost reviews submissions and finalizes approvals in consultation with university leadership.
3. Approved hiring plans are returned to the deans at the conclusion of the summer term.

Communication and Search Preparation Phase

4. Deans share hiring approvals with department chairs.
5. Chairs communicate approvals to their departments, appoint representative search committees, develop position advertisements that reflect departmental needs, and work with Human Resources to post the ads in Taleo, as appropriate.

Search and Offer Phase

6. Search committees provide recommendations to the chair, who consults with the dean before extending a job offer to the selected candidate.
7. Chairs negotiate salary and position details in concert with the dean and finalize the offer.

Formal Offer and Appointment Phase

8. The chair submits the Letter of Assurance (LOA) to the dean for Academic Affairs and Research (AAR) approval.
9. AAR approves the LOA; the letter is then signed by the candidate, chair, dean, and AAR.
10. The department administrator routes the formal offer paperwork in Taleo for approval by AAR, Human Resources, and Budget.

Letters of Appointment Template

The following template may be used to create letters of appointment for faculty hires. When utilizing the template, please be sure to update the assurances and stipulations section to reflect what the department will be offering as there will be variation across campus.

[Insert Date]

Re: Letter of assurance regarding appointment to the position of [Tenure Status (non-tenure-track/tenure-track)], [Rank (assistant professor/instructor)] of [Discipline], Department of [department]

Dear [Prospective Candidate Name],

I am pleased to offer you the position of [Tenure Status], [Rank] of [Discipline], Department of [Department Name], College of [College Name] at Arkansas State University.

The appointment will begin [Month] [Date], [Year]. The faculty position will include the following assurances and stipulations:

- Nine-month, [full-time/part-time], [Tenure Status] appointment with a salary of \$[Salary].
- A full range of faculty and staff benefits to accompany this appointment (located on the ASU website - <http://www.astate.edu/a/hr/benefits/>).
- Moving expenses up to \$[Amount] will be granted in accordance with the A-State Jonesboro Operating Procedure 03-15: Relocation Allowance for New Faculty and Professional Staff, which is hyperlinked in the text and linked here: <https://www.astate.edu/dotAsset/5ab79696-ab0c-4669-87af-8bbbf67991a9.pdf>
- [Any other assurances (e.g., years toward tenure, start-up funds, lab space, computers..)]

If you agree to the offer, please sign this letter, and return it to me via email by [Month] [Date], [Year]. If we do not have a copy of the accepted letter by this time and date, the offer will be void.

We very much look forward to you joining the team in the College of [College Name].

Sincerely,

[Department Chair Name]

I hereby accept the position of [Rank] of [Discipline], Department of [Department]
College of [College Name] at Arkansas State University for the [202X-2X] fiscal year, effective [Month]
[Date], [Year].

[Prospective Candidate Name]

[Date]

[Department Chair Name]

[Date]

[College Dean Name]

[Date]

Banner Security and Access

When access is required to Banner or related systems, the appropriate security request forms must be submitted. Instructions and forms are available on the [A-State Banner Security website](#). Please review the information carefully, as it outlines the different types of access available, the process for completing and submitting forms, and the approvals required.

Banner Finance/HR/TEM Security

Access to Banner Finance, Human Resources, or Travel and Expense Management (TEM) is requested through the [Banner Finance/HR/TEM Security Request Form](#).

Important reminders when completing the form:

- **Complete the User Information section in full.** Include A-State ID, position title, department, and supervisor.
- **Indicate the individual being replaced, if applicable.** This helps copy existing access and expedites the process.
- **Provide as much detail as possible.** A thorough justification and clearly specified access needs ensure a smoother approval process.
- **Confirm that all required signatures and approvals are obtained** before submission to cpi-security@astate.edu.

Banner Student Security

Access to Banner Student functions is requested through the [Banner Student Security Request Form](#), maintained by the Registrar's Office.

Important reminders when completing the form:

- **Complete all fields in full.** Missing information may delay processing or approval.
- **Ensure that FERPA training has been completed** prior to submission. Access to student information cannot be granted without current FERPA certification.
- **Verify that all required signatures and approvals are included** before submitting the form to the Registrar's Office.

Common Access Needs for New Department Chairs

The following areas of access are commonly required when a new Department Chair is appointed. Keeping these in mind when completing Banner security request forms will help ensure that the chair has the tools necessary to perform administrative responsibilities effectively.

- **Home Department/Unit Org Number**
- **Banner Security Classes** (commonly requested):
 - BAN_FIN_ALL_ASU
 - BAN_FIN_APPR_ASU
 - BAN_FIN_BUD_INQ_ASU
 - BAN_FIN_EPRINT_DEPT_ASU
 - BAN_FORM_FUS_ASU
 - BAN_HR_ALL_ASU
 - BAN_HR_DEPT_MGR_ASU
 - BAN_STU_ALL_ASU
 - BAN_STU_CRS_V_ASU
 - BAN_STU_DS_SCHED_UP_ASU
 - BAN_STU_GRADE_V_ASU

- BAN_STU_REG_DS_GEN_ASU
- BAN_STU_REG_DS_HOLDS_UP_ASU
- BAN_STU_REG_TEST_V_ASU
- BAN_STU_REG_V_ASU
- **Finance Access:** All FOAPs (Fund–Organization–Account–Program) to which the chair must be attached for viewing, initiating, or approving transactions.
- **Travel:** Delegates designated to act on the chair's behalf.
- **EPAF and Workflow:** Initiator and approver/supervisor access as required.

Human Resources - Hiring Managers Information

[HR Knowledge Base | Hiring Managers](#)

Onboarding

Human Resources Initiates Onboarding Process:

1. New Employee completes Onboarding (New Hire Packet) electronically
2. Payroll Services ensures that new employee information is created in Banner
3. Within 48 hours, an email notification is sent to the new employee's personal email address with instructions to activate their A-State account and other important steps that need to be completed quickly.

Hiring Processes

Equal Opportunity Employer

Each person seeking employment with the University shall file an electronic application for employment at <https://www.astate.edu/jobs/> A-State is committed to the goal of equal opportunity for all. All personnel responsible for hiring employees and recruiting students share a responsibility to support the University's equal opportunity and affirmative action program and to provide leadership in achieving its goals.

Required Forms

During the interview process, each applicant will be required to complete (1) an Employee Disclosure and Certification form, and (2) an Employee Disclosure Requirements Notice in accordance with the Governor's Executive Order 98-04. These forms must be approved by the Human Resources Department. No offer of employment may be made prior to this approval process.

Employee Disclosure Forms

Eligibility

To be considered for employment with the University, a person must meet any minimum age limitations required by law. For example, employees must be at least 18 years old if employed in a hazardous occupation and 21 years of age if employed as an officer in the University Police Department. Background checks will be performed on all final applicants prior to employment with the University.

Internal Promotions

Department heads are encouraged to visit with all personnel regarding upcoming openings to determine interest among staff. When a department has multiple individuals that are interested in an internal promotion, they need to consider the current employees' longevity, performance, and educational experience.

Background Checks

Background checks will be performed on applicants for employment at Arkansas State University in order to create a safe and secure workplace for students, faculty, staff, administrators, and visitors; to protect funds, property and other assets of the university; and to ensure that Arkansas State University employees are qualified to perform duties and responsibilities of the positions for which they apply.

[View the full Arkansas State University System Policy here](#)

I need to hire someone. Will my final candidate need a background check?

Below is the criteria for a background check upon hire.

- Only the final applicant selected for hire will require a background check
- Any former regular full-time or adjunct employee who is being considered for rehire after a break in service of twelve months or more
- Any current employee who is being considered for transfer, promotion, or reclassification
- Any current employee competing for a vacancy through an external search process
- Any current employee changing from a faculty to an academic administrative position
- Any Graduate Assistant, teaching assistant, or post-doctoral appointee
- Any temporary employee

How long does a background check take?

- Most background checks will be returned within 48 hours. Some checks may take longer depending on the availability of information electronically or a delay in verification of data due to applicant error.
- International checks will vary depending on the relevant country

Additional Information Regarding Background Checks

[Arkansas State University System Policy](#)
[Background Check Overview](#)

I. Hiring Full-time Employees

Step 1: Request Position

- Discuss with supervisor

- If request is for a faculty position, complete an Academic Position Review Form and submit to supervisor
- Submit to Vice Chancellor

Step 2: Post Job

- If you have not already, contact Human Resources to request access to Taleo
- Create Requisition in Taleo
- Requisition will route through departmental and administrative approvals
- Human Resources will approve and post jobs to appropriate career web sites

Step 3: Review Candidates

- Form Search Committee - Contact Human Resources to set up search committee access
- Select candidates for interview within Taleo
- Human Resources will review candidates selected for interview
- Human Resources contacts hiring manager with approved list of candidates

Step 4: Schedule Interviews

- Contact candidates to schedule interview
- Create Interview in Taleo
- Document reference checks in Taleo

Step 5: Submit Candidate Offer

- Submit Offer Letter in Taleo
- Human Resources extends verbal offer to candidate
- Human Resources submits background request to candidate via email
- Human Resources submits written offer to candidate
- Candidate e-signs offer/contract (replaces contract request form/paper offer letter)

Step 6: Human Resources Initiates Onboarding Process

- New Employee completes Onboarding (New Hire Packet) electronically
- Payroll Services ensures new employee information is created in Banner
- Within 48 hours, an email notification is sent to the new employee's personal email address with instructions to activate their A-State account and other important steps that need to be completed quickly.

II. Hiring Adjunct Faculty

To rehire an existing Adjunct Faculty Member: Please process an EPAF through Banner Self-Service. ([View instructions here](#))

Step 1: Post Job

- If you do not have access to Taleo Admin, contact Kristin Helms

- Create Requisition from the Job Library in Taleo (please see the Taleo Student, PT Non Student, GA, and Adjunct Guide for reference, Pages 1-4)
- If you are unsure of what position number to use, please contact Kristin Helms
- Requisition will route through departmental and administrative approvals
- Kristin Helms will approve and post job to appropriate career web site for 7 days

Step 2: Review Candidates

- After the position has closed review applicant pool to select candidates for interview.
- Update your selected candidates to an interviewing status within Taleo (please see the Taleo Student, PT Non Student, GA, and Adjunct Guide for reference, Pages 5-7)

Step 3: Conduct Interviews for Selected Candidates

Step 4: Submit Candidate Offer

- Once you have chosen your Candidate for hire, please Submit an Offer Letter in Taleo (please see the Taleo Student, PT Non Student, GA, and Adjunct Guide for reference, Pages 8-12)
- After Offer has been approved, Human Resources extended verbal offer to candidate
- Human Resources submits background request to candidate via email
- Once the Background Check is completed, Human Resources submits written offer to candidate
- Candidate e-signs offer/contract (replaces contract request form/paper offer letter)

Step 5: New Hire Paperwork

- New employee is assigned Onboarding (New Hire Paperwork) electronically in the Taleo Talent Center
- Within 24 hours, the new employee will receive an email to their personal email address containing a link to access and complete Onboarding paperwork
- Once Offer Letter is eSigned, and all Onboarding paperwork is completed, the new employee will receive an email within 48 business hours to their personal email address with instructions to activate their A-State account and other important steps that need to be completed

III. Hiring Graduate Assistants

To rehire an existing Graduate Assistant: Please process an EPAF through Banner Self-Service.
([View instructions here](#))

Guide for Hiring Graduate Assistants

Step 1: Post Job

1. If you do not have access to Taleo Admin, contact Kristin Carson

2. Review the current job description within the Job Library. If any changes need to be made, please contact Kristin Carson in Human Resources before submitting the requisition.
3. Create a Requisition from the Job Library in Taleo (please see the Taleo Student, PT Non Student, GA, and Adjunct Guide for reference, Pages 1-4)
4. If you are unsure of what position number to use, please contact Kristin Carson
5. Requisition will route through departmental and administrative approvals
6. Kristin Carson will approve and post the job to the appropriate career website for 7 days

Step 2: Review Candidates

1. After the position has closed, review the applicant pool to select candidates for interview.
2. Update your selected candidates to an interviewing status within Taleo (please see the Taleo Student, PT Non Student, GA, and Adjunct Guide for reference, Pages 5-7)

Step 3: Conduct Interviews for Selected Candidates

Step 4: Submit Candidate Offer

1. Once you have chosen your Candidate for hire, please submit an Offer Letter in Taleo (please see the Taleo Student, PT Non-Student, GA, and Adjunct Guide for reference, Pages 8-12)
2. After the Offer has been approved, Human Resources extends a verbal offer to the candidate
3. Human Resources submits a background request to the candidate via email
4. Once the Background Check is completed, Human Resources submits a written offer to the candidate
5. Candidate e-signs offer/contract (replaces contract request form/paper offer letter)

Step 5: New Hire Paperwork

1. The new employee is assigned Onboarding (New Hire Paperwork) electronically in the Taleo Talent Center
2. Within 24 hours, the new employee will receive an email to their personal email address containing a link to access and complete the Onboarding paperwork

IV. Hiring Part-Time Non-Student Employees

As of 6/22/21: To rehire an existing Part-Time employee: Please process an EPAF through Banner Self-Service ([Instructions here](#)).

Step 1: Post Job

1. If you do not have access to Taleo Admin, contact Kristin Carson
2. Review the current job description within the Job Library. If any changes need to be made, please contact Kristin Carson in Human Resources before submitting the requisition.
3. Create a Requisition from the Job Library in Taleo (please see the Taleo Student, PT Non Student, GA, and Adjunct Guide for reference, Pages 1-4)
4. If you are unsure of what position number to use, please contact Kristin Carson
5. Requisition will route through departmental and administrative approvals

6. Kristin Carson will approve and post the job to the appropriate career website for 7 days

Step 2: Review Candidates

1. After the position has closed, review the applicant pool to select interview candidates.
2. Update your selected candidates to an interviewing status within Taleo (please see the Taleo Student, PT Non Student, GA, and Adjunct Guide for reference, Pages 5-7)

Step 3: Conduct Interviews for Selected Candidates

Step 4: Submit Candidate Offer

1. Once you have chosen your Candidate for hire, please submit an Offer Letter in Taleo (please see the Taleo Student, PT Non-Student, GA, and Adjunct Guide for reference, Pages 8-12)
2. After the Offer has been approved, Kelly Carrick and request to candidate via email
3. Once the Background Check is completed, Kelly Carrick will email a written offer to the candidate
4. Candidate e-signs the offer/contract

Step 5: New Hire Paperwork

1. The new employee is assigned Onboarding (New Hire Paperwork) electronically in the Taleo Talent Center
2. Within 24 hours, the new employee will receive an email to their personal email address containing a link to access and complete the Onboarding paperwork
3. Once the Offer Letter is e-Signed, and all Onboarding paperwork is completed, the new employee will receive an email within 48 business hours to their email address with instructions to activate their A-State account and other important steps that need to be completed

V. Hiring Part-Time Student Employees

As of 6/22/21: To rehire an existing Part-Time Student: Please process an EPAF through Banner Self-Service ([Instructions here](#)).

New Work Study hires will also follow the process below.

Step 1: Post Job

1. If you do not have access to Taleo Admin, contact Kristin Carson
2. Review the current job description within the Job Library. If any changes need to be made, please contact Kristin Carson in Human Resources before submitting the requisition.
3. Create a Requisition from the Job Library in Taleo (please see the Taleo Student, PT Non Student, GA, and Adjunct Guide for reference, Pages 1-4)
4. If you are unsure of what position number to use, please contact Kristin Carson
5. Requisition will route through departmental and administrative approvals
6. Kristin Carson will approve and post the job to the appropriate career website for 7 days

Step 2: Review Candidates

1. After the position has closed, review the applicant pool to select candidates for interview
2. Update your selected candidates to an interviewing status within Taleo (please see the Taleo Student, PT Non Student, GA, and Adjunct Guide for reference, Pages 5-7)

Step 3: Conduct Interviews for Selected Candidates

Step 4: Background Check

1. If Student's position meets the criteria for a background check, please reach out to Kelly Carrick.

Step 5: Submit Candidate Offer

1. Once you have chosen your Candidate for hire, please submit an Offer Letter in Taleo (please see the Taleo Student, PT Non-Student, GA, and Adjunct Guide for reference, Pages 8-12)
2. After the Offer has been approved, Kelly Carrick emails the written offer to the candidate
3. Candidate e-signs the offer/contract

Step 6: New Hire Paperwork

1. The new employee is assigned Onboarding (New Hire Paperwork) electronically in the Taleo Talent Center
2. Within 24 hours, the new employee will receive an email to their personal email address containing a link to access and complete the Onboarding paperwork

Maximum Working Hours for Employees

What is the maximum number of course credit hours that an Adjunct Faculty member can teach?

An Adjunct Faculty employee can teach a maximum of nine (9) course hours per (1) semester. If an Adjunct Faculty member is teaching at separate campuses within the ASU System, the course hours are combined and count toward the total maximum of nine (9) course hours per (1) semester.

[View the ASU System Policy Here](#)

How many hours can a Part-Time Non-Student employee work per work?

A work week is defined as Monday through Sunday. Although the operating procedures allow a maximum of 29 hours per work week, all colleges and divisions have adopted the 28-hour rule per work week.

[View the ASU System Policy Here](#)

How many hours can a Graduate Assistant work per week?

Graduate Assistants are currently limited to 20 hours per work week (Monday-Sunday).

[View the ASU System Policy Here](#)

How many hours can a student employee work per week?

We encourage student employees to work 20 hours per work week (Monday-Sunday), however student employees who are US Citizens may work:

No more than 28 hours per work week when school is in session

No more than 28 hours per work week when school is not in session

Federal immigration and labor laws require that Non-US Citizen student employees work:

No more than 20 hours per work week when school is in session

No more than 28 hours per work week when school is not in session

[View the ASU System Policy Here](#)

When school is out of session, can a student work more than 28 hours?

No. The maximum is 28 hours per week. View the policy [here](#).

Questions about how many hours your employee can work? Reach out to [Human Resources](#)

Offboarding Procedures

The Offboarding Workflow should be submitted no earlier than 2 weeks prior to the last work day for all employees leaving the University except for the following:

- Faculty who are teaching two or more consecutive semesters
- Overload Assignments
- Sponsored (Non-employees) - contact HR to inactivate the account and remove system access
- Employee transfers - the new department should complete a Taleo offer

Employees

- Return all university-owned property to your supervisor as early as possible prior to your last day of work.
- Submit all leave or time.
- Pay off any travel advances and/or other outstanding balances online in Self Service or at the Cashier's Window.
- Payroll Services will not release your last pay check until Items 1, 2, and 3 are completed.
- Contact Human Resources for any questions regarding continuation of benefits through COBRA.

Department Initiators and Supervisors

- Ensure employee has returned all university-owned property and submitted their leave or time.
- Initiate the offboarding workflow via pack.astate.
- Click on the Workflow icon.
- Under User Profile, click on My Processes and the ASU_TERMINATION_PROCESS link.
- Review, complete, and approve the workflow.
- Contact cpi-security@astate.edu if the ASU_TERMINATION_PROCESS isn't available.

Additional Information

- Review the operating procedure.
- Utilize the user guides for step-by-step instructions.

- Human Resources will begin terminating benefits upon receiving the termination notification.
- Payroll Services will calculate the vacation payout for eligible employees who have accrued annual leave. This payout cannot exceed 240 hours or the balance in the employee's annual leave account, whichever is less. The check will be issued within 30 days of completing the checkout process.

Faculty Handbook

[Faculty Handbook | A-State Knowledge Base](#)

II.F. Continuing Performance Evaluation (pg. 36)

“Faculty, department chairs and deans are subject to continuing performance evaluations. If at any time, the employee’s immediate supervisor determines that the employee is not meeting performance expectations, the employee may be counseled regarding the unacceptable performance. Documentation of the conference will be placed in the employment file.”

II.G. Annual Performance Evaluation (pg. 36-37)

“II.G.1. Faculty

Department chairs and/or appropriate supervisors (such as unit heads, deans or directors) will conduct an annual performance evaluation of all faculty members in their respective areas, which will include appropriate evaluation of teaching, research and service. These evaluations will be used to determine recommendations for merit pay when authorized by the university. Departments may vary the weight and/or expectations in the areas of teaching, research/scholarship, creative activities and service so long as the mission of the area concerned is met. Criteria, procedures or instruments will be determined by each department/area.

Chairs will provide each member of the faculty with a written summary of the performance evaluation.

Each faculty member will initial a copy of the chair’s evaluation to indicate the faculty member has received it.

If the faculty member does not agree with the performance evaluation, the faculty member may provide a written rebuttal, which will be initialed by the chair and attached to the performance evaluation sheet to indicate the chair has received it.

A copy of the initialed performance evaluation sheet (and rebuttal) will be placed in the faculty member’s employment file at both the department and college level.

II.G.2. Deans and Department Chairs

Deans and department chairs will meet annually with the person to whom they report for a discussion and evaluation of their performance, career goals and objectives. The Office of the Provost/Academic Affairs and Research will conduct an annual review of deans by all full-time faculty in their respective colleges.”

III. PRT, Post-Tenure Review, and Dismissal Policies and Procedures (pg. 53- 86)

“III.A. Academic Ranks

(Note: These ranks and their specific definitions may vary from college to college. The following are given as traditional examples).

III.A.1. Adjunct Faculty

The title of Adjunct Faculty may be conferred upon an individual if the individual meets departmental qualifications for a regular faculty appointment and/or the individual actively contributes to the strengthening and advance of the academic mission of the department, the school/college and university as a whole. Appointments to the faculty with an adjunct title may be with or without pay and shall be for a stated period of time not to exceed one academic year. An individual approved for Adjunct Faculty status shall be granted only those privileges commensurate with the individual’s contribution to the university as determined by the Provost and Chancellor.

III.A.2. Lecturer/Instructor

The designation of Lecturer or Instructor refers to other faculty who are not on a tenure track who may teach full-time or have some administrative duties, but typically have no research obligations.

III.A.3. Assistant Professor

The title of Assistant Professor is typically an entry level designation for individuals employed in a tenure-track line.

III.A.4. Associate Professor

The title of Associate Professor typically comes after promotion from those hired at the rank of Assistant Professors on a traditional tenure track line.

III.A.5. Professor

The title of Professor or Full Professor is the highest rank attained by a senior faculty member whose research or scholarly activity demonstrates a wide range achievement.

III.B. Tenure

Tenure is a status granted in the academic community to faculty members who have proven themselves over time. Tenured faculty may expect to continue in their academic positions unless adequate cause for dismissal is demonstrated in a fair, objective hearing, according to the procedures of due process. Promotions, reappointments, and tenure are awarded by the Board of Trustees. Recommendations for promotion, retention, and tenure originate at the department level. Only full-time faculty and administrative personnel holding academic rank above the instructor level may gain tenure. Notice of tenure will be given through the office of the Chancellor.

III.B.1. Tenure Procedure and Schedule

The procedure for granting tenure is as follows:

- Persons initially given pre-tenure appointments as professors, associate professors or assistant professors must be reviewed for tenure not later than the completion of their sixth year of service at A-State, and tenure will be granted or denied at the beginning of their seventh year of service at A-State. If the mandatory review results in a failure to gain tenure by the completion of the sixth year of service, the seventh year appointment will be a terminal appointment. In referring to a “year,” it is the policy of the university that a full semester of service under pre-tenure-status appointment, which begins on or before the first day of the spring semester in an academic year, counts as a full year. Non-compensated leave time of a full semester or more will not count as time toward tenure.
- A prospective faculty member (with the exception of presidential or chancellor candidates whose terms of appointment are defined by the Board of Trustees) may negotiate the terms of initial employment with regard to tenure status and academic rank based on the professional productivity earned in previous employment settings. Any such terms must be approved by the Chancellor and be based on the thorough review and positive recommendations of the departmental PRT Committee within the academic unit in which tenure and rank will be held. Documentation of negotiated terms authorizing application for early tenure and/or promotion must be included with the PRT application.

III.B.2. Application for Early Tenure

Since it is unusual for a faculty member to amass a record of performance that reflects exemplary productivity in less time than the standard probationary period, accelerated tenure is rare. However, any faculty member has the right to submit an application seeking tenure during any application period in which they can clearly demonstrate meeting the performance criteria that would be expected during the mandatory review. If a faculty member fails to earn tenure in this accelerated review cycle, he/she may apply for tenure again only after two years or in the sixth year of the pre-tenure cycle.

III.B.2.a) Extension for Extenuating Circumstances

Upon the occurrence of extenuating circumstances, faculty members on tenure-track may apply for an extension of time in which to meet tenure requirements. Extenuating circumstances may include, but are not limited to, childbirth, adoption, foster care of a child, care for a family member, illness and public/university service. As soon as extenuating circumstances arise, the faculty member should contact the appropriate department chair (or dean if no department exists) and submit a formal written request for an extension for extenuating circumstances with all supporting documentation. The request, with documentation, will follow the normal PRT chain of review: DPRTC, Chair, CPRTC, Dean, UPRTC and Provost and Vice Chancellor for Academic Affairs and Research. All tenure extensions under this policy will be granted in one year time periods. All extensions will be noted in the faculty member’s PRT file and on each subsequent application to the PRT process.

III.B.2.b) Instructor Tenure Exclusions

Persons holding the rank of instructor are not eligible for the award of tenure, and the time spent as instructor will not be credited to the pre-tenure probationary period required by those ranks in which tenure may be earned.

III.B.2.c) Provisional Employment Exclusions

Employment in assignments that will be discontinued when external or other special funds are exhausted and the assignments terminated will only be considered as part of the probationary period in meeting requirements for tenure if approved in writing prior to the commencement of an assignment. In all other instances such assignments funded by soft money are considered to be non-tenured positions.

III.B.3. Promotion, Retention and Tenure Operational Procedures

During the fall semester, the University Promotion, Retention and Tenure Committee (UPRTC) will distribute for comments the current university statement on Criteria for Promotion and Tenure. Comments from the Chancellor, the Provost and Vice Chancellor for Academic Affairs and Research, the Academic Deans Council, the Chairs Council, the Faculty Senate, and the faculty will be used to make necessary revisions in criteria to be used the following year. Criteria will include, but are not limited to, the following:

In disciplines and fields in which the earned doctorate is the terminal degree, the earned doctorate appropriate to the college, department and assignment is required; in disciplines and fields in which another earned degree is the terminal degree, the other earned terminal degree appropriate to the college, department and assignment is required. The requirement for possession of the terminal degree for tenure or promotion may be waived in the exceptional instances when a faculty member has had employment and performance experiences that constitute a generally accepted substitute for the terminal degree. In these rare instances the academic department must establish criteria, subject to approval of the dean of the college and the Provost and Vice Chancellor for Academic Affairs and Research, for the substitution of appropriate experiences. The department must also document that it is a widely used and respected academic practice to accept the kind of substitution that is being requested. The University PRT Committee will prepare a guide for the recommendations to be submitted by the department and committees. It will ask the department and college committees to provide evidence on areas including, but not limited to:

- teaching
- research, scholarship and other creative professional activities
- department, college university, professional and community service

Department and college PRT Committees may choose to weight the criteria for post-tenure promotion (teaching, scholarship and service) as appropriate to the discipline and mission. No area can be weighted at zero; there must be some contribution in all three areas. Faculty need not be outstanding in all three areas. In making judgments, the university, college and department PRT Committees and administrators will be aware of the diversity of disciplines.

Pre-tenured faculty will be evaluated for tenure and promotion based on the department, college and university criteria in place during their third year of employment on a pre-tenure appointment. This will coincide with the comprehensive pre-tenure review completed during the third year of employment at A-State. Tenured faculty applying for promotion will use the PRT criteria that have been in place for five years or less.

PRT discussions, votes, and recommendations are confidential at all levels; members will not share any individual information outside the committee. Voting at all levels will be by secret ballot and tallied by the committee chair. At each step in the review process for promotion or tenure (department, college and university committees) applicants will be notified in writing of the recommendations and rationale. Applicants who wish to withdraw an application must do so by the close of the third business day following receipt of these notifications. Persons who withdraw an application for promotion and/or tenure at any stage of the process may not resubmit an application during that review cycle and may not grieve. On withdrawal of an application, review of that application, at all levels, will cease.

After the review process has been completed, applicants for promotion and tenure will receive a letter from the Provost and Vice Chancellor for Academic Affairs and Research copied to the chair and dean, informing them of the recommendation that will be made to the Chancellor. Applicants will be notified of the Provost and Vice Chancellor for Academic Affairs and Research's recommendation no later than the day that the final recommendation will be presented by the Chancellor and President to the ASU Board of Trustees for action.

Faculty applying for promotion will submit applications in accordance with the promotion and tenure schedule provided by the Office of the Provost/Academic Affairs and Research each year. Promotion recommendations will originate at the department level, move to the college level, then to the University Promotion, Retention and Tenure Committee (UPRTC). The UPRTC will submit its recommendation to the Provost and Vice Chancellor for Academic Affairs and Research. Promotion and/or tenure may be granted by the Board of Trustees following recommendation by the Chancellor and the President of the University.

If the department PRT Committee has ranked its recommendations for promotion in order of preference, the college and university committees should give consideration to such ranking.

A PRT Committee member at any level (department, college or university) will not review any faculty application for tenure or promotion or make a recommendation for tenure or promotion if the faculty applicant has filed a past grievance that involved the PRT committee member. Similarly, a PRT member at any level will not review any faculty applications for tenure or promotion or make a recommendation for tenure or promotion if they have previously filed a grievance against an applicant. In the interest of making effective decisions regarding promotion, retention and tenure, deans and/or department chairs have the responsibility of counseling with each faculty member at least once a year concerning the individual's performance in teaching, working with students, research, scholarship and creative activity, and professional involvement. A comprehensive pre-tenure review will be completed in the third year of employment at A-State for all pre-tenured faculty, regardless of rank. In line with regular evaluation of the faculty, academic administrators will

meet annually with the person to whom they report for a discussion and evaluation of their performance, career goals and objectives.

III.B.4. Promotion, Retention & Tenure Committees: Composition & Procedure

III.B.4.a) Department:

Each academic department will maintain a standing committee on promotion, retention and tenure [hereinafter PRT]. Departmental PRT committees will have a minimum of five tenured faculty members representing all areas within the department. Tenured and tenure-track faculty of each department will elect the committee with committee members serving staggered three-year terms, if possible. If the department cannot form a committee of five, the department chair, after consultation with the faculty in his/her department, will select faculty from other departments in the college to make up the committee. The chair of the department may serve on the committee as a nonvoting member. If a department chooses by majority vote at the initial faculty meeting in the fall not to maintain a committee on promotion, retention and tenure, it shall develop criteria on promotion and tenure, which it shall submit to the college and university committees on promotion and tenure. That department shall permit each faculty member to apply directly to the college committee for promotion and/or tenure. In addition, the college committee shall make recommendations to the chair regarding reappointment of faculty in that department. Each department that does not have a PRT committee will elect a representative to the college committee. Using the university statement on criteria for promotion and tenure as a guide, each department will establish criteria for promotion and tenure. These criteria will be submitted to the UPRTC for approval. It is the responsibility of the department PRT committee to ensure that departmental PRT criteria are compatible and current with university and college PRT criteria and to provide department members with the department's PRT criteria. Departmental criteria may be more stringent than college or university criteria. Early in the first semester of a pre-tenure appointment, the department chair and the chair of the department PRT committee will meet with each new faculty member. At this meeting, the official promotion, retention and tenure documents will be discussed and explained. The new appointee will receive a copy of the departmental and college documents, and will sign a statement acknowledging receipt and understanding of the documents. If and when either the department or college PRT documents are revised, all faculty members will receive such revisions. The department PRT Committee will review annually the progress towards tenure of pre-tenured faculty and will prepare written recommendations regarding retention that will be forwarded to the department chair. The chair will review the retention recommendations, add his or her own recommendations, and send them to the college PRT Committee or to the dean as determined by college procedures.

III.B.4.b) Third-Year Pre-tenure Review:

A comprehensive Pre-Tenure Review will be completed in the third year of employment at A-State for all pre-tenured faculty members regardless of rank. This review will require that all third-year pre-tenured faculty members submit documentation of performance in the areas of teaching, scholarly activities and service using the tenure application format. The departmental PRT Committee, the department chair and the dean will formally review this documentation and provide

appropriate feedback to each third-year, pre-tenure faculty member regarding his/her progress toward tenure.

III.B.4.c) Review of Tenure/Promotion Applications

The department PRT Committee will consider the applications for promotion and/or tenure. Faculty eligible for promotion or tenure will have the opportunity to provide the committee with written supportive material with their application for promotion or tenure. The department committee will prepare written recommendations with rationale that will be forwarded to each of the applicants. Each applicant who wishes to withdraw from further consideration for promotion and/or tenure must notify the chair of the department PRT Committee by the close of the third business day following receipt of the written recommendations of the committee. Persons who withdraw an application for promotion and/or tenure may not resubmit an application during that review cycle and may not grieve. Failure to successfully complete the tenure process in the sixth year of a pre-tenure appointment will result in issuance of a terminal appointment. For those applicants who continue in the process, the department PRT Committee recommendations will be forwarded, with all supporting material, to the chair of the department who will review the PRT applications and recommendations. The chair will add his/her written recommendations and rationale, and send them to each applicant. Each applicant who wishes to withdraw from further consideration must notify the chair by the close of the third business day following receipt of the written recommendations of the chair. For those applicants who continue with the process, the chair will send his or her recommendations and all supporting material to the college PRT Committee.

III.B.4.d) College

Each department committee on promotion, retention and tenure will elect annually one representative to serve on the college committee on promotion, retention and tenure (CPRT). Committee members will serve staggered two year terms. If the college cannot form a committee consisting of tenured faculty, the dean should consult informally with department chairs and the senior faculty members to form the committee. To ensure continuity at the university level, colleges should elect their representative to the UPRTC (college committee chair) for a two-year term under the following schedule:

College of Agriculture, Engineering and Technology, Business and Education and Behavioral Science elect in even years.

College of Liberal Arts and Communication, Nursing and Health Professions and Sciences and Mathematics elect in odd years.

Each college faculty may increase or decrease the membership of its college committee, subject to the required minimum of one from each department, as long as members are equitably allocated among departments. For faculty members having a teacher education component, the chair of the Professional Education Faculty Review Committee will be included as a non-voting member. Using the University statement on criteria for promotion and tenure, each college will establish criteria for promotion. College criteria must meet and may exceed university criteria. These criteria will be submitted to the UPRTC for approval.

III.B.4.e) Review of Tenure/Promotion Applications

The college committee will have at least ten working days for consideration of the recommendations and supportive documents provided by the department committee and chair related to promotion, retention, and tenure and will prepare written recommendations that will be forwarded to the applicants. Each applicant who wishes to withdraw from further consideration must notify the chair of the college committee by the close of the third business day following receipt of the written recommendations of the committee. For those applicants who wish to continue the process, the chair of the committee will forward recommendations and all supporting material directly to the dean of the college. The dean will review these recommendations, add his/her own, and send copies to each of the applicants. Each applicant who wishes to withdraw from further consideration must notify the dean by the close of the third business day following receipt of the written recommendation of the dean. For those applicants who wish to continue the process, the dean will forward his/her recommendation and all supporting material to the Office of the Provost/Academic Affairs and Research. This office will provide copies of the completed PRT application packets and all supporting material including recommendations from chairs, deans and PRT committees to members of the UPRTC for their consideration.

III.B.4.f) University:

The chair of each College PRT Committee will represent the college on the University Promotion, Retention and Tenure Committee (UPRTC). The committee shall elect its own officers. The chair of the UPRTC will have served at least one-year as a member of the committee prior to becoming chair.

III.B.4.g) Review of Tenure/Promotion Applications

Members of the UPRTC will have access to the written recommendation from the department and college committee and the chair and dean (for faculty members having a teacher education component, the recommendation of the head of the education unit will be included, as cited in Appendix D) at least two weeks before the university committee makes its determination. The committee will prepare written recommendations that will be forwarded to the applicants. Each applicant who wishes to withdraw from further consideration must notify the chair of the UPRTC by the close of the third business day following receipt of the written recommendations of the committee. For those applicants who wish to continue the process, the chair of the committee will forward recommendations and all supporting material directly to the Provost and Vice Chancellor for Academic Affairs and Research, who will review these recommendations, add his/her own, and send them, with all supporting material, to the Chancellor for consideration. A letter from the Chancellor informing the applicant of the final decision on promotion or tenure will be included in the faculty member's employee PRT file and copied to the chair and dean.

III.B.4.h) Promotion, Retention and Tenure

Files Other than the PRT application provided by the faculty member, letters required from committees and administrators, and peer reviews solicited internally and externally, no records concerning the faculty member will be added to his/her PRT documents unless such records are also part of that faculty member's employee file. These documents will be maintained separately

from other employee files for five years in the Office of the Provost/Academic Affairs and Research. Generally, the only document from the PRT process that will be added to a faculty member's employee file will be the letter from the chancellor informing the applicant of the final decision on promotion or tenure. However, where the recommendation is negative, copies of the reports from those levels which provided a negative recommendation will be included in the employee file.

III.B.4.i) Applicant Review of PRT File:

At the conclusion of the promotion and tenure process, an applicant may review his/her promotion/tenure document.

III.B.4.j) Academic Hearing Committee Review of PRT Files:

PRT files of other similarly situated faculty members, whether current or on retention in the Office of the Provost/Academic Affairs and Research, will be available to the Academic Hearing Committee to the extent that the Academic Hearing Committee deems that such records are relevant and necessary to the fair disposition of the grievance before them. PRT files may be reviewed by the committee in the Office of the Provost/Academic Affairs and Research.

III.C. Promotion

Promotion, as the name suggests, is the logical progression along the academic faculty spectrum and is a process separate from that of tenure. However, as with tenure decision, promotion decisions are typically based on meritorious productivity within the areas of teaching, research and service. Like Tenure, promotion is awarded by the ASU Board of Trustees upon recommendation of the Chancellor.

III.C.1. Promotion from Instructor to Assistant Professor

- Members of the faculty who hold instructor rank may be promoted to assistant professor and granted a pre-tenure contract when:
- The Provost and Vice Chancellor for Academic Affairs and Research receives documentation of completion of requirements for the terminal degree and, additionally, receives favorable recommendations for promotion from the appropriate chair and dean.

Faculty at the instructor rank who complete requirements for the terminal degree should provide their department chair with evidence of completion. Upon favorable recommendations by the chair and dean and approval by the Provost and Vice Chancellor for Academic Affairs and Research, promotion to the rank of assistant professor may be recommended by the Chancellor to the President and the Board of Trustees.

III.C.2. Time in Rank

Except in unusual circumstances, the minimum time-in-rank between assistant and associate professor will be three years. The minimum time in-rank between associate and full professor will be five years.

III.C.3. Criteria for Promotion

Using the University statement on criteria for promotion and tenure, each college will establish criteria for promotion. College criteria must meet and may exceed university criteria. These criteria will be submitted to the UPRTC for approval. Applicants should communicate with their respective College PRT Committees for specific promotion criteria.

III.C.4. Promotion Process

Applicants are referred to Section III.B.2. above for specifics of the promotion process.

III.D. Post-tenure Review

III.D.1. Arkansas Act 1330 of 1997

Arkansas Act 1330 of 1997 mandated that state-supported institutions of higher education “work with the campus facilities to develop a framework to review faculty performance, including post-tenure review.” The stated purpose of Act 1330 was to ensure and enhance faculty performance and “productivity,” and to “correct instances of substandard performance.” A-State recognizes that the reward of tenure, based on professional achievement, brings with it certain obligations and responsibilities to colleagues, the institution and the State of Arkansas.

The purpose of post-tenure review, an action called for by Act 1330, will be to ensure a consistently high level of performance of the faculty of A-State. Pursuant to law, the effects of the review process of faculty performance should include rewarding productive faculty, redirecting faculty efforts to improve or increase productivity and correcting instances of substandard performance.

A-State has a well-established and long-standing practice of annual faculty performance reviews that does include review of tenured faculty. Faculty members are required to submit a yearly productivity report. Teaching, research and service performance are evaluated, and an annual conference with the department chair is required. Unsatisfactory performance evaluations result in a plan for near-term improvement. The existing annual review process, depicted in the flow chart below (III.D.4.), meets the requirements of Act 1330. However, the establishment of a framework for post-tenure review beyond the annual review process will serve to enhance and protect the integrity of the tenure system.

Substantive Post-Tenure Review will occur if (a) there have been two consecutive annual unsatisfactory performance ratings given by the department chair, or (b) a group (two or more) of tenured faculty in the department petition for review of a colleague. The faculty within each department will develop the criteria defining unsatisfactory performance.

III.D.2. Substantive Post-Tenure Review

A summary of the major aspects of the Substantive Post-Tenure Review process is presented in a flow chart at the end of this report.

III.D.2.a) Chair’s Rating of Unsatisfactory Performance

As part of the existing annual performance review process, department chairs rate each faculty member’s professional performance as “satisfactory” or “unsatisfactory.” Unsatisfactory

performance is substandard performance substantially below the expectations for professionally competent faculty. Two successive unsatisfactory ratings serve to trigger a review by the department PRT Committee.

III.D.2.b) Department PRT Committee Review

The department PRT Committee will conduct an in-depth review and analysis of the faculty member's professional performance. Evidence to be reviewed may be submitted by the department chair and/or the petitioners as well as by the faculty member under review. The committee will review annual performance review documents in the faculty member's employment file. Additional evidence and materials to be reviewed may be volunteered by or requested by any of the parties to the review. The faculty member will be afforded the opportunity to meet with the committee. The committee is responsible for conducting an investigation, studying all the pertinent facts, consulting with appropriate parties, and preparing a written report on its conclusions. The basic standard for the review shall be whether the faculty member appropriately and competently discharges the duties associated with his or her position, not whether that performance meets current criteria for tenure.

III.D.3. Post-Tenure Appeal Procedures

A faculty member who has undergone a Substantive Post-Tenure Review has the right to one appeal rendered by the University PRT Committee. All appeals must be filed with the chair of the University committee within 10 business days of receipt of the written decision of the departmental PRT Committee. The appeal must be in writing. The decision of the University PRT Committee is forwarded to the Chancellor for final action.

III.E. Additional PRT Procedures for Faculty Members Having Teacher Education Responsibilities as Part of the Responsibilities

III.E.1. Retention of Professional Education Unit Faculty Outside the College of Education

The retention process builds on the shared responsibility for the development of new faculty members with both the disciplinary and professional education assignment. The process also is an opportunity to validate the role of the professional education unit faculty outside the College of Education in advising, service, scholarship, and ongoing involvement with the public schools, which is expected of professional education unit faculty. The retention process is viewed as formative in nature. The goal is to facilitate the development of new colleagues in their teaching, scholarship, and service in the discipline and as a professional education unit faculty member. The intent is to provide a mechanism for ongoing review and support to the pre-tenure faculty member and enhance communication between the disciplinary faculty and administrators and professional education unit faculty and administrators.

III.E.1.a) The Process

- The retention review process is aligned with the current university process. The pre-tenured faculty member submits materials to the Department or College PRT Committee and the professional education retention review panel, in accordance with the established schedules of the university and using the recommended university format.

- The retention review panel will submit their recommendations regarding continuing membership of the faculty member in the Professional Education Unit to the Department or College PRT Committee and Head of the Unit in a mutually-agreed upon schedule to permit the inclusion of the professional education information in the review. Ideally, a representative of the retention review panel would meet with the Department or College PRT Committee to share information regarding the roles and responsibilities of the faculty member.
- The retention recommendations follow the established university procedures with regard to forwarding information to the College Dean.
- The Dean of the College and the Head of the Unit will discuss and jointly prepare and/or sign annual recommendations to the Provost and Vice Chancellor for Academic Affairs and Research. In the event that the department or college PRT Committee or the professional education review panel has concerns related to performance in either area, these findings will be submitted to the Dean and/or the Head of the Unit. If either the Dean and/or the Head of the Unit have concerns related to the continuance of a probationary faculty member, they will attempt to resolve the concerns. If they cannot resolve the difference, they will jointly meet with the Provost and Vice Chancellor for Academic Affairs and Research for continued discussions and reach consensus within the stated time lines for notification of continuance.
- Recommendations from the department and college PRT committees along with the joint recommendation from the dean of the college and the head of the education unit will be sent to the University Promotion, Retention and Tenure committee.
- Professional Education Retention Review Panel: The Retention Review Panel will be comprised of tenured faculty who are members in good standing of the professional education unit faculty. The pre-tenure faculty member will meet with the head of the unit early in the fall semester to identify the three faculty who will comprise the professional education retention review panel. The faculty member will select one member; the head of the unit will select one member; and together the faculty member and the head of the unit will select the third member. Ideally, the pre-tenure faculty member would retain the panel throughout the probationary period.

III.E.1.b) Promotion and Tenure of Professional Education Unit Faculty Outside the College of Education

- The process recognizes that university faculty members hold rank and tenure in departments and colleges. However, the responsibilities of the professional education unit faculty outside the College of Education to the professional education unit must be considered in the promotion and tenure process.
- As presented on the flow chart at the end of this section, the recommended promotion and tenure review process is aligned with the current university process. The faculty member submits materials to both the Department or College PRT Committee and the professional education review panel in accordance with the established schedules of the university and using recommended university format.
- The review panel will submit a report describing the contributions of the faculty member across teaching, scholarship, and service as a member of the professional education unit faculty to the Department or College PRT Committee in a mutually-agreed upon schedule to permit the inclusion of the professional education information in the review. Ideally, a representative of the

review panel would meet with the Department or College PRT Committee to share information regarding the roles and responsibilities of the faculty member. The committee will forward a copy of their report to the head of the unit.

- The promotion and tenure recommendations follow the established A-State procedures with regard to forwarding recommendations to the college dean.
- The dean of college and the head of the unit will discuss the faculty member under review. In the event that the Department or College PRT Committee or the Professional Education Review Panel has concerns related to performance in either area, these findings will be submitted to the dean and/or head of the unit. If the dean and/or head of the unit have concerns related to the continuance of a probationary faculty member, they will attempt to resolve the concerns. If they cannot resolve the difference, they will jointly meet with the Provost and Vice Chancellor for Academic Affairs and Research for resolution within the stated time lines for notification of continuance.

III.F. Reasons for Dismissals of Tenured Faculty

III.F.1. Personal and Professional

A tenured faculty member will be dismissed only for adequate cause. Examples of grounds which may constitute cause for dismissal include, but are not limited to, the following: admission and/or conviction of a felonious act, moral turpitude, professional incompetence, unprofessional conduct, unauthorized use or abuse of university property, insubordination, excessive absenteeism, theft, physical/mental disability that prevents the performance of required activities, or neglect of professional responsibilities.

III.F.2. Financial Exigency

Cases of bona fide financial exigency or the phasing out of institutional programs requiring reduction of faculty may require a reduction of tenured faculty.

III.G. Procedure for Dismissals of Tenured Faculty

III.G.1 Personal and Professional

Administrative officers, faculty members, or students who believe that reasonable cause for dismissal of a tenured faculty member exists may present a written statement of the case to the appropriate department chair and/or dean who will discuss their recommendations with the Provost and Vice Chancellor for Academic Affairs and Research. The Provost and Vice Chancellor for Academic Affairs and Research will conduct a preliminary investigation, study all the pertinent facts and consult with the appropriate parties. If the Provost and Vice Chancellor for Academic Affairs and Research believes that cause for dismissal exists, the Provost and Vice Chancellor for Academic Affairs and Research shall initiate dismissal proceedings through the Academic Hearing Committee (AHC). The AHC will proceed with its investigation and recommendation as outlined in the Faculty Grievance Procedure. The recommendation of the Academic Hearing Committee, along with the recommendation of the Provost and Vice Chancellor for Academic Affairs and Research, will be forwarded to the Chancellor for final review and action. At any point prior to the final recommendation of the AHC, the Provost and Vice Chancellor for Academic Affairs and Research

may request that the dismissal proceeding be dropped or the faculty member may resign. If the faculty member chooses to resign, he/she may not grieve. The faculty member will not be suspended from regular duties during this procedure unless the welfare of the individual, the university, or the student body is threatened. The faculty member may be assigned other duties or be granted leave with or without pay unless legal considerations prohibit this option. Any faculty member suspended without pay may consult with the Department of Human Resources about filing a claim for pay with the appropriate agency.

III.G.2. Termination of Faculty Members in Cases of Financial Exigency or Phasing Out of Program

Determination of Financial Exigency or Discontinuance of Academic Programs

- A financial exigency is a fiscal condition that requires and permits a reduction or elimination of a program or several programs even though it results in the termination or reassignment of tenured faculty.
- A discontinuance of an academic program permits the termination or reassignment of faculty in an academic program whether they are tenured or not. A decision to discontinue or phase out a program does not require a declaration that a condition of financial exigency exists, but such a decision must take due regard of annual appointments of the faculty and the educational needs of the students.

Criteria for Identification of Faculty to be Terminated

- Procedure: The Chancellor will determine whose appointments are to be terminated following the declaration of financial exigency or phasing out of program based on the criteria identified below.
- Criteria: The criteria to be utilized by department chairs and deans in making specific recommendations regarding reductions in faculty in the event of a financial exigency or phasing out of program shall be the following:

In the event of a reduction in the number of faculty within a given department, but not the elimination of that unit, the principal consideration in determining which faculty to retain and which to release should be the maintenance of viable and effective academic programs within that department. After faculty members, tenured and non-tenured, who are essential to a program's effective continuance have been identified, the remaining faculty within a department who can be retained, if any, should have priority in retention on the basis of the following criteria, stated in general order of importance:

Tenure

Tenure should be assigned major importance in retaining faculty within a department having both tenured and non-tenured faculty.

Programmatic Needs of the University

The overall programmatic needs of the university must be considered. An adequate curriculum must be retained, with the requisite courses for basic degree programs and major offerings. The deans and

department chairs will review faculty who are to continue and ensure that those who are to continue are able to contribute significantly to the curriculum and to teach the necessary courses. The faculty members retained will possess the requisite qualifications to perform the work required.

Rank

Rank normally reflects the degree of teaching effectiveness and scholarly accomplishment by the faculty member, holding length of service constant.

Length of Demonstrated Professional Excellence

Extended service of high caliber is an important measure of the basic character and motivation of the faculty member and an indication as well of loyalty to the profession and institution, intellectual stamina, and general stability. Such assets, demonstrated over an extended time, will be given considerable attention and credit.

Procedure for Termination

The statement of financial exigency or the phasing out of an institutional program as the reason for dismissal of a faculty member should be supported in the notice of termination to the faculty member by a specific description of the financial exigency or the reason for phasing out of the institutional program involved. Such a statement shall be prima facie showing of good cause for the dismissal of the faculty member.

Personal Conference

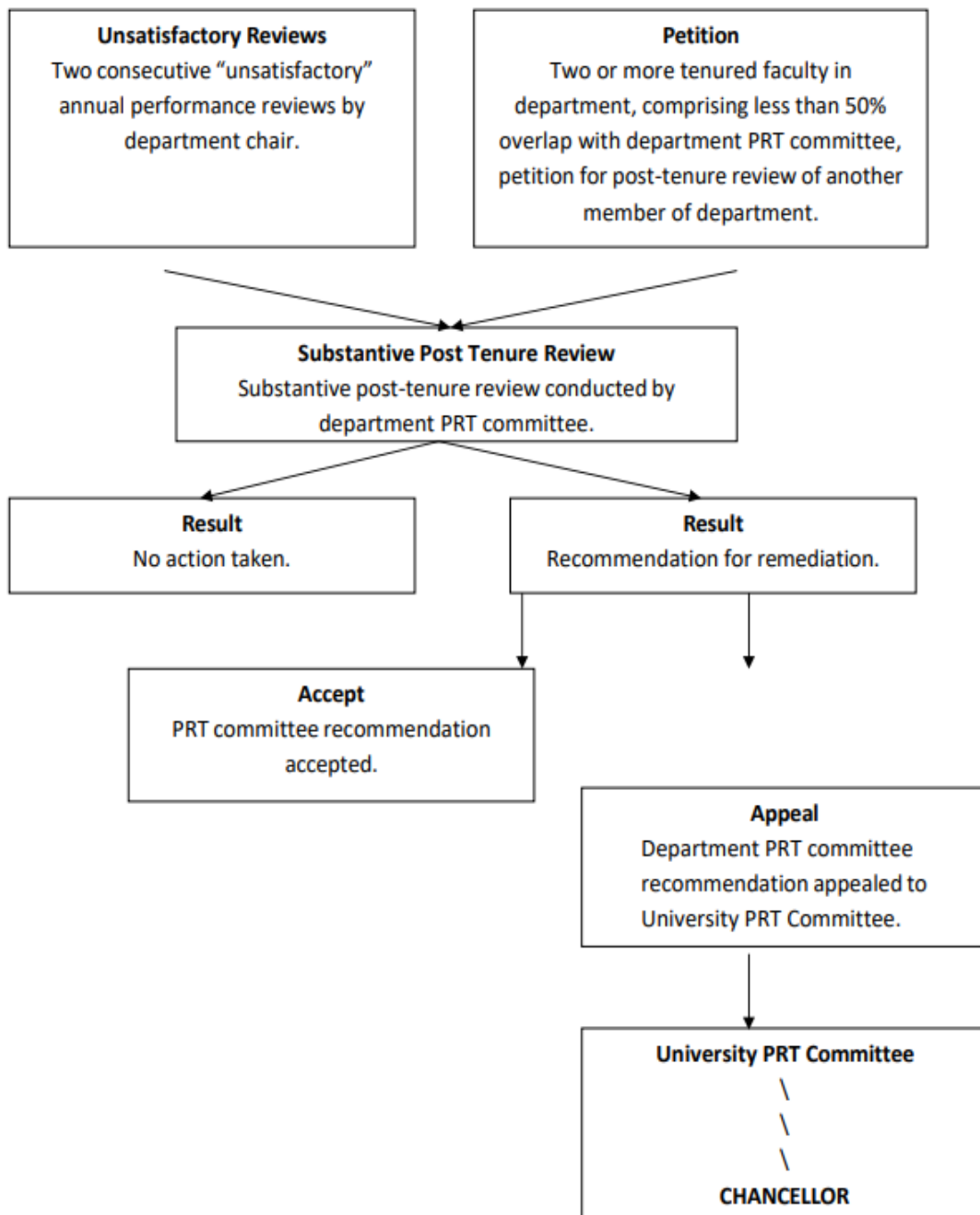
After the faculty member has received notice in writing of the reasons for dismissal, the appropriate administrative officer, at the request of the faculty member, will discuss the matter with the individual in a personal conference. If an understanding of the university's decision satisfactory to the faculty member does not result, the faculty member may file a grievance.

III.H. Non-reappointment of Pre-Tenured and Non-Tenured Faculty

Non-tenure or pre-tenure faculty members have no guarantee of future employment or ultimate tenure status. Non-reappointment is not a Grievable issue. In declining to reappoint, the university makes no charge against the faculty member that might seriously damage his/her standing and association in the community and does not foreclose the faculty member's freedom to take advantage of other employment opportunities.

Written notice of the intention not to reappoint a faculty member on pre-tenure appointment, including library faculty members, will be given by the Provost and Vice Chancellor for Academic Affairs and Research according to the following schedule: (1) not later than March 1 of the first full academic year of service, (2) not later than December 15 of the second full academic year of service, and (3) at least 12 months before the expiration of an appointment after two or more full academic years."

III.D.4. Post-Tenure Review Flow Chart



IV. Grievance Procedure (pg. 87-103)

“IV.A. Grievable Issues

The faculty grievance procedure applies only to alleged institutional error which affects the terms or conditions of that faculty member's employment, and includes allegations of discrimination on the basis of color, race, age, national origin, religion, marital status, Veteran status, genetic information or disability. Institution error occurs when no legitimate reason exists for the action taken. Decisions which require the exercise of judgment or discretion cannot constitute institutional error.

Dissatisfaction with or recommended changes to university policy are not Grievable Issues and must be pursued through the University Governance procedures set out in Section I of this Faculty Handbook. A representative from the Department of Human Resources will be available to assist the faculty member in determining whether a Grievable Issue exists. All grievances will be investigated within the stated time period to ensure prompt, yet thorough action. The Assistant Vice Chancellor for Human Resources will grant time adjustments in the event of circumstances that prevent the grievance from being heard within the time period outlined in this Faculty Handbook. In such circumstances all parties will be notified in writing by the Associate Vice Chancellor for Administration of the length of extension granted. Employee files of a faculty grievant and of other similarly situated faculty members, for purposes of comparison, will be available to faculty grievance committees to the extent that such committees deem such records relevant and necessary to the fair disposition of the grievance before them. PRT files of other similarly situated faculty members, whether current or on retention in the Office of the Provost/Academic Affairs and Research, will be available to the Academic Hearing Committee to the extent that the Academic Hearing Committee deems such records relevant and necessary to the fair disposition of the grievance before them. PRT files may be reviewed by the committee in the Office of the Provost/Academic Affairs and Research.

IV.B. Steps in the Grievance Procedure

Any grievance not related to promotion, retention, or tenure must be filed in writing within ninety (90) days from the time the events leading to the complaint occurred. Any faculty member with a complaint based on discrimination because of race, color, religion, age, disability, gender or national origin should at this point also contact the Office of Affirmative action. All discrimination complaints will be monitored by the Office of Affirmative Action and the Assistant Vice Chancellor for Human Resources. Grievance committee discussions, votes and recommendations are confidential at all levels: members will not share any individual information outside the committee. Voting at all levels will be by secret ballot and tallied by the committee chair.

IV.B.1. Department level: (Initial Discussions)

Initially, a faculty member seeking to file a grievance should discuss the grievance with the department chair. It is the chair's responsibility to give an impartial, informal hearing, to make a complete investigation, and, if possible, to seek an answer or resolution agreeable to all parties. The department chair shall reply orally to the faculty member within twenty (20) business days. If a mutually agreeable resolution is not reached within twenty (20) business days after the presentation of the grievance to the chair, the faculty member may submit a written complaint to the Department Grievance Committee. Complaint forms can be obtained in the Department of Human Resources

and, upon request, a staff member there will assist in the preparation of a complaint and explain the steps involved in the grievance procedure. The Department of Human Resources will maintain secure files on all grievances and will monitor their outcome once they have reached this level.

IV.B.1.a) Department Grievance Committee (Composition)

Each department shall establish a Department Grievance Committee, including at least five (5) members to represent all tenured and non-tenured faculty members in the department. This committee is a standing body elected by the full-time faculty in the department. Faculty selected will reflect the racial, ethnic, and gender diversity of the department. Members serve two-year terms with a portion being replaced annually as determined by the department. The committee elects a chair each year. No faculty member may sit on a committee to hear a grievance against himself or herself, a grievance he/she has filed or a grievance which he/she may later review or act upon, except that a member of the Department Grievance Committee shall sit on the College Grievance Committee. The Assistant Vice Chancellor for Human Resources or his/her designee will serve as an ex-officio, nonvoting member of the committee for the purpose of providing advice and assistance on university procedural and policy matters. The Assistant Vice Chancellor for Human Resources will be present for the initial presentation of the grievance to the committee and during any formal hearing. The Assistant Vice Chancellor for Human Resources will not be present during committee discussions and deliberations unless asked to attend; however, he/she will review the committee's report of findings and their recommendations for technical and/or legal issues prior to submission. In cases of alleged discrimination, the role of an affirmative action coordinator is limited as described above for the Assistant Vice Chancellor for Human Resources. For those departments which do not have at least five (5) faculty members, faculty members from other departments, both within and outside of the college, may be substituted to compose the Department Grievance Committee. Any person serving on the Department Grievance Committee is prohibited from sitting on the Academic Hearing Committee for the same grievance.

IV.B.1.b) Proceedings

The Department Grievance Committee has no more than twenty (20) business days after a complaint is received to make a recommendation in writing to the department chair, the grievant, and any other party in the grievance with a copy to the Assistant Vice Chancellor for Human Resources. All proceedings of this committee shall be in closed session and will not include the grievant or the party complained against unless the committee requests their oral testimony. If oral testimony is requested by the committee, both parties may be present. Each party may have up to two (2) advisers or colleagues present during the testimony, whose role shall be limited to personal consultation. The committee will be notified at least one (1) business day and not fewer than twenty-four (24) hours in advance of the identity of any advisers to be present. The chair of the committee may examine official files relevant to the case. These data may be submitted in summary form by the committee as part of the record, giving due regard to confidential information. If a mutually agreeable resolution is not reached by the Department Grievance Committee, a written complaint should be submitted by the grievant to the dean within ten (10) business days after the Department Grievance Committee's response is received.

IV.B.1.c) Recommendations

In resolving a case the Department Grievance Committee has two (2) options:

- It may recommend after hearing the evidence that the grievance should be denied on the grounds that no institutional error was found.
- If the Department Grievance Committee decides that an institutional error has been made, it will recommend a remedy. Recommendations for redress of the grievance will be based upon the committee's perceived need for an appropriate change in a term or condition of employment.

IV.B.1.d) Findings

In all instances the committee will prepare a written record of its findings of fact, a statement of its conclusion, including the reasons or policy criteria used in reaching their conclusions and recommendations for the resolution of the grievance. This response will be filed with the Department of Human Resources as the committee's official findings and will be retained for a period of not less than five (5) years. Copies of the Departmental Grievance Committee report will also be sent to the grievant, the party complained against, the department chair, the dean of the college and in cases of alleged discrimination to the affirmative action coordinator. If the complaint remains unresolved after the Department Grievance Committee action, the grievance may be sent to the dean of the college by any of the parties within ten (10) business days following the receipt of the findings of the Department Grievance Committee.

IV.B.2. College Level (Initial discussions with the Dean

After receiving a written grievance, the dean shall have ten (10) business days to prepare a written response. In that time, the dean will consult with the department chair and chair of the Department Grievance Committee involved, study all the relevant facts, carefully examine any policies involved, discuss the issue with the faculty member and, if possible, resolve the issue raised within the framework of existing university policy to the satisfaction of all involved. If a mutually agreeable resolution is not reached within ten (10) business days after presentation of the grievance to the dean, the grievant may submit a written complaint to the College Grievance Committee. The Department of Human Resources will maintain secure files on all complaints and will monitor their outcome once they have reached this level. The grievant along with any other parties involved in the grievance, the department chair and the Assistant Vice Chancellor for Human Resources shall receive written notification of the dean's response to the grievance. A copy of this response should also be sent to the affirmative action coordinator if a complaint of discrimination is involved.

IV.B.2.a) College Grievance Committee

Composition

Each college shall establish a College Grievance Committee, consisting of at least five (5) tenured faculty members representing all tenured and non-tenured faculty. The College Grievance Committee will include one (1) representative from each department within the college serving on his or her department's Departmental Grievance Committee (normally the chair of that committee). This committee is a standing body representing all faculty members in the college. Faculty selected

will reflect the racial, ethnic, and gender diversity of the college. Members serve staggered two (2) year terms with a portion being replaced annually. The committee elects a chair each year. No faculty member may sit on a committee to hear a grievance against himself or herself, a grievance he/she has filed or a grievance which he/she may later review or act upon. In discrimination complaints the College Grievance Committee shall have three (3) additional members who shall be selected by the College Grievance Committee from a pool of nine (9) tenured faculty members who are appointed by the Chancellor and who will have special training in issues involving discrimination. These nine members (9) will also serve two-year terms on a rotating basis. The Assistant Vice Chancellor for Human Resources or his/her designee will serve as an ex-officio, nonvoting member of the committee for the purpose of providing advice and assistance on university procedural and policy matters. The Assistant Vice Chancellor for Human Resources will be present for the initial presentation of the grievance to the committee and during any formal hearing. The Assistant Vice Chancellor for Human Resources will not be present during committee discussions and deliberations unless asked to attend; however, he/she will review the committee's report of findings and their recommendations for technical and/or legal issues prior to submission to the dean. The Assistant Vice Chancellor for Human Resources may consult with the Office of General Counsel for the ASU System regarding any legal issues related to the grievance. In cases of alleged discrimination, the role of an affirmative action coordinator is limited as described above for the Assistant Vice Chancellor for Human Resources.

IV.B.2.b) Proceedings

The College Grievance Committee has no more than twenty (20) business days after a complaint is received to make a recommendation in writing to the dean, to the grievant, others party to the grievance and a copy to the Department of Human Resources. All proceedings shall be in closed session and will not include the grievant or the party complained against unless the committee requests their oral testimony. If oral testimony is requested by the committee, both parties may be present. Each party may have up to two (2) advisers present during the testimony, whose role shall be limited to personal consultation. The committee will be notified at least one (1) business day, and not fewer than twenty-four (24) hours in advance of the identity of any advisor or colleague to be present.

IV.B.2.c) Recommendations:

In resolving a case the College Grievance Committee has two options:

- It may recommend after hearing the evidence that the grievance should be denied on the grounds that no institutional error was found.
- If the Department Grievance Committee decides that an institutional error has been made, it will recommend a remedy. Recommendations for redress of the grievance will be based upon the committee's perceived need for an appropriate change in a term or condition of employment.

IV.B.2.d) Findings

In all instances the committee will prepare a written record of its findings of fact, a statement of its conclusion, including the reasons or policy criteria used in reaching their conclusions and

recommendations for the resolution of the grievance. This response will be filed with the Department of Human Resources as the committee's official findings and will be retained for a period of not less than five (5) years. Copies of the College Grievance Committee report will also be sent to the grievant, the party complained against, the department chair, the dean of the college, the Provost and Vice Chancellor for Academic Affairs and Research, and in cases of alleged discrimination to the affirmative action coordinator. If a mutually agreeable resolution is not reached by the College Grievance Committee, the grievance may be sent to the chair of the Academic Hearing Committee (AHC) by any of the parties involved within ten (10) business days of receipt of the findings of the College Grievance Committee.

IV.B.3. University Level:

IV.B.3.a) Composition of Academic Hearing Committee

At the end of each spring semester, the Executive Committee of the Faculty Senate will present to the Chancellor a list of the names of fifteen (15) tenure-track/tenured full-time faculty members (at least half of whom will have served during the previous academic year) who will serve two (2) year terms that are staggered to provide continuity to the committee. Terms will begin at the start of each academic year. The Executive Committee of the Faculty Senate will ensure that all colleges are represented when drawing up the list of names. Faculty selected will reflect the racial, ethnic and gender diversity at A-State. At the first committee meeting, the AHC will elect a chair who has recently served on the AHC. The chair of the AHC must be a tenured faculty member. When a grievance reaches the level of the AHC, the chair of the AHC will notify the Chancellor. The Chancellor will select from the committee of the whole, a subcommittee of five (5) to hear each grievance. The Chancellor will also select a dean, from among the pool of academic deans, and a department chair, from the pool of department chairs, to serve for each subcommittee empaneled. The AHC chair will serve as the nonvoting chair for the seven (7) member subcommittee empaneled. Faculty members who have been selected to serve on a College Grievance Committee may not simultaneously sit on the Academic Hearing Committee for the same grievance. Each subcommittee will elect one (1) of its members to prepare a record of the proceedings and deliberations and prepare a formal report of the committee findings. The Chancellor will select a replacement from the AHC for any member of a subcommittee who must recuse himself/herself or who will not be available for the duration of the hearing. In cases of alleged discrimination, three (3) additional tenured professors, selected from the University Diversity and Affirmative Action Committee, will join the AHC. The parties on each side of such a case will each choose one (1) member from the UDAAC; the two (2) individuals selected from the UDAAC will in turn select a third person from the UDAAC to sit on the AHC. The Department of Human Resources will assemble any necessary materials relevant to the grievance before the subcommittee, arrange facilities, and maintain an official written record of the hearing when completed. The Assistant Vice Chancellor for Human Resources or his/her designee will serve as an ex-officio, nonvoting member of the committee for the purpose of providing advice and assistance on university procedural and policy matters. The Assistant Vice Chancellor for Human Resources will be present for the initial presentation of the grievance to the subcommittee and during any formal hearing. The Assistant Vice Chancellor for Human Resources will not be present during subcommittee discussions and deliberations unless asked to attend; however, he/she will review the subcommittee's report of

findings and their recommendations for technical and/or legal issues prior to submission to the Chancellor by the chair of the AHC. The Assistant Vice Chancellor for Human Resources may consult with the Office of General Counsel for the ASU System regarding any legal issues related to the grievance. In alleged discrimination cases, the role of an affirmative action coordinator is limited as described for the Assistant Vice Chancellor for Human Resources.

IV.B.3.b) Proceedings

The Academic Hearing Committee has no more than twenty (20) business days after a grievance is received to make a recommendation in writing to the Chancellor, Assistant Vice Chancellor for Human Resources, and any and all parties to the grievance. All proceedings of this committee shall be private and will not include the grievant or the part complained against unless the committee requests their oral testimony. If oral testimony is requested from either party, both parties may be present. Each party may have up to two (2) advisers present during the testimony; however, the role of the advisor will be limited to personal consultation. The committee will be notified at least one (1) business day and not fewer than twenty-four (24) hours in advance of the identity of any advisers to be present. The committee will make their recommendations to the Chancellor, the Assistant Vice Chancellor for Human Resources, and all individuals party to the grievance. In all deliberations regarding a case before the AHC, only the empaneled committee members may be present and participate.

IV.B.3.c) Recommendations

In resolving a case the Academic Hearing Committee has two options:

- It may recommend after hearing the evidence that the grievance should be denied on the grounds that no institutional error was found.
- If the Department Grievance Committee decides that an institutional error has been made, it will recommend a remedy. Recommendations for redress of the grievance will be based upon the committee's perceived need for an appropriate change in a term or condition of employment.

In all instances the committee will make a written record of its finding of fact, a statement of its conclusion, including the reason or policy criteria used in reaching its conclusion, and any recommendation for resolution of the grievance. All recommendations by the AHC shall be forwarded to the Chancellor. Copies of the committee's recommendation shall also be sent to all parties concerned, the department chair, the dean, the Provost and Vice Chancellor for Academic Affairs and Research and the Assistant Vice Chancellor for Human Resources, and in cases of alleged discrimination to the university affirmative action coordinator. The Chancellor shall render a final decision on the grievance and communicate that decision in writing in the form of a letter to the grievant and to the chairperson of the AHC with ten (10) working days after receipt of the AHC's recommendation. In the event that the Chancellor does not follow the recommendation of the AHC, he/she will include in the letter to all parties involved his/her basis for not accepting the Committee's recommendation.

IV.C. Grievance on Promotion or Tenure

A faculty member who has been denied promotion or tenure and believes there are grounds for a grievance relating to his/her case must begin the grievance process within thirty (30) business days after receipt of the letter from the Provost and Vice Chancellor for Academic Affairs and Research notifying him/her that his/her application for promotion and/or tenure has been denied. The faculty member may discuss denial of promotion or tenure with the Provost and Vice Chancellor for Academic Affairs and Research and, if the faculty member remains unsatisfied, he/she may submit a grievance to the AHC. Since promotion and tenure recommendations come through a series of departmental, college, and university committees, grievances involving decisions relating to promotion and tenure will be reviewed by the Academic Hearing Committee for institutional error only.

Non-tenure or probationary faculty members who are not reappointed have the right to discuss this issue with the chair of their Department PRT Committee, the department chair, the dean and the Provost and Vice Chancellor for Academic Affairs and Research but may not grieve.

IV.C.1. Document Collection and Disposition:

When a grievance proceeding has been closed, all material relating to that case including official written records of the hearing, statements, other non-confidential evidence and documents, and a list of confidential materials examined shall be archived in the Department of Human Resources for a minimum of five (5) years. Care will be taken to ensure that no incomplete or inaccurate information pertaining to the grievance is retained in the file.”

V.B. Selection of Faculty and Library Staff (pg.105-107)

“When the appropriate administrative officers determine that a faculty position is vacant or needs to be created, the department will establish a search committee that will assist in recruiting the new faculty member. The search committee members may be selected as the department chooses. The committee should be broadly representative of the faculty in that department and within disciplines, including both tenured and non-tenured faculty members. No more than twenty-five percent of the committee will be made up of non-tenure track faculty members or non-university employees. Committee members will reflect racial, ethnic and gender diversity”

V.B.1. Responsibilities of the Search Committee

- “Developing the Qualifications: The committee, in conjunction with academic administration, will specify knowledge, skills, and abilities sought in the new faculty member, including area of specialization, degrees completed and special abilities. The committee will consider the goals of achieving diversity of background, race, ethnicity and gender among the department’s faculty, and steps necessary to meet university goals for diversity and affirmative action.
- Conducting the Search: The University will advertise the position and will solicit recommendations or nominations of candidates from a variety of sources.
- Initial Screening: The committee will narrow the field of qualified applicants and recommend to the department chair those who should be given further consideration. The department chair, after consultation with the department search committee, will prepare a list of candidates for

interviews and present that list to the Dean, the Provost and Vice Chancellor for Academic Affairs and Research and the Affirmative Action Coordinator. The interview list may be supplemented from the applicant pool by recommendations from the Dean, the Provost and Vice Chancellor for Academic Affairs and Research and the Affirmative Action Coordinator.

- Interviewing: The committee should have an opportunity to meet with all candidates who come to the campus for interviews. Interviews should be scheduled to give as many of the faculty as possible an opportunity to meet and judge the candidates. Prior to and during the interview, the expectations of the university, requirements of the job and economic prospects for the position should be set forth clearly and positively. Candidates invited for an interview are reimbursed for traveling expenses according to current regulations of the State of Arkansas.
- Governor's Executive Order 98-04: All interviewing job applicants must complete a copy of (1) Employee Disclosure and Certification Form and (2) Employee Disclosure Requirements Notice during the interview process. These forms are to be submitted to the office of the Associate Vice Chancellor for Administration for review. No offer of employment may be made prior to this approval process. Applicants for all positions including part-time and temporary, but excluding student workers or graduate assistants, must comply with this process.
- Selection: After the interviews have been completed, the committee will make recommendations to the Dean. In most instances, a consensus will have developed among the various levels of responsibility. In cases where there are serious disagreements between the department and administration concerning the final selection, the chair of the faculty search committee will be responsible for outlining faculty views in a memorandum and sending it to the Provost and Vice Chancellor for Academic Affairs and Research and the Chancellor, with copies to the dean and the department chair. The Chancellor will have final responsibility for recommending faculty appointments to the President for review and approval or rejection by the Board of Trustees."

V.G. Graduate Faculty (pg. 111-113)

"The graduate faculty consists of faculty members who have qualified for and been approved to serve in a particular graduate faculty status. Appointment to the graduate faculty may be made as a Regular Member, a Professional Member, or as an Affiliate Member. In exceptional cases, the dean or administrator may recommend reclassifying faculty between statuses, subject to approval of the Graduate Council. Each category has associated qualification standards, appointment requirements and procedures, and privileges and responsibilities, as defined by the college and/or department. The qualification standards for each category reside with each department or program offering a graduate program. The graduate faculty of that program or department compile and enforce the qualification standards that a prospective member must meet in order to be recommended to membership on the Graduate Faculty. The qualification standards for each program are approved by the department chair (or program director in the case of interdisciplinary programs), Graduate Council and the Office of Academic Affairs and Research. All qualification standards are tailored to the department or program and are on record in the Office of Academic Affairs and Research. An appointment to Graduate Faculty is recommended by the department/program graduate faculty and chair (or program director in the case of interdisciplinary programs) and approved by the Graduate Council via a Faculty Status Form.

V.G.1. Regular Member

Regular Member is a full-time faculty member with a terminal degree (in exceptional cases, unique experience, specialized training, and professional competence may substitute for a terminal degree). Requires documented evidence of an appropriate level of scholarly activity and continued participation in graduate education at the course, committee and program levels, as defined by the college and/or department. Approved for six years, at which time the member may reapply. Upon hire as a pre-tenure or tenured faculty member possessing a terminal degree in an appropriate discipline, an initial graduate faculty appointment will be made for up to a six year term. Upon promotion to associate or full professor, a graduate faculty appointment will be made or an existing appointment will be reset to a new term of up to six years.

V.G.1.a) Provisional Regular Member

Provisional Regular Member is a temporary status that can be assigned to a Regular Member whose Regular Member status is up for renewal, and the Graduate Council determines that they do not meet the requirements for full Regular Member. Approved for two years. This status cannot be renewed nor repeated. A Provisional Regular Member may reapply for Regular Member status at any time.

V.G.2. Professional Member

Professional Member is a full-time, non-tenure or part-time/adjunct faculty member with a terminal or graduate/professional degree in the discipline. Professional certification is considered when appropriate. Significant professional experience is required, as defined by the college and/or department. Limits on committee membership and courses taught can be applied, as defined by the college and/or department. Approved for six years, at which time the member may reapply.

V.G.3. Affiliate Member

Affiliate Member is an individual not currently employed by Arkansas State. Requires a minimum of a master's degree appropriate in their field of practice. Limits on committee membership and courses taught can be applied, as defined by the college and/or department. Approved for six years, at which time the member may reapply.

V.G.3.a) Emeritus Affiliate Member

Emeritus Affiliate Member is an individual who has Regular or Professional Graduate Faculty status upon retirement. Those who retire with Regular status can chair dissertation committees for up to six years after retirement. After six years of retirement, Emeritus Affiliate Members are liable to the restrictions of the standard Affiliate Member.”

Helpful Information for the PRT Process

[PRT Process | A-State Knowledge Base](#)

You can find the official PRT process in the Faculty Handbook (section III) and official [PRT documents on the Knowledgebase](#).

Below are unofficial internal documents created to assist in understanding the promotion and tenure process.

Tenure Track Review Process by Year

Year 1

- **February:**
 - Chair → Dean: Retention recommendation
 - Dean → Provost: Retention recommendation
 - Provost → Faculty: Retention decision

Year 2

- **November:**
 - Chair → Dean: Retention recommendation
 - Dean → Provost: Retention recommendation
- **December:**
 - Provost → Faculty: Retention decision

Year 3 (Comprehensive Review Year)

- **January:**
 - Submit promotion & tenure application to Department PRT Committee (DPRTC)
 - DPRTC → Chair and applicant: Recommendation and feedback
- **February:**
 - Chair → College PRT Committee (CPRTC) and applicant: Recommendation and feedback
 - CPRTC → Dean and applicant: Recommendation and feedback
- **March:**
 - Dean → Faculty: Written feedback
 - Chair → Dean: Retention recommendation
 - Dean → Provost: Retention recommendation
- **April:**
 - Provost → Faculty: Retention decision

Years 4 & 5 (*Same process for both years*)

- **March:**
 - Chair → Dean: Retention recommendation
 - Dean → Provost: Retention recommendation
- **April:**
 - Provost → Faculty: Retention decision

Year 6 (Final Promotion & Tenure Review)

- **January:**
 - Submit promotion & tenure application to DPRTC
 - DPRTC → Faculty & Chair: Recommendation
 - *Faculty may withdraw within 3 business days after each step*
 - Chair → Faculty & CPRTC: Recommendation
- **February:**
 - CPRTC → Faculty & Dean: Recommendation
- **March:**
 - Dean → Faculty: Recommendation
 - Dean → Provost: Materials and recommendation
- **April:**
 - UPRTC → Faculty & Provost: Recommendation
 - Provost → Chancellor: Final recommendation
- **April/May:**
 - Provost → Faculty: Final recommendation letter
 - Provost/Chancellor → Board of Trustees (BOT): Final promotion/tenure recommendations
- **June:**
 - Chancellor → Faculty: Official promotion/tenure notification after BOT Meeting
 - President → Faculty: Official promotion/tenure notification after BOT Meeting

Required Materials to be Provided to UPRTC: 6th Year Promotion/Tenure

Required Materials to be Provided to UPRTC | A-State Knowledge Base

Applicant -> DPRTC		Department PRTC -> Chair	
Application		Application	
Supporting Materials		Supporting Materials	
Summary of Recommendations Form		DPRTC Recommendation Letter	
		Summary of Recommendations with tally/ signatures:	
		DPRTC	
Chair -> CPRTC		College PRTC -> Dean	
Application		Application	
Supporting Materials		Supporting Materials	
DPRTC Recommendation Letter		DPRTC Recommendation Letter	
Chair Recommendation Letter		Chair Recommendation Letter	
Summary of Recommendations with tally/ signatures:		CPRTC Recommendation Letter	
DPRTC		Summary of Recommendations with tally/ signatures:	
Chair		DPRTC	
		Chair	
		CPRTC	
Dean -> UPRTC (via AW)		University PRTC -> Provost	
Application		Application	
Supporting Materials		Supporting Materials	
DPRTC Recommendation Letter		DPRTC Recommendation Letter	
Chair Recommendation Letter		Chair Recommendation Letter	
CPRTC Recommendation Letter		CPRTC Recommendation Letter	
Dean Recommendation Letter		Dean Recommendation Letter	
Summary of Recommendations with tally/ signatures:		UPRTC Recommendation Letter	
DPRTC		Summary of Recommendations with tally/ signatures:	
Chair		DPRTC	
CPRTC		Chair	
Dean		CPRTC	
		Dean	
		UPRTC	

Human Resources – Training and Development Resources

[Training & Development | HR Website](#)

The following trainings are required for all employees and should be completed within 30 days of hire:

- FERPA
- Child Maltreatment
- Title IX
- Data Privacy and Security

Access these trainings through the Employee Learn Center in my.AState. Contact Cathy Naylor (8079) for help and questions.

The [Course Catalog](#) and [Find Learning](#) pages of the [Employee Learn Center](#) can direct you to the many courses available to you.

Other general training options for the campus are listed below. Many campus service areas are available for departmental trainings upon request.

Training Topic	Access/Contact	Additional Information
Access and Institutional Engagement	Dr. Carlitta Moore	Introductory Video
Access and Accommodation Services	Dominique White	Introductory Video
Multicultural Affairs	Dr. Latika Johnson	Available for Departmental Trainings upon request
CPR Class	Spencer Bradley	Fees apply
Slow Moving Vehicle Safety	Learn Center	Required for all golf cart users

Faculty and Adjunct positions may need some combination of the following trainings:

Training Topic	Access/Contact
Banner Finance (If managing/approving a budget)	Learn Center - Banner and SSB9 Catalogs
Banner Student	Registrar's Office
Travel (Concur)	Billy Hogue / Learn Center
Sponsored Program Accounting (Grants)	Sponsored Programs
New Faculty Orientation	Learn Center
Faculty Professional Development and Training Guides	CETL

Performance Improvement Plans (PIP)

Purpose of a PIP

A Performance Improvement Plan (PIP) is a structured, time-bound tool used to correct and clarify performance expectations, establish supports, and define success measures within a set timeline.

Depending on the seriousness or impact of the behavior, a PIP may be initiated as an early intervention or issued as a final opportunity to meet expectations without prior coaching.

When to Implement a PIP

Use a PIP when **any** of the following are present:

- Sustained shortfalls against defined performance standards, deliverables, or deadlines,
- Quality or accuracy issues that materially affect students, colleagues, or operations,
- Patterns of unreliability (e.g., responsiveness, follow-through, preparation) that impede results,
- Professional conduct or collaboration concerns that hinder effective work (non-egregious),
- A serious incident that warrants a formal corrective plan in lieu of immediate separation.

When NOT to Implement a PIP

Do not use a PIP for egregious misconduct or policy violations (e.g., discrimination, harassment, safety threats). Consult HR immediately; disciplinary procedures may be more appropriate.

Required Components of a PIP

- **Objective Summary of Issues:** Provide facts, concrete examples, dates, and data illustrating the performance gap and any historical context relevant to the current situation. Include prior notices if applicable.
- **Expectations:** Define expectations for improving the specific performance issue. Ensure expectations are specific and time-bound.
- **Success Measures/Evidence:** Specify how progress will be verified (e.g., artifacts, data, reports, observations).
- **Support & Resources:** List what assistance will be provided and by whom (e.g., training, mentoring, job aids, technology, workload adjustments).
- **Timeline & Check-Ins:** Indicate frequency and specific meeting dates. A typical duration is 30–90 days with weekly/biweekly reviews.
- **Roles & Responsibilities:** actions required of the employee and the supervisor.

- **Consequences:** Per policy, continued deficiency may lead to further discipline up to and including termination. Any decision to terminate employment will be done in consultation with Human Resources.
- **Signatures & Routing:** Obtain all required approvals and distribute copies (see below)
- **Follow-Up:** Provide progress report to HR at the completion of check-ins and the completion of the PIP. Document the outcome: Met / Partially Met / Not Met (and next action).

Signature Routing, Distribution, & Acknowledgement

Signatures and documentation routing will be determined by the employee's position type and unit/HR file retention practices.

- Faculty: faculty, chair, dean, the Office of the Provost, and Human Resources.
- Staff: employee, the supervisor/department head, and Human Resources.

Note: The employee's signature acknowledges receipt and discussion, not agreement. An employee response may be attached and included with the PIP packet.

Best Practices for Supervisors

- When completing the PIP Template, supervisors may include as many or as few examples or points as needed; the numbered and bulleted lines are provided as a guide.
- Use specific, objective language aligned with the position description and/or unit priorities; avoid generalities.
- Adhere to the check-in cadence; provide written summaries.
- Offer reasonable supports, log them, and track progress.
- Consult HR and Academic Affairs if new issues (performance or conduct) arise.

Performance Improvement Plan (PIP) Template

Employee & Plan Information

Employee Name: _____ Employee ID (if used): _____

Title: _____ Department/Unit: _____

Supervisor: _____ Supervisor Title: _____

PIP Assessment Period Start Date: _____ Finish Date: _____
(30–90 days typical)

Check-In Cadence: ☐ Weekly ☐ Biweekly ☐ Other: _____

Position Description Reviewed: ☐ Yes ☐ No (attach if needed)

Performance Context and History

Include as many or as few examples or points as needed; the numbered and bulleted lines are provided as a guide.

Define the performance issue(s) to be addressed:

- 1.
- 2.
- 3.

What led to the current situation? Please be specific. List previous dates and related incidents. Attach any supporting documentation as applicable.

Performance Issue 1

I expect you to make the following improvements in your performance:

- 1.
- 2.
- 3.

In reviewing your performance, it is my determination that you exhibit the following tendencies:

-
-
-

To develop your skills in this competency, you need to do the following:

-
-
-

Successful completion will be demonstrated by:

-
-
-

This should be accomplished by this date: _____

Performance Issue 2 (as applicable)

I expect you to make the following improvements in your performance:

- 1.
- 2.
- 3.

In reviewing your performance, it is my determination that you exhibit the following tendencies:

-
-
-

To develop your skills in this competency, you need to do the following:

-
-
-

Successful completion will be demonstrated by:

-
-
-

This should be accomplished by this date: _____

Performance Issue 3 (as applicable)

I expect you to make the following improvements in your performance:

- 1.
- 2.
- 3.

In reviewing your performance, it is my determination that you exhibit the following tendencies:

-
-
-

To develop your skills in this competency, you need to do the following:

-
-
-

Successful completion will be demonstrated by:

-
-
-

This should be accomplished by this date: _____

Follow-Up and Routing

Additional Comments (if applicable):

Confirmation of meeting schedule and progress report submissions to HR at each check-in and upon completion of the PIP.

Date(s) for Progress Review meetings:

Performance Improvement Plan routing for signature and copies retained:

Faculty

1. Supervisor
2. Employee
3. Dean
4. Cc: Office of the Provost
5. Cc: Human Resources

Staff

1. Supervisor / Department Head
2. Employee
3. *If Applicable:* Dean
4. Cc: Human Resources
5. *If Applicable:* Cc: Office of the Provost

Signatures & Acknowledgements

Supervisor: I have reviewed expectations, supports, and timelines with the employee.

Signature: _____ Date: _____

Employee: I acknowledge receipt and discussion of this PIP.

Signature: _____ Date: _____

Employee written response (**optional**):

Department Head/Dean: I acknowledge receipt of this PIP.

Signature: _____ Date: _____

Upon receipt of all signatures, send copies of plan and signatures to the Director of Human Resources and the Office of the Provost.

Section 3: Supporting Student Success & Academic Integrity

The success of our academic enterprise depends upon the quality of our advising and the rigor with which we uphold academic integrity; these responsibilities are central to safeguarding the value of an Arkansas State degree.

Centralized Academic Advising Model

[Academic Advising | A-State Knowledge Base](#)

A-State of Success

Student Success Initiative: Academic Advising AY24-25

Fostering Student Success through Excellence and Equity in Academic Advising

Goal: Redesign the academic advising model at Arkansas State from decentralized to a standardized shared model with a primary focus on undergraduate student success, increased retention, and timely graduation.

Contents

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I. Strategic Priorities

Priority 1

Implement a shared academic advising/registration model under the coordination and framework of Student Success

Priority 2

Promote excellence and equitable academic advising experiences for all undergraduates through a four-year comprehensive and holistic approach

Priority 3

Seek to mitigate and dismantle systemic barriers that negatively impact student persistence, degree completion, and well-being

Priority 4

Foster accountability to students through timely, accurate and intentional advising practices via an assigned full-time professional academic advisor who is accessible year-round

Priority 5

Engage in data informed and student success/support solutions

II. Introduction

Shared Academic Advising Model

The shared advising model approach fosters standardized, intentional, and centralized high-quality academic advising, mentorship, and student support to create a comprehensive holistic culture of student success. This model fosters an enhanced academic advising culture for professional academic advisors, faculty, and student support specialists to play a critical role in student retention and timely graduation. All undergraduate students will have a Student Success Team (SST) which consists of one Professional Academic Advisor, one Faculty Mentor, and one Student Support Specialist. With clearly defined roles for each, students will be empowered to engage in meaningful and equitable academic advising experiences as they persist in their academic journeys to graduation.

Student Success Team

1. **Professional Academic Advisors:** Full-time staff member who serves as the academic advisor for an undergraduate student. *Lead professional expert* on general education requirements, curriculum, registration procedures, academic policy, degree progression, nuances of A-State, barriers to academic success, etc.

Note: These professionals may be knowledgeable of curricula across all

colleges or may be assigned to a specific college. All will report directly to the dean of University College (UC).

2. **Faculty Mentor:** Faculty mentoring is both formal and informal. Faculty mentors provide critical guidance and positive mentorship to help enhance undergraduate students' professional and personal developments through the scope of (but not limited to) academic research and scholarship, creativity activities, internships, career and real-world application, etc.

Note: Faculty do not act or serve in the role of professional advisors.

3. **Student Support Specialist:** Provides additional support to assist undergraduate students throughout their academic experience. (i.e. Honors, Student Support Services, Athletics, International Programs, Beck Center for Veterans, generalized student success specialists, etc.)

Note: Student support specialists do not act or serve in the role of professional advisors.

Oversight

The campus wide coordination and oversight of undergraduate academic advising will be the responsibility of the dean of University College under the framework of Student Success. All professional academic advisors will report directly to the dean of UC.

Timeline

This model will be implemented in two phases during the 2024-2025 academic year.

Phase I (beginning fall 2024 & continuing spring 2025)

Completed

- Present redesign to deans and collaborate to garner insight.
- Meet with colleges to discuss how the shared advising model will be implemented in each college and at what timeframe.
- Clarify the roles of professional academic advisors, faculty mentors, and student support specialists.
- Collaborate with colleges to establish an effective and seamless transition process of advisees from faculty advisors to professional academic advisors.

- Move oversight of professional advisors to the dean of University College.
- Removed registration hold for all returning students.

To Be Completed in Spring 2025

- Review caseload of professional academic advisors and redistribute support where needed.
- Assign all incoming new freshman to a professional academic advisor to establish a more coherent, equitable, and targeted advising experience for first-year students.
- Establish new protocols in academic advising under the framework of student success and research/best practices in academic advising and retention.
- Create an interconnected and coordinated network of support for every undergraduate student through Student Success Teams
- Develop a faculty mentorship program for students by college.

Ongoing Actions

- Leverage technology to support student success and academic advising through real time insights.
- Assess 8-semester degree plans and ensure accuracy in Degree Works.
- Provide flexibility for deans and chairs to update PRT criteria and reframe mentorship as service.
- Create a culture where academic advising moves from transactional to holistic, comprehensive, and equitable which fosters a sustained, supportive, and personalized approach for students.

Phase II

Official full-scale launch of *A-State of Success*, the shared academic advising model at Arkansas State University, beginning with registration for the fall 2025 semester.

III. Recommended Guidelines

This document provides a set of recommended guidelines to operationalize *A-State of Success* at Arkansas State University.

Professional Advisor – Role

4. Professional Academic Advisors are full-time (12-month) staff members who serve as the academic advisor for an undergraduate student. They are the ***lead professional expert*** on general education requirements, curriculum, registration procedures, academic policy, degree progression, nuances of A-State, barriers to academic success, etc.
5. Professional Academic Advisors will report to the dean of University College and will serve as a liaison to the respective college to which they are assigned.
 - a. Further details regarding reporting and evaluations can be found below.

Professional Advisor – Responsibilities

1. Advising, onboarding/recruitment, retention
 - a. Provide quality academic advising for all undergraduate students
 - b. Participate in onboarding processes (recruitment events & New Student Orientation)
 - c. Provide Support for student success and retention
2. May teach one section of First Year Experience as part of regular workload (*approval required*)
3. Participate in Academic Advising Professional Developmental Opportunities

Professional Advisor – Salaries

1. The college in which the line is budgeted will provide 100% of the funding for the salary.
2. All new professional advisors will start at entry level.
3. Any salary savings generated remains with the college generating the savings. (*At the Provost's Discretion.*)

Professional Advisor – Access to Resources

1. Colleges to which the professional advisor is assigned will provide office space, associated office equipment and setup needs, administrative support, funding for college specific travel, etc.

Professional Advisor – Leave Requests/Approvals

1. Professional academic advisors will submit all planned leave requests via email to the dean of University College for review and initial approval, with a copy to their

assigned college dean.

- a. Special consideration should be taken for extenuating circumstances.
2. Upon initial approval, professional advisors will submit time appropriately in Banner.
3. After pre-approval and submission, the supervisor will officially approve time in Banner.

Professional Advisor – Performance & Conflict Resolution

1. If there are concerns about a professional advisor's performance or professionalism, the administrator most knowledgeable about the concern will notify the other and the concern/conflict should be resolved by the dean of University College.
 - a. Special consideration should be taken to ensure overall professionalism.

Professional Advisor – Evaluations

1. Each dean will submit an evaluation for each professional academic advisor whose line resides in their college through the standardized annual process with a letter from the dean of University College. If the professional advisor's line resides in UC, the assigned dean will submit the letter.
2. Ensure feedback provided is detailed and provided in written form. Evaluations will be adequately addressed in written form as well as conveyed verbally.
 - a. The evaluation process will occur as a joint appointment between University College and the assigned college.

Faculty Handbook

[Faculty Handbook | A-State Knowledge Base](#)

II.C. Student Evaluation of Faculty (pg. 35)

“Student evaluation of faculty is conducted as a part of the continuing process of faculty development. Procedures for student evaluation of faculty are established by the department and/or college under university guidelines. Student evaluations are a component of the annual faculty performance review, merit salary recommendations and promotion, retention and tenure. Student evaluations will be administered by deans, department chairs, program directors, faculty other than the one teaching the course, or departmental administrative staff. Graduate or under-graduate students will not administer these evaluations.”

Student Handbook

Student Handbook | A-State Knowledge Base

Academic Misconduct (pg. 15–16)

“Arkansas State University promotes academic integrity and professional ethics among all members of the A-State academic community. Violations of this policy are considered as serious misconduct and may result in severe penalties, up to and including expulsion from Arkansas State University. A student deemed to have engaged in academic misconduct may not avoid academic sanctions by withdrawing from a class, a program, or the University. Students that participate in organizations such as Honors College or Athletics program(s) are subject to dismissal from those programs in addition to the penalties set forth below. The respective program(s) will be notified of any offense. Colleges and Departments may add to these prohibitions and standards applicable to all students in order to enforce academic integrity and professional ethics to meet their special needs for a specific degree program.

For the purposes of these definitions, an assignment includes any task assigned as a course requirement or program requirement. Assignments include but are not limited to papers, projects, homework, and exams.

A. Plagiarism

Plagiarism is the act of taking, using, and/or presenting the idea(s), work(s), and/or writing(s) of another person or entity (e.g., artificial intelligence) as one's own. Plagiarism includes, but is not limited to:

- 1) Submitting as one's own any theme, paper, report, computer program, presentation, creative work, or scholarly work of any nature belonging to, or written or created by another, including artificial intelligence, without prior permission of the instructor and proper citations.
 - a) To avoid plagiarism, give written credit and acknowledgment to the source of thoughts, ideas, and/or words, whether you have used direct quotation, paraphrasing, or just a reference to a general idea.
 - b) If you directly quote works written by another person(s) or entity (e.g., artificial intelligence), enclose the quotation with quotation marks and provide an appropriate citation (e.g., footnote, endnote, bibliographical reference).
 - c) Research for an assignment, as well as the complete assignment, must be the work of the person seeking academic credit for the course. Permission of the instructor to use prior work completed for another course or assignment must be obtained in advance.

B. Cheating/Unapproved Collaboration

Cheating is an act of dishonesty with the intent of obtaining and/or using information in a fraudulent or unauthorized manner. Examples of cheating include, but are not limited to:

- 1) Observing and/or copying from another student's assignment.

- 2) Giving or receiving assistance during an examination period. This includes providing specific answers to subsequent examinees and/or dispensing or receiving information that would allow the student to have an unfair advantage in the examination over students who did not possess such information.
- 3) Using class notes, outlines, and/or other unauthorized information during an examination.
- 4) Using, buying, selling, stealing, transporting, or soliciting, in part or in whole, the contents of an assignment when such action is not authorized by the instructor of the class.
- 5) Using for credit in a subsequent class an assignment written for credit in a previous class without the knowledge and permission of the instructor of the subsequent class. This includes when a student is repeating a course for credit.
- 6) Impersonating or attempting to impersonate another person, or permitting or requesting another person to impersonate you for the purpose of taking an examination or completing other assignments.
- 7) Unauthorized collaborating during an examination, lab, or any course requirement with any other person by giving or receiving information without specific permission of the instructor.
- 8) Altering grades or official records.
- 9) Falsifying or signing another person's name on any academically-related University form or document. 10) Sabotaging or interfering with the academic progress of others. 11) Submitting altered, fraudulent, or falsified data, course, degree program requirements, including but not limited to honor's thesis; doctoral dissertation; qualifying exam; dissertation defense, and University records/forms."

Student Academic Grievance Procedure (pg. 19)

"Under certain circumstances, Arkansas State University students have the right to grieve alleged violations of their academic rights. A grievance is a complaint alleging that one or more of the "academic rights of students" (as stated in the Student Handbook on page 14) have been violated. For cases of academic misconduct, refer to the Academic Misconduct section of this handbook."

Student Rights Grievance Procedure (pg. 19–20)

“Step 1: Since the faculty has the primary responsibility for course development, course delivery, the assessment of student achievement, and the sanction for academic misconduct, any student who has a complaint related to an academic issue should first consult with the course instructor within ten (10) working days of the incident and try to resolve the complaint. If the grievance involves a faculty member who is no longer employed at the university, or with whom the student does not feel comfortable approaching the student should move to step two of this process. If the complaint is resolved, the grievance process ends.

Step 2: If the complaint is not resolved in step one, and if the student wishes to pursue the complaint further, the student shall consult with the department chair/unit supervisor within fifteen (15) working days of the academic incident. The appropriate chair/unit supervisor shall consult informally with the student and the individual against whom the complaint has been made to

attempt to resolve the complaint. The chair/unit supervisor shall notify the student and the individual against whom the complaint has been made in writing of the resolution or lack thereof within ten (10) working days of the student's first consultation with the chair/unit supervisor. If the complaint is resolved, the grievance process ends.

Step 3: If the complaint is not resolved in step two, and if the student wishes to pursue the complaint further, the student shall file a formal written complaint with the department chair/supervisor within thirty-five (35) working days from the academic incident. The written complaint must specify the academic right(s) the student alleges has (have) been violated and must include: a) Date and details of the alleged violation; b) Any available evidence of the alleged violation; c) Names, addresses, and phone numbers of witnesses to the violation; d) The requested remedy to the alleged violation. The chair/unit supervisor shall investigate the complaint using whatever processes are appropriate including, but not being limited to, written responses from or interviews with faculty members, other students, and other parties. The chair/unit supervisor shall notify the student and the individual against whom the complaint has been filed in writing of the chair/unit supervisor's finding and recommendation within ten (10) working days of receipt of the written complaint. If both parties in the complaint accept the recommendation, they will sign a statement to that effect and the grievance process ends. The chair/unit supervisor shall retain the written records of the process for five calendar years. Upon request, the chair/unit supervisor shall provide either or both parties with copies of all information gathered during the investigation.

Step 4: If the complaint is not resolved in step three, either party may request that the dean appoint a college hearing committee. The request for a college hearing committee review must be made in writing to the dean within ten (10) working days of completion of the process listed in step three.

A-State Online Students and those residing Out-of-State Students, including A-State Online students and those residing Out-of-State, must follow Arkansas State University's published grievance policy. If any student must report an unresolved grievance, the student may complete the student complaint form for the Arkansas Department of Higher Education (ADHE) found at: <https://adhe.edu/students-parents/student-grievance-form>. Resolution by ADHE are final.

Students must submit a written grievance to ADHE using the form. The grievant must also provide written documentation from Arkansas State University verifying that the A-State appeal process has been followed.

Grievances regarding student grades or conduct violations are governed entirely by institutional policy and Arkansas law and will not be considered by ADHE.”

Section 4: Curriculum, Assessment & Accreditation

Strong academic programs do not occur by accident—they are built through deliberate design, continuous assessment, and adherence to the standards that affirm the quality and relevance of our offerings.

Faculty Handbook

[Faculty Handbook | A-State Knowledge Base](#)

II.M. Curriculum Changes (pg. 41-42)

“Academic program curriculum changes originate in the departments and colleges. Undergraduate program curriculum changes require approval by the department curriculum committee, department chair/program director, college curriculum committee, college dean and the Undergraduate Curriculum Council (UCC) and the Provost and Vice Chancellor for Academic Affairs and Research grants final approval.

Curriculum changes for graduate programs require approval of the department graduate committee, department chair, college graduate committee, dean of the college, the Graduate Council and the Provost and Vice Chancellor for Academic Affairs and Research.

The role of the departmental curriculum committee is to work with the department chair in developing the curriculum. Changes to the curriculum once approved by the department and chair will be presented to the college curriculum committee. The role of the college curriculum committee or the college graduate committee is to evaluate proposed changes submitted by the departmental committees and recommend curriculum changes to the dean. The dean has the responsibility of approving or disapproving recommendations forwarded to him/her by the college curriculum committee or the college graduate committee. Changes to the college undergraduate curriculum approved by the dean will be submitted to the UCC. Those pertaining to graduate curriculum will be sent to the Graduate Council (GC).

The UCC or GC will evaluate proposed changes and make a recommendation to the Provost and Vice Chancellor for Academic Affairs and Research. Advance planning is required to permit the orderly preparation of the university bulletins and class schedules. Regular courses may not be taught until they have been published in the university bulletins. Special courses and non-degree credit courses may be taught without inclusion in the bulletins if assigned a special (900 series) course number and approved by the UCC/Graduate Council and the Provost and Vice Chancellor for Academic Affairs and Research. Such courses may be repeated upon approval of the Provost and Vice Chancellor for Academic Affairs and Research.”

Undergraduate Bulletin

To find all bulletins, see this page: [Registrar – Bulletins](#). You can also find links for all degree plans from this page.

For the 2025-2026 Undergraduate Bulletin, view [Registrar - Bulletins](#)

Graduate Bulletin

To find all bulletins, see this page: [Registrar – Bulletins](#). You can also find links for all degree plans from this page.

For the 2024-2025 Graduate Bulletin, view [Registrar - Bulletins](#).

Section 5: Budgeting, Grants & Resource Oversight

Stewardship of departmental funds, external grants, and other resources requires accuracy, transparency, and alignment with university priorities to ensure the long-term viability of academic programs.

Faculty Handbook

[Faculty Handbook | A-State Knowledge Base](#)

V.M. Equity Salary Review (pg. 119-120)

“Salary inequity is defined as differences in salaries that are unjustified by qualifications, assigned responsibilities, or academic market forces. Qualifications include academic credentials, professional rank, service to the university and to academe, and meritorious performance. Academic market forces are reflected in the prevailing salary level among the various disciplines for equally qualified faculty within and external to the university. Faculty members who hold the academic rank of instructor or professional librarians with a minimum of five years of consecutive reappointments and annual evaluation history with the university who believe their salary may not be equitable are eligible for an Equity Salary Review and may request in writing an Equity Salary Review. Similarly, faculty members who hold the academic rank of assistant professor, associate professor, or professor who believe their salary may not be equitable, who have a minimum three-year annual evaluation history with the university are eligible for an Equity Salary Review and may request in writing an Equity Salary Review. Faculty members must supply supporting documentation of the alleged inequity, which includes completing the Request for Faculty Equity Review Form available on the A-State Academic Affairs and Research webpage. This form and, if desired, an attached letter should describe the alleged salary inequity based on the salary and or salaries of similarly situated full-time teaching faculty (e.g., years of service, rank, etc.) in the program, department, or college referencing the current A-State budget. Applicants should provide productivity and/or merit reports from the three most recent academic years. A faculty member may request access to current College and University Professional (*CUPA) data within their discipline for 120 their code from the Office of Institutional Research. An alleged salary inequity is first considered by the department Promotion, Retention, and Tenure (PRT) Committee. The committee will forward its recommendation as to the perceived inequity to the department chair. The department chair will make an independent evaluation and forward both recommendations to the college dean. An independent evaluation/recommendation is then made by the college dean and directed to the Provost and Vice Chancellor for Academic Affairs and Research for final consideration. Should the need exist to conduct the equity analysis, it will be completed through the Office of the Provost and Vice Chancellor for Academic Affairs and Research. A minimum of 78% or higher of CUPA data based

on available funds is the metric for analysis. The outcome of the equity review will be communicated by the dean in writing to the faculty member including the recommended adjustment. If an equity adjustment can be justified, but funds are not available for total adjustment in a budget year, the university will attempt to address at least a percentage of the inequity each year until it is eliminated with the goal of completing or eliminating the inequity within two years. Following the awarding of equity, a faculty member must wait a minimum of three academic years to request another equity review. Likewise, upon receiving promotion from associate professor to professor a faculty member must also wait a minimum of three academic years to request another equity review.”

V.N. Compensated Faculty Leave (pg. 120-124)

“V.N.1. Purpose:

The purpose of the compensated leave program is to provide opportunities for eligible faculty members to engage in professional activities that enhance their tenure at A-State while receiving regular salary. Such activities, in turn, also enhance the faculty members’ service to the university. In accord with the stated purpose, compensated leave may be granted for research, writing, other professional creatinine activities, graduate study leading to advanced degrees, travel for study/research, retraining tenured faculty members who teach in programs being phased out, or for further study to upgrade specific program(s). Eligible faculty members are encouraged to apply for compensated leave to initiate/continue/complete research or creative activities.

V.N.2. Eligibility

Instructional staff and academic administrators holding faculty status may apply for compensated leave under any of the following three options.

Option I: After six academic years, if no leave has been used, a full academic year may be granted at half salary. One semester of leave at full salary may be substituted.

Option II: Eligible persons who have not less than three years of service to A-State, and who have been accepted in an accredited graduate program compatible with the mission of the department or academic area, may be granted an academic year's leave of absence for the purpose of graduate study. Compensation shall be at the rate of 10 percent for each year of service to A-State, not to exceed 50 percent of the appointment salary.

Option III: At the discretion of the Faculty Research Committee and the administration, compensated leave may be granted to retrain tenured faculty members employed in programs that are being reduced or phased out. Compensation shall be calculated at the rate of 10 percent for each year of service to A-State, up to a maximum of 50 percent of appointment salary.

V.N.3. Salary Determination

When approved, compensated leave will be granted on the basis of the appointment salary for the year in which the leave is in effect and in compliance with the option used. During the leave period, the total salary from all sources shall not exceed the faculty member’s appointment salary.

V.N.4. Guidelines for Administration of Compensated Faculty Leave

- Faculty members seeking compensated leave will submit detailed proposals to the department chair. After review, the department chair shall provide a written recommendation to the college dean. The college dean shall forward the proposal, the recommendation from the department chair, and an independent letter of recommendation to the Faculty Research Committee.
- Proposals will be due by the date set by the Faculty Research Committee.
- Proposals will be judged on their merit with regard to the stated purposes of the faculty leave program.
- The committee, serving in an advisory role, will rank the proposals according to merit and submit the ranked list and a copy of each proposal to the Office of the Provost/Academic Affairs and Research.
- The Office of the Provost/Academic Affairs and Research will determine, in conjunction with the department chair and college dean, which proposals require financial support (part-time faculty funds, etc.) and which do not.
- Proposals will be funded in their priority ranking as fund availability permits.
- The Office of the Provost/Academic Affairs and Research will notify the department chair and college dean and each applicant as to the disposition of each application.

V.N.5. Notification of Approval/Disapproval of Request for Leave

Wherever possible, the Provost and Vice Chancellor for Academic Affairs and Research will notify, in writing, the faculty member who requested leave, the department chair and college dean, concerning the action taken and the reasons for approval or denial of leave not less than six weeks prior to the date requested for leave.

V.N.6. Obligations

V.N.6.a) Obligation to Return

The individual granted a compensated leave is obligated to return to the university for at least one academic year. Should the individual fail to voluntarily meet this obligation, the salary received during the leave shall be returned to the University.

V.N.6.b) Obligation to Report upon Return

The individual granted a leave shall file a report on the activities undertaken during the leave period with the department chair. The department chair is responsible for disseminating the report to the college dean and the Provost and Vice Chancellor for Academic Affairs and Research.

V.N.7. Limitations as to Number of Compensated Leaves

The number of leaves granted during any one academic semester shall not exceed ten percent of the faculty.

V.N.8. Reporting

A summary of compensated leaves granted will be reported annually to the Board of Trustees.”

V.O. Outside Employment (pg. 124-125)

“Faculty and administrative officers are encouraged to engage in consulting or other related professional projects when such outside work contributes to their professional growth, enhances their opportunities for research or augments the public service effort of the university. Outside business interests, employment or vocation should not in any way interfere with service to the university or cause embarrassment to the university. As a general rule, university resources (including facilities, supplies and equipment) shall not be used for personal gain. However, in certain projects which accrue to the mutual benefit of the university and the individual faculty member, a contract for reimbursement to the university may be entered into in order to provide access to university resources. Outside employment must comply with the Conflict of Interest Policy of the university.”

Research and Technology Transfer & Sponsored Programs Accounting

RTT SOP – For Researchers Interacting with RTT (Pre-Award)

Researchers Interacting with RTT(Pre-Award) | A-State Knowledge Base

NOTE: RTT needs proposal documents from PIs **10 business days** or more in advance of the sponsor’s deadline.

Overview

The staff in Research and Technology Transfer (RTT) are your campus collaborators for preparing proposals for submission to federal and state agencies and other sponsors that provide external funding for research, creative endeavors, public service projects, contractual agreements, and fixed-fee agreements. Our expertise allows you to focus on the specific project, and we will assist to ensure all submitted applications are complete and all documents are prepared to the sponsor’s specifications and in compliance with university policy and state and federal law. RTT’s pre-award team wants the highest-quality, most competitive proposals to be submitted, and we will work with each scholar to ensure the development and submission of the best proposals.

Proposal Development Tools: The proposal development process requires access to various types of information to prepare the required proposal documentation. Assistance can be found at the RTT website under the [Investigator's Toolbox](#) & [Institutional Profile](#).

Proposal Submission Portal: [Cayuse](#) is the official submission portal used by Arkansas State University for proposal preparation, proposal approval, sign-off by the Vice Provost for Research, Innovation, and Discovery and submission to the sponsored agencies’ systems for electronic submission of sponsored funding proposals.

What RTT will provide:

- Thorough review of the grant solicitation (aka the request for proposals or RFP) to understand the specific sponsor requirements

- Assistance with the development of certain aspects of the proposal, including the budget (with an eye toward allowable and unallowable costs, cost share [aka match], and other budget complexities), the budget justification, boilerplate language about the institution and region (NOTE: If you have any questions, reach out directly to 870-972-2694 or research@astate.edu.)
- Review of all application materials
- Feedback to the investigator(s) on required additional elements or edits before submission
- Feedback on optional elements and best practices before proposal submission
- Regular communication with the investigator(s) throughout the proposal preparation process
- Upload to our internal approval system (Cayuse), which is required in advance of proposal submission
- Submission of the proposal to the sponsor (NOTE: This is not the responsibility of the investigator, as only RTT has the authority to enter into an agreement with the sponsor.)
- Communication about recommendation for funding or resubmission from a sponsor

What the Principal Investigator (PI) will provide to RTT:

- As much notice as possible (preferably 3 months – 1 year) regarding intent to submit a proposal (NOTE: The longer the lead time, the more RTT can assist with proposal development.)
- Completing the Proposal Notice Form on the RTT Research Development website (<https://www.astate.edu/a/ortt/index.dot>):
<https://app.smartsheet.com/b/form/5dcc5d258518469683b30a9c10b7abe1>
- Regular communication with RTT staff well in advance of the submission deadline if plans change or if the PI needs assistance in proposal development
- All required documents for proposal submission to RTT **at least 10 business days in advance of the sponsor's deadline**
- All PIs must use the A-State Budget Template for **all** proposals. When another format is required for a submission, RTT will handle entering or transferring the budget for PIs into the sponsor-required format
- Timely responses to RTT requests for additional information in the lead up to a proposal submission

Other important elements of the proposal development process

- Approvals for submission must be documented in Cayuse by the investigator, chair, dean, and RTT prior to proposal submission.
- RTT will complete the proposal submission no later than 24 hours in advance of the sponsored agency's deadline date and specified time to ensure agency's receipt of proposal in acceptable form.
- Award receipt to the University, including review and negotiation of terms and conditions when necessary, is conducted by RTT. Investigators are not allowed to receive awards or sign agreements and contracts on behalf of the University. Funds are awarded to the

University and the signature of the Vice Provost for Research, Innovation, and Discovery is required for legally binding purposes.

Important Reminders and Final Points

RTT needs proposal documents from PIs **10 business days** or more in advance of the sponsor's deadline. This is a firm requirement, and investigators may be denied grant submission and asked to wait for the next funding cycle if the internal deadline is not met. This requirement necessitates a lot of planning and coordination with collaborators in advance of a proposal submission. Please review the sponsor's proposal solicitation, determine the sponsor's deadline, and calculate and use the RTT deadline of 10 business days in advance of submission as your firm deadline.

Starting in FY24, RTT's revised goals were to grow the number of submissions, increase the proportion of high dollar-value submissions, and increase interdisciplinary submissions. We have already been successful in this goal, which is a result of creative and innovative faculty members and their hard work. **Thank you!** It also means that the complexity of the requests and the sheer number of submissions has increased, and to collaborate with you effectively, we need your cooperation in the external funding pipeline.

Again, our mission is to submit the highest quality proposals possible. This requires time to prioritize, review, edit, load, receive internal approvals, and submit proposals.

Faculty Research Awards Committee - Frequently Asked Questions

(Faculty Research Awards Committee)

Faculty Research Fund

- Who can apply?
 - Early career faculty or faculty who have historically not been research active, are permitted to apply.
- What can these funds be used for?
 - This award can be used for preliminary scholarly activity. There is an expectation the results from your study will be used in an application for external funding.
- What can these funds not be used for?
 - These funds cannot be used to reimburse previously incurred expenses.

Eleanor Lane Faculty Endowment

- What can it be used for?
 - The Eleanor Lane Faculty Endowment awards up to \$3,000 to be used for faculty international travel to conferences to present original research and collaborate.

Nathan Deutsch Faculty Development Fund

- What can it be used for?

- The Nathan Deutsch Faculty Development Fund awards up to \$500 and can be used for all forms of scholarly projects/activities, such as travel to conferences or research sites, research-based supplies or publication fee, etc.

Compensated Faculty Leave

- Options to apply:
 - **Option I:** After six academic years, if no leave has been used, a full academic year may be granted at half salary. One semester of leave at full salary may be substituted.
 - **Option II:** Eligible persons who have no less than three years of service to Arkansas State University, and who have been accepted to an accredited graduate program compatible with the mission of the department or academic area, may be granted an academic year's leave of absence for the purpose of graduate study. Compensation shall be at the rate of 10 percent for each year of service to Arkansas State University, not to exceed 50 percent of the appointment salary.
 - **Option III:** At the discretion of the Faculty Research Committee and the administration, compensated leave may be granted to retrain tenured faculty members employed in programs that are being reduced or phased out. Compensation shall be calculated at the rate of 10 percent for each year of service to Arkansas State University, up to a maximum of 50 percent of appointment salary.
- Salary Determination:
 - Compensated leave will be granted based on the appointment salary for the year in which the leave is in effect. During the leave period, the total salary from all sources shall not exceed the faculty member's appointment salary.

Application and Awarding

- How do I apply for a FRAC award?
 - Applications are accepted through InfoReady, found on your my.Astate.edu homepage.
 - The deadline is in October every year, but the due date varies and will be announced when applications are released.
- Who decides who receives FRAC awards?
 - Faculty Research Award applications are reviewed by a committee of faculty members, one from each of the university's colleges.
 - Compensated leave applications are ranked by the committee according to merit and submitted to the Provost for a final decision.
- If awarded, when would I receive the funds?
 - Successful faculty will be notified in the spring semester after their application submission and receive FRAC funds in the following July.
 - The funding cycle for these awards runs from July 1 – June 30 each year.
- What is required from me after I receive the award?
 - A final report must be submitted to RTT by July 31 immediately following the close of the fiscal year of the award.
 - Failure to provide the report in a timely manner will make the faculty member ineligible for future FRAC funding.

- The report should include an abstract for publication on the RTT website and a brief (approx. 2 page) summary of 1) the research/scholarship plan, 2) outcomes, and 3) plans to further the activities.

Human Resources – Training and Development Resources

[HR Website | Training & Development](#)

Access these trainings through the Employee Learn Center in my.AState. Contact Cathy Naylor (8079) for help and questions.

The [Course Catalog](#) and [Find Learning](#) pages of the [Employee Learn Center](#) can direct you to the many courses available to you.

Other general training options for the campus are listed below. Many campus service areas are available for departmental trainings upon request.

Training Topic	Access/Contact
Banner Finance (If managing/approving a budget)	Learn Center - Banner and SSB9 Catalogs
Travel (Concur)	Billy Hogue / Learn Center
Sponsored Program Accounting (Grants)	Sponsored Programs

Section 6: Operational Management - Scheduling, Staffing, & Records

Efficient scheduling, equitable staffing, and accurate records management support the department's teaching, research, and service missions while ensuring compliance with institutional policy.

Faculty Handbook

[Faculty Handbook | A-State Knowledge Base](#)

II.B.1. Teaching Load (pg. 26-27)

“Teaching load of the faculty is normally twelve hours per semester. Faculty work load also includes research, creative activity and service. When financial or other circumstances allow, a reassignment of teach load may be approved by the chair of the department, program director, and/or dean of the college. A primary purpose of such reassignment is to support research and creative activities, but reassignment also may be granted to allow extra time for graduate teaching; department, college and university committee service; supervision of theses, independent study and practicum/internships; team teaching; new technology assisted course development; student advisement; program director/coordinator assignments; and other professional duties. To meet specific professional accreditation requirements, a program, department or college may be authorized to develop exceptions to the normal teaching-load policy. Tenured faculty may also elect, in negotiation with

their program director, department chair or dean, to teach additional courses in lieu of research, creative activity or service.

Faculty and chairs who are appointed for twelve months generally are expected to teach during both summer terms or to perform other duties related to their assignments. Teaching load for chairs is normally six credit hours each regular semester and three credit hours each summer term. In some cases, responsibilities may be adjusted to provide the opportunity for taking accumulated leave during the summer months. Teaching load for deans is normally six credit hours per academic year, but may vary according to other duties of the deanship. Issues and contexts such as accreditation, discipline-specific demands of the course content, the amount of student/instructor interaction, graduate or undergraduate course level, laboratory and field/clinical settings and instructional environments and platforms (face-to-face or online) are among the variables that should be considered when setting enrollment caps on classes. The maximum number of students assigned to course sections is to be determined by the department chair or director in consultation with the faculty and the college dean.”

II.B.2. Overloads (pg. 27-28)

“II.B.2.a) On-campus Overloads

Occasionally, because of scheduling conflicts or unexpected extended faculty vacancies, overload teaching assignments may become necessary. On those occasions when a faculty overload becomes necessary, a faculty member may need to teach a load that is more than their customary stated load for their college or disciplines. An overload teaching assignment occurs only when a pre-tenure or tenured faculty member is assigned a teaching load of more than twelve hours per semester or a non-tenured faculty member is assigned a teaching load of more than fifteen credit hours per semester, or when a chair is assigned a teaching load of more than six hours per semester, or when a dean is assigned a teaching load of more than three credit hours per semester.

When an overload teaching assignment occurs, arrangements should be made by the department chair or dean to provide for extra compensation (according to the Extra Compensation Policy), reassignment time at a future time or other compensation, as appropriate. Care should be taken to limit overload teaching, particularly for pre-tenured faculty. Teaching overloads should be considered in annual merit review.

II.B.2.b) Off-campus Overloads

Faculty may choose to teach overloads off campus for extra compensation. These additional teaching assignments must not conflict with regular on-campus responsibilities. A faculty member may not receive extra compensation for overload teaching of credit courses to exceed the monthly line item maximum in A-State’s appropriation act.”

II.B.3. Reassignment of Faculty Workload—Research, Creative (pg. 28-30)

“Projects & Service

It is an objective of the university to foster research, creative activities, and public service of its faculty by providing faculty members an opportunity for reassignment of workload. To implement this objective, colleges should file statements of operational procedures with the Provost and Vice

Chancellor for Academic Affairs and Research. Such statements should define eligibility requirements, proposal guidelines, the proposal review process, submission and decision time lines and reporting requirements. Each statement should include the following provisions:

- Three semester hours is the normal reassignment from teaching for any faculty member in any semester.
- Reassignments may be approved by the department chair or dean when 1) the reduction in course offering will still permit student needs to be met, or 2) when uncommitted funds can be used to permit the appointment of a part-time instructor to cover the section from which the full-time faculty member is to be reassigned.
- Criteria should be established for awarding the reassignments to the most deserving applicants in an equitable, but clearly strategic manner.
- A system of departmental and/or college committees may be established to process applications and make recommendations to the chair and dean for reassignments.
- Proposals for reassignment should be received and acted on in time to allow orderly scheduling and staffing decisions prior to the semester in which the reassignment is requested.
- Faculty members who receive reassignments shall be required to submit reports to the chair and dean after completing the assignment, summarizing his/her achievements, and these reports should be considered in making future reassignments.

At the end of each reassignment period, deans should collect and retain the reports and provide a copy to the Provost and Vice Chancellor for Academic Affairs and Research with their summary evaluation of each reassignment. The Provost and Vice Chancellor for Academic Affairs and Research must receive timely notification of all approved reassignments from each college to facilitate correct account reassignment. These procedures do not preclude other types of reassignments (such as “soft money” assignments or administrative assignments) which are considered on a case by case basis.”

II.E. Summer School Appointments (pg.35-36)

“Summer school enrollment is not as large in some departments as the enrollment during the academic year; therefore, employment on the summer school faculty is not available to all faculty members who may wish to teach. The tentative number of faculty members to be employed during the summer session is determined by the estimated student demand in each department. Guidelines for choosing who will be given preference in summer school teaching assignments will be developed by each college and forwarded for approval to the Provost and Vice Chancellor for Academic Affairs and Research. Tentative appointments for summer work are usually made prior to February 15, in order that faculty members whose services are not needed during the summer will have an opportunity to seek summer employment elsewhere, but actual employment is dependent upon sufficient enrollment to schedule classes. Summer term salary is computed at the rate of 13.888 percent of the preceding nine months’ salary for a full load (six credit hours) during a five week term. A qualified faculty member may teach full-time both summer terms. Faculty members paid from research grants, etc., may be employed up to three months in summer”

II.H. Schedules of Classes (pg.40)

“Department chairs prepare schedules of classes after consultation with faculty members and with the approval of the deans of the colleges. Schedules are coordinated in the Registrar’s Office and are published well in advance of the beginning of each semester and summer session.”

V.P.2.a. Faculty Replacement–Illness and Emergency (pg. 127)

“Faculty Replacement-Illness and Emergency Situations that require replacement of a faculty member due to illness or emergencies will be considered, following a request by the department chair or dean, on a case-by-case basis by the Provost and Vice Chancellor for Academic Affairs and Research. Arrangements should, whenever possible, be handled in advance of surgery or related medical treatment..”

Human Resources & Payroll – EPAF Resources

[Payroll Services Website | EPAF \(Electronic Personnel Action Forms\)](#)

EPAF (Electronic Personnel Action Forms)

EPAF stands for Electronic Personnel Action Form. A-State is currently using EPAFs to process continuation of employment for existing employees in the following types of positions:

Part-Time Non Students
Part-Time Students
Work Study Students
Adjunct Faculty
Graduate Assistants
Faculty Overloads

For help with EPAFs, view the guides linked below or contact:

 Angela Gibson - Payroll Services

 870-972-3454

 angibson@AState.edu

EPAF Guides

[Payroll Services Website | EPAF Guides](#)

How do I submit an EPAF?

View the guides below for step-by-step instructions on how to initiate an EPAF for different continuation situations:

[Part-Time Students, Part-Time Non-Students, Work Study Students](#)

[Adjunct Faculty](#)

[Graduate Assistants](#)

[Faculty Overload, Summer Appointment, or 12 Month Staff Continuation](#)

Which EPAF category should I use?

For more information on how to select the appropriate EPAF Category, please use the supplemental "[EPAF Category Selection Tool](#)". This will also provide a glossary for common words and phrases that are important to understand during the EPAF process, as well as information about selecting appropriate Approvers for the routing queue of each EPAF.

We also have a [Helpful Tips](#) document to help with EPAF submission.

To avoid having your EPAF returned for correction, please review the training guides above as you submit your EPAFs, and review the [Common EPAF Errors](#) document to make note of mistakes to avoid.

View [Payroll Deadlines](#) and [Pay Period Details](#) charts for accurate job effective dates.

Which position number should I use?

Click the links below to see the lists of position numbers each department should use to process EPAFs:

[Position Numbers for Part-Time Students](#)

[Position Numbers for Part-Time Non Students](#)

How do I approve an EPAF?

View the [Approver Guide](#) for step-by-step instructions on how to approve an EPAF.

More questions about EPAFs?

 Angela Gibson - Payroll Services

 870-972-3454

 angibson@AState.edu

A-State Operating Procedures

[Finance Website | Procedures](#)

Find a list of all Arkansas State University Operating Procedures, including those from Academic Affairs and Research, Enrollment Management, Administration, Facilities Management, Finance and Administration, University Advancement, Human Resources, and Information and Technology Services.

Office of the Provost – Academic Integrity

Arkansas State University upholds the academic integrity policy as found in the [Student Handbook](#). Academic Misconduct is housed in the Office of the Provost and Academic Affairs and Research, providing consultation, conducting meetings, educating, and assisting faculty and students through the academic misconduct process.

[Faculty Frequently Asked Questions](#)

[Student Frequently Asked Questions](#)

How to Report

Faculty may find an icon in their My.AState accounts titled "Academic Misconduct Reporting."

Provost's Inclement Weather Policy

During periods of inclement weather, the Office of the Provost at Arkansas State University asks the A-State community to be flexible and responsible regarding classes and assignments.

In the Event the University remains open

All classes will continue as scheduled.

Online Instruction and Power or Connectivity Issues

In the event of power or connectivity issues, faculty should be prepared to allow extra time as necessary for online coursework.

Commuter Students

Commuter students are encouraged to use good judgment in deciding whether to drive to campus during inclement weather. Student safety is important to A-State, but we cannot account for the local circumstances of every student when a decision to open or close the university is made.

Student Communication Responsibility

When the decision is made not to travel to campus under this policy, it is the responsibility of the student to immediately contact each professor upon return to explain the circumstances and to determine the need to complete any missed assignments.

Missed Assignments and Coursework

Students who are not able to safely travel to campus are responsible for all missed assignments during inclement weather within a time frame to be determined by the professor. When notified by a student that they are unable to safely commute, professors are asked to honor the absence as excused and not impose any attendance penalty.

Faculty Cancellation

If a faculty member cannot travel and cannot conduct class, they should alert their chair/dean as soon as possible and notify students of changes.

In the Event the University is Closed

Face-to-Face Courses

When the university is closed due to inclement weather, all face-to-face classes are cancelled.

To remain in compliance with U.S. Department of Education, Higher Learning Commission, and Arkansas Division of Higher Education course modality definitions, faculty cannot change the modality of their face-to-face classes to online delivery due to inclement weather. Only classes originally designated for online modality can continue during inclement weather closures.

Online Instruction

During times of university closure, online courses continue as usual. In the event of power or connectivity issues, faculty should be prepared to allow extra time as necessary for online coursework.

In the Event the University Opens Late and or Closes Early

As a reminder to faculty and students, on days with delayed opening, “all academic classes regularly scheduled to begin prior to the delayed opening time will be cancelled and will not meet”. Similarly, on days with early dismissal, “the University will cease all academic classes and regular business operations at a publicly announced time. In such an event, all remaining day and evening classes will be cancelled after a specified time.”

Inclement Weather Related Announcements and Updates

Regarding inclement weather alerts, Arkansas State reminds all students that official announcements will be made only through official university communications. The official university homepage, AState.edu, is supplemented by the verified university social media accounts -- on Facebook (Facebook.com/ArkansasState) and X (formerly Twitter) ([@ArkansasState](https://twitter.com/ArkansasState)).

Email communication for emergency and weather alerts is provided to the official AState.edu issued faculty and staff or student accounts. Individuals who have signed up for text alerts will also receive notices of opening and closures.

Updated January 19, 2024

Section 7: Chair Evaluation & Continuity

Strong departments are built to last; regular evaluation of leadership performance and thoughtful succession planning protect the momentum you have worked to build and ensure a stable future for the department.

Faculty Handbook

[Faculty Handbook | A-State Knowledge Base](#)

II.G. Annual Performance Evaluation (pg. 36-37)

II.G.2. Deans and Department Chairs

Deans and department chairs will meet annually with the person to whom they report for a discussion and evaluation of their performance, career goals and objectives. The Office of the

Provost/Academic Affairs and Research will conduct an annual review of deans by all full-time faculty in their respective colleges.”