

University Handbook

2026-2027



CHRISTOPHER NEWPORT

U N I V E R S I T Y

TABLE OF CONTENTS

SECTION I: GENERAL INFORMATION	1
1. HISTORY	1
2. THE VALUES	1
3. VISION	1
4. MISSION STATEMENT	2
5. UNIVERSITY STRATEGIC PLAN.....	2
6. ACADEMIC ACCREDITATION.....	2
7. THE UNIVERSITY IS AUTHORIZED TO CONFER THE FOLLOWING DEGREES	2
8. COOPERATIVE ARRANGEMENTS	4
SECTION II: BOARD OF VISITORS	5
1. BY-LAWS.....	5
POLICIES	5
a. General Policies.....	5
b. Academic Policies	6
c. Personnel Policies.....	7
d. Financial Policies.....	11
e. Policy Concerning Student Conduct.....	11
f. Operational Policy.....	12
g. Policy on Ownership of Intellectual Property	12
SECTION III: DISCRIMINATION AND, HARASSMENT POLICY AND SEXUAL MISCONDUCT POLICY	23
SECTION IV: THE HONOR SYSTEM	24
1. THE HONOR SYSTEM.....	24
2. ACADEMIC INTEGRITY & THE HONOR SYSTEM	24
3. STUDENT REGULATIONS.....	25
a. Infractions	25
b. Statement of Principles.....	26
4. ACADEMIC MISCONDUCT OF THE HONOR CODE.....	27
SECTION V: ACADEMIC CATALOG.....	30
SECTION VI: ACADEMIC REGULATIONS AND INFORMATION	31
1. ROLES	31
2. RESPONSIBILITIES	32
3. MAJOR CHANGES TO THE CURRICULUM	33
4. CURRICULAR PROCESS AND PROCEDURES.....	33
5. LEVELS OF INITIATION AND REVIEW BY PROPOSAL TYPE	37
6. STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA (SCHEV).....	39
7. SOUTHERN ASSOCIATION OF COLLEGES AND SCHOOLS COMMISSION ON COLLEGES (SACSCOC).....	40
8. DEFINITION OF CREDIT HOUR, MAJOR, MINOR, CERTIFICATE.....	F40
TABLE: APPROVAL PROCEDURES FOR UNDERGRADUATE CURRICULAR CHANGES	42
9. DISTRIBUTION AND CORE COURSES	43
10. GRADE APPEAL.....	43
11. LIBRARY INFORMATION	44
12. CLASSROOM EXPRESSION.....	44
13. GRADING SYSTEM AND QUALITY POINTS.....	45
14. ENGLISH AS A SECOND LANGUAGE POLICY	45
15. CLASS ATTENDANCE.....	45

University Handbook 2026–2027 Edition

16. REGULATIONS CONCERNING CONDUCT OF CLASSES	45
17. ACADEMIC REGULATIONS PERTAINING TO STUDENTS WITH DISABILITIES	46
18. REGULATIONS PERTAINING TO THE SCHEDULING OF CLASSES	47
19. INTELLECTUAL PROPERTY	47
20. ACADEMIC CENTERS	47
SECTION VII: ADJUNCT FACULTY HANDBOOK PERSONNEL REGULATIONS	50
SECTION VIII: ADMINISTRATIVE AND PROFESSIONAL FACULTY PERSONNEL REGULATIONS	51
1. INTRODUCTION	51
a. Administrative Faculty Positions	51
b. Professional Faculty Positions	51
2. AUTHORIZATION OF POSITIONS	51
a. Non-Discrimination and Equal Opportunity	51
b. Recruiting and Initial Appointment of Full-Time Administrative and Professional Faculty	52
3. ADMINISTRATIVE AND PROFESSIONAL FACULTY GRIEVANCES	55
4. TYPES OF LEAVE	55
5. PERFORMANCE EVALUATION	58
6. PROMOTIONS IN ACADEMIC RANK	58
a. Introduction	58
b. Academic Rank Promotional Procedures	58
c. Academic Rank Promotional Standards	59
7. INAPPROPRIATE CONDUCT	60
8. LIBRARY FACULTY	61
9. EMERITUS STATUS FOR ADMINISTRATIVE AND PROFESSIONAL FACULTY	62
SECTION IX: BUSINESS OFFICE REGULATIONS	63
SECTION X: CLASSIFIED PERSONNEL REGULATIONS	65
SECTION XI: CODE OF STUDENT RIGHTS, RESPONSIBILITIES, AND CONDUCT	66
1. PHILOSOPHY OF UNIVERSITY POLICIES FOR STUDENT LIFE	66
2. BASIC RIGHTS	66
3. EQUAL OPPORTUNITY	67
4. STUDENT RECORDS	67
5. STUDENT CODE OF CONDUCT	67
SECTION XII: INFORMATION TECHNOLOGY SERVICES	70
SECTION XIII: INSTRUCTIONAL FACULTY PERSONNEL REGULATIONS	71
1. AUTHORIZATION OF POSITIONS	71
2. INFORMATION ON APPOINTMENTS TO THE FACULTY	71
a. Non-Discrimination and Equal Opportunity	71
b. Types of Instructional Faculty Appointments	71
c. Procedures for Recruiting and Initial Appointment of Full-Time Instructional Faculty	74
3. REGULATORY RESPONSIBILITIES AND PRIVILEGES OF ACADEMIC RANK	81
a. Responsibilities	81
b. Privileges	81
4. ACADEMIC FREEDOM	87
5. FACULTY WORKLOAD RESPONSIBILITIES	87
a. General Requirements	87
b. Specific Requirements	87
c. Regulations Pertaining to Professional Activity	89
6. ADMINISTRATIVE LEAVES AND REDUCED LOADS FOR NON-ACADEMIC REASONS	93
7. ADMINISTRATIVE ACTIONS FOR INAPPROPRIATE CONDUCT	96

University Handbook 2026–2027 Edition

a. Purposes	96
b. Sanctions	96
8. EVALUATION, PROMOTION, TENURE, AND SALARY OF INSTRUCTIONAL FACULTY	97
a. Introduction	97
b. Research Emphasis	99
c. Annual Review	99
d. Unscheduled Review	100
e. Reappointment Reviews of Probationary Faculty	102
f. Tenure Decisions	102
g. Promotion Decisions	104
h. Peer Review Procedure	109
i. Evidence to be Considered	113
j. Evaluation	115
k. Student Rating of Instruction	116
l. Policy for Adjunct Observation and Evaluation	117
9. EVALUATION OF SPONSORED RESEARCH APPOINTMENT FACULTY	118
a. Introduction	118
b. The Annual Review... ..	118
10. TERMINATION OF APPOINTMENTS	119
a. Tenured Faculty Appointments	119
b. Non-Tenured Faculty Appointments	119
c. Procedures for Termination Due to Financial Exigency	120
d. Procedures for Termination Due to Physical or Mental Incapacity	121
e. Procedures for Termination Due to Dismissal for Cause	121
11. FACULTY GRIEVANCE PROCEDURES	125
a. Informal Grievance Procedures	125
b. Formal Grievance Procedures	125
12. EMERITUS STATUS	127
13. PERSONNEL FILE	127
SECTION XIV: LIBRARY	128
SECTION XV: GENERAL PERSONNEL INFORMATION	129
1. INTRODUCTION	129
2. EQUAL EMPLOYMENT OPPORTUNITY POLICY	129
3. HEALTH AND SAFETY	129
4. SUBSTANCE ABUSE POLICY FOR EMPLOYEES	129
5. FREEDOM OF INFORMATION/PRIVACY ACT	130
6. CONFLICT OF INTEREST (NEPOTISM)	130
7. UNIVERSITY NAME, OFFICIAL SEAL, AND TAX PAYER IDENTIFICATION NUMBER	130
8. TELEPHONE USAGE	130
9. UNIVERSITY EQUIPMENT AND FACILITIES	130
10. GIFTS, GRATUITIES OR REWARDS	130
11. OUTSIDE EMPLOYMENT	130
12. POLITICAL ACTIVITY	131
13. ATTIRE	131
14. TRAINING	131
15. RESIGNATION	131
16. EDUCATIONAL QUALIFICATIONS	132
17. FRINGE BENEFITS	132
SECTION XVI: SCHEDULE OF CLASSES	133
SECTION XVII: STUDENT HANDBOOK	134

SECTION XVIII:UNIVERSITY ADMINISTRATION	135
DESCRIPTION OF ADMINISTRATIVE POSITIONS	135
1. EXECUTIVE OFFICE OF THE PRESIDENT.....	135
2. OFFICE OF CHIEF OF STAFF.....	136
3. DIVISION OF ACADEMIC AFFAIRS	137
4. DIVISION OF FINANCE AND ADMINISTRATION	139
5. DIVISION OF FACILITIES AND CAMPUS OPERATIONS	140
6. DIVISION OF PEOPLE AND STRATEGY.....	142
7. DIVISION OF INFORMATION TECHNOLOGY SERVICES.....	142
8. DIVISION OF UNIVERSITY ADVANCEMENT	143
9. DIVISION OF STUDENT AFFAIRS	144
10. ADDITIONAL POSITIONS	146
SECTION XIX: UNIVERSITY GOVERNANCE.....	147
1. THE FACULTY OF THE UNIVERSITY.....	147
a. Definitions.....	147
b. Responsibilities	147
c. Officers of the Instructional Faculty.....	148
d. Meetings of the Instructional Faculty	148
e. The Graduate Faculty	149
2. ORGANIZATIONAL CHANGE PROCESS FOR SUBMISSION TO SCHEV	149
3. THE FACULTY SENATE AND BY-LAWS	151
4. STANDING COMMITTEES OF THE UNIVERSITY.....	155
a. Introduction.....	155
b. Academic Affairs Committees	156
1) The Academic Technology Advisory Committee (ATAC).....	156
2) The Administrative and Professional Faculty Peer Review Committee (APFPRC)	157
3) The Center for Effective Teaching Advisory Board (CET)	157
4) The Council on Health Professions (CHPP)	157
5) The Committee for Student Survey Support (CSSS)	158
6) The Council of University Chairs (CUC).....	158
7) The Faculty Diversity, Equity and Inclusion Committee (FDEIC)	158
8) The Faculty Grievance and Hearing Committee (FGHC).....	159
9) The Faculty Mentoring Committee (FMC)	159
10) The Faculty Review Committee (FRC)	159
11) The Graduate Council and Graduate Committees	160
12) The Institutional Animal Care and Use Committee (IACUC).....	161
13) The International Studies Advisory Committee (ISAC).....	161
14) The Honors Faculty	162
15) The Liberal Learning Council (LLC).....	162
16) The Library Advisory Committee (LAC).....	162
17) The Phi Beta Kappa Committee (PBK)	162
18) The Prestigious Scholarships Committee (PSC).....	163
19) The Institutional Review Board for the Protection of Human Subjects (IRB)	163
20) The Teacher Preparation Council (TPC).....	163
21) The Undergraduate Academic Program Review Committee (PRC)	164
22) The Undergraduate Academic Status Committee (UASC)	164
23) The Undergraduate Admission Committee (UADC)	164
24) The Undergraduate Curriculum Review Committee (CRC)	165
25) The Undergraduate Degrees Committee (UDC).....	165
26) The Undergraduate and Graduate Research Council (UGRC)....	165
27) The University Assessment Committee (UAC)	166
28) The University Writing Council (UWC).....	166
c. Administrative Committees.....	166
1) The Budget Advisory Committee (BAC).....	166

University Handbook 2026–2027 Edition

2)	The Committee on Intellectual Property (CIP)	167
3)	The President’s Council on Inclusive Excellence (PCIE)	167
4)	The Emergency PolicyGroup (EPG)/The Emergency Management Team (EMT)	167
5)	The Strategic Planning Steering Committee (SPSC).....	167
6)	The Student Success Coordinating Committee (SSCC).....	167
7)	The Intercollegiate Athletic Advisory Committee (IAAC)	167
8)	The Policy Committee (PC).....	168
9)	The University Handbook Committee (UHC)	168
10)	Retirement Plan Committee (RPC)	168
11)	Information Technology Executive Steering Committee (ITESC)	168
12)	University Sustainability Committee (USC).....	169
13)	Campus Violence Prevention Committee (ESC)/Threat Assessment Team (TAT)	169
14)	The Women & Gender Collaborative Committee (WGCC)	169
4.	ACADEMIC DEPARTMENT CHAIRS	169
a.	General Description.....	169
b.	Functions.....	170
c.	Evaluation	172
d.	Compensation.....	172
5.	INSTRUCTIONAL FACULTY AS INDIVIDUALS AND IN DEPARTMENTS.....	172
a.	Classifications	172
b.	Responsibility	172
c.	Faculty at the Department Level	172
d.	The Individual Faculty Member.....	172
e.	Scholarly Activities.....	173
6.	ANCILLARY POSITIONS.....	175
7.	STUDENT BODY	175

SECTION I
General Information

1. History

- a. In 1960 the General Assembly of Virginia established Christopher Newport College as a non-residential branch college of The College of William and Mary and located it in Newport News, Virginia. The Board of Visitors of The College of William and Mary authorized Christopher Newport College to offer a lower-level undergraduate liberal arts curriculum through which a student could receive an Associate of Arts degree.
- b. In September 1961 the College enrolled 171 students at its initial home, the John W. Daniel School, a former public school building in downtown Newport News. In 1963, the City purchased and deeded to the Commonwealth the 75-acre tract where the present campus is now located.
- c. From 1961 to 1969, the College matured as a two-year institution, and in 1969 the Board received approval from the General Assembly to broaden the role of the College by adding upper-level bachelor's programs and awarding Bachelor of Arts and Bachelor of Science degrees.
- d. In its 1976 session, the General Assembly of Virginia established Christopher Newport College as a four-year baccalaureate institution independent of The College of William and Mary. The operation of the College was transferred to the Board of Visitors of Christopher Newport College, a 12-member board appointed by the Governor of Virginia on July 1, 1977. Since that date the Board has increased by two members.
- e. In its 1990 session, the General Assembly of Virginia authorized Christopher Newport College to offer degrees at the master's level. The 1992 session of the General Assembly of Virginia changed the status of Christopher Newport College to Christopher Newport University, effective July 1, 1992.
- f. University presidents
 - 1) H. Westcott Cunningham, 1961–1970
 - 2) James C. Windsor, 1970–1979
 - 3) John E. Anderson, Jr., 1980–1986
 - George R. Healy, Interim, 1986–1987**
 - 4) Anthony R. Santoro, 1987–1996
 - 5) Paul S. Tribble, Jr., 1996– 2022
 - Adelia Thompson, Interim, 2022–2023
 - 6) William G. Kelly, 2023–

2. The Values of Christopher Newport University

- a. **Honor**
- b. **Service**
- c. **Scholarship**
- d. **Leadership**

3. Vision

Anchored in excellence and focused on students, Christopher Newport University aspires to be the nation's premier regional public university, offering an innovative education embedded in the liberal arts that advances the values of honor, service, scholarship, and leadership to empower graduates to lead lives of significance.

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4. Mission Statement

The mission of Christopher Newport University is to provide educational and cultural opportunities that benefit CNU students, the residents of the Commonwealth of Virginia, and the nation. CNU provides outstanding academic programs, encourages service and leadership within the community, and provides opportunities for student involvement in nationally and regionally recognized research and arts programs.

Our primary focus is excellence in teaching, inspired by sound scholarship. At CNU, personal attention in small classes creates a student-centered environment where creativity and excellence can flourish. Our primary emphasis is to provide outstanding undergraduate education. We also serve the Commonwealth with master's degree programs that provide intellectual and professional development for graduate level students.

We are committed to providing a liberal arts education that stimulates intellectual inquiry and fosters social and civic values. CNU students acquire the qualities of mind and spirit that prepare them to lead lives with meaning and purpose. As a state university, we are committed to service that shapes the economic, civic and cultural life of our community and Commonwealth.

5. University Strategic Plan

The university's strategic plan, the Strategic Compass, is available on the university's website at: <https://cnu.edu/strategic-compass>

6. Academic Accreditation

a. Institutional Accreditation

Christopher Newport University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award degrees at the baccalaureate and master's degree levels. Christopher Newport University also may offer credentials such as certificates and diplomas at approved degree levels. Questions about the accreditation of Christopher Newport University may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097, by calling (404) 679-4500, or by using information available on SACSCOC's website (www.sacscoc.org).

b. Specialized Accreditation

- 1) The baccalaureate social work program of Christopher Newport University is accredited by the Council on Social Work Education.
- 2) CNU is accredited by the National Association of Schools of Music.
- 3) The baccalaureate computer engineering program of Christopher Newport University is accredited by the Engineering Accreditation Commission of the Accreditation Board for Engineering and Technology (ABET).
- 4) The business program of Christopher Newport University is accredited by AACSB International, the Association to Advance Collegiate Schools of Business.
- 5) The baccalaureate elementary education preK-6 program and the Master of Arts in Teaching of Christopher Newport University are accredited by the Council for the Accreditation of Educator Preparation (CAEP).

7. The university is authorized to confer the following degrees:

- a. Baccalaureate Certificate in the fields of:
 - 1) Data Analytics for the Social Sciences
 - 2) Professional Ethics

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b. Undergraduate Certificate in the field of:

See undergraduate catalog for list of degrees and certificates. <https://cnu.edu/public/>

1) Data Analytics for the Social Sciences

2) Geographic Information System

3) Research and Creative Activity

4) Sustainability

5) Spanish for the Professions

c. Bachelor of Arts in the fields of:

- 1) art and art history,
- 2) biology,
- 3) communication,
- 4) economics,
- 5) elementary education pre-K-6,
- 6) English,
- 7) fine and performing arts (theater),
- 8) general foreign languages (classical studies, French, German, Spanish),
- 9) history,
- 10) interdisciplinary studies (American studies, **data science**, environmental studies, global commerce & culture, **health studies**, leadership studies),
- 11) mathematics,
- 12) music
- 13) philosophy,
- 14) political science
- 15) psychology,
- 16) social work, and
- 17) sociology (anthropology, criminology, sociology).

d. Bachelor of Science in the fields of:

- 1) biology (cellular, molecular & physiological; integrative; kinesiology; organismal and environmental),
- 2) chemistry (biochemistry, chemistry),
- 3) computer engineering,
- 4) computer foundations (physics, computer science, cybersecurity),
- 5) electrical engineering,
- 6) interdisciplinary studies,
- 7) mathematics (computational and applied mathematics),
- 8) neuroscience, and
- 9) psychology.

e. Bachelor of Science in Business Administration in general business, with majors in:

- 1) accounting,
- 2) finance,
- 3) management, and
- 4) marketing.

f. Bachelor of Science in Information Science.

g. Bachelor of Music, with concentrations in the areas of:

- 1) pre-certification choral,
- 2) pre-certification instrumental,
- 3) performance, and

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4) composition

h. Master of Arts in Teaching in the endorsement areas of:

- 1) art (visual arts),
- 2) biology,
- 3) chemistry,
- 5) elementary,
- 6) English,
- 7) English as a second language,
- 9) history and social science,
- 10) mathematics,
- 11) music (choral, instrumental)
- 12) physics, and
- 13) Spanish.

Upon completion of the program, students are recommended for licensure through the Virginia Department of Education to teach in the Commonwealth of Virginia.

i. Master of Science in the fields of:

- 1) applied physics and computer science, with concentrations in the areas of
 - a) computer systems engineering and instrumentation,
 - b) computer science,
 - c) applied physics, and
 - d) cybersecurity
- 2) environmental science.

j. Master of Financial Analysis

8. Cooperative Arrangements

The university has cooperative programs with other educational institutions allowing students the opportunity to pursue formal degree programs through joint efforts. The university has moved the review of transfer students to competitive admission standards and has developed Articulation Agreements with the Virginia Community College System for guaranteed admission.

SECTION II
Board of Visitors

1. All Board of Visitors documents including the Bylaws can be found in Board Docs.

[By-Laws of the Board of Visitors.9-19-25.pdf](#)

2. Policies of the Board of Visitors of Christopher Newport University

- a. General Policies

- 1) The Board authorizes the establishment of a *University Handbook*, which shall be a collection of documents which fall into three categories.

The first category is Board Bylaws and Policies. The contents of the documents in this category are contractual in nature and authorized by the Board.

The second category is University Regulations. The contents of the documents in this category are subordinate to, and derived from the Board Bylaws and Policies, and are authorized by the president under delegated authority from the Board, with right of review. They are contractual in nature.

The third category is University Information, the contents of which documents are authorized by the Vice presidents under the delegated authority from the president, and are not contractual in nature, and may be changed at any time.

A *University Handbook* Committee, appointed by the president, reviews all proposed changes to the University Regulations and Information categories of the *Handbook*, and makes its recommendations to the president.

The maintenance of the *Handbook* is the responsibility of the president or the president's delegate.

Should the occasion arise for an official interpretation of the contents of the *Handbook*, that interpretation is vested in the president, subject to review of the Board. The Board reserves the right from time to time to clarify and/or change, consistent with applicable law, the contractual conditions and contents of the documents contained in the *Handbook*.

- 2) Consistency

All by-laws, handbooks, policies, regulations, and procedures of the faculty, students, administration, alumni, and other organizations of the University must be consistent with, or subordinate to the By-laws and Policies of the Board of Visitors (hereinafter referred to as the "Board").

- 3) Construction

These policies shall be construed consistently with the laws of the Commonwealth of Virginia; and nothing contained herein shall affect or diminish the rights and powers thereby vested in the Board.

- 4) Independence

Although certain policies and procedures contained in the documents in the *Handbook* and in other places may be similar to those of the American Council on Education, the American Association of State Colleges and Universities, the Southern Association of Academics and Schools, the American Association of University Professors, and other organizations, the Board hereby declares that its policies and procedures are independent of those or any other organizations: it shall not be bound by interpretations of its policies by any organizations. Moreover, the University does not consider

membership in any organizations as binding to follow recommendations, policies, procedures, interpretations, guidelines, or any other statements by any organizations of which it is a member.

5) Emergency Provisions

The Board by vote of two thirds majority of a quorum at any regular or specially called meeting may declare a “State of Emergency” and thereafter take whatever actions by a simple majority it deems necessary toward resolution of the emergency state.

6) Financial Exigency

The Board by vote of two thirds majority of a quorum at any regular or specially called meeting may declare a “State of Financial Exigency.” The condition of financial exigency is defined as a circumstance in which the University will clearly violate its primary financial policy of liquidity, which is herein stated. It is a circumstance in which recorded or anticipated expenditures are expected to exceed anticipated revenues and fund balances by material amounts, requiring substantive budgetary reductions to achieve a balanced state in the institutional budgets. The state of financial exigency may exist in the institution as a whole or within financial account groups as defined by numbered items in the Commonwealth Appropriations Act.

Upon declaration of a state of financial exigency, the Board shall direct the president to prepare revised budget plans. Such plans shall be based on general guidelines as may be provided to the president at the discretion of the Board, including program reduction, and other actions as may be necessary to reduce anticipated expenditures. The revised plan shall be subject to the final approval of the Board.

7) Control of Content

The Board reserves the right to withdraw, add to, or change the content of publications, handbooks, or other Christopher Newport University materials.

b. Academic Policies

1) Admission

The Board shall determine the general policies for admission of students to the University.

2) Curriculum

Courses of study shall be developed under the direction of the president, consistent with the mission of the University and applicable laws of the Commonwealth.

3) Instruction

Subject to the legal obligations of the University and to the approval of the Board, and except as otherwise provided, actual instruction shall be discharged by the faculty of the University under the direction of the president.

4) Academic Credit

The University shall operate on the semester credit unit system.

5) Academic Freedom and Responsibility

Christopher Newport University subscribes to the mutual concepts of academic freedom and academic responsibility. The Board recognizes “academic freedom” as:

- a) the right to full freedom in the classroom in presenting and discussing subjects within one’s own recognized area of academic expertise germane to the class;
- b) the right to explore all avenues of research, scholarship and creative expression and to publish the results of these scholarly pursuits;

- c) the right to speak or write, without institutional restraint, on matters of public concern or institutional policy. The University will not censure or discipline a faculty member for speaking privately or publicly on such matters, whether or not as a member of a body of university governance.

Academic responsibility implies the faithful performance of professional duties and obligations. Faculty members have the obligation, as a member of a learned profession and employee of the University to attempt to be accurate, to exercise appropriate restraint, to show respect for the opinions of others, and to make every reasonable effort to indicate that the faculty member is not an institutional spokesperson. Faculty members will be guided by academic ethics and professional standards.

This policy applies to teaching and research faculty. To the extent that administrative professional faculty members have teaching and research roles, the policy is applicable to those individuals when those individuals are performing their teaching and research roles. However, when those individuals are acting as administrative professional faculty members, the policy is inapplicable to them

6) Degrees

Degrees authorized by the Board will be conferred upon students who have completed satisfactorily the prescribed courses of study for such degrees as approved by the president.

7) Graduation

The University shall conduct at least one formal graduation exercise in each calendar year.

8) Awards

The Board of Visitors may confer the following:

a) Honorary Degrees

- (1) Doctor of Science, for scholarship in science
- (2) Doctor of Letters, for scholarship other than in science or the humanities
- (3) Doctor of Humane Letters, for scholarship in the humanities
- (4) Doctor of Laws, (generally) for distinguished service to the Commonwealth and to learning

b) Other Awards

- (1) Distinguished Service Award
- (2) Mace Award
- (3) Plaque of Recognition

9) Accreditation

The University shall maintain its accreditation by the Southern Association of Colleges and Schools.

c. Personnel Policies

1) Affirmative Action and Equal Opportunity

Christopher Newport University, an equal opportunity employer, is fully committed to access and opportunity.

2) Appointments

- a) The Board exclusively is empowered to make all full-time faculty appointments, administrative/professional or instructional, upon recommendation by the president. All instructional faculty appointments shall be for the term as specified in the appointment contract.
- b) In accordance with Resolution 1, dated December 14, 1993, the Board of Visitors delegates to the president of the University the authority to act on its behalf, in any instance in which he deems such

action appropriate, as the final authority on the appointment of full-time, salaried members of the teaching/research and/or administrative professional faculty of the University, regardless of type of appointment status. The president shall report the substance of all actions taken under the authority of this resolution to the Board of Visitors at the first regular meeting of the Board following any exercise of the authority hereby delegated.

3) Completeness of Contracts

- a) Individual contracts constitute the complete agreements of employment between Christopher Newport University and its employees. No covenants or promises other than those expressly set forth in such contracts are made by the University.
- b) Incorporation by reference into such contracts of documents and materials beyond those referred to in the contract is explicitly disclaimed.

4) Leaves

It is the policy of the Board to grant to its personnel leaves of absence which benefit the University. Leaves may be given with or without pay and with or without fringe benefits.

5) Academic Rank

The Board authorizes the following academic ranks, in hierarchical order:

- a) distinguished professor,
- b) professor,
- c) associate professor,
- d) assistant professor,
- e) visiting professor, visiting associate professor, or visiting assistant professor,
- f) lecturer, and
- g) instructor.

6) Teaching Loads

The workload of full-time instructional faculty requires teaching, an ongoing program of professional development, student advising, and service to the department, college/school, University, and professional and civic communities. The full-time teaching load for probationary and tenured faculty may consist of twelve (12) lecture hours or the equivalent per week in either the fall or spring term, and nine (9) lecture hours or the equivalent per week in the remaining semester, for a total of twenty-one (21) lecture hours per academic year. For restricted faculty, the full-time teaching load may consist of twelve (12) lecture hours or the equivalent per week, for a total of twenty-four (24) lecture hours per academic year. Teaching loads may be adjusted, however, when circumstances warrant, including during the year preceding retirement.

7) Uniform Faculty Evaluation

There shall be uniform plans for the evaluation of instructional and administrative faculty.

8) Promotion of Faculty

All faculty promotions are elevations in academic rank only and are made by the Board, upon non-binding recommendation of the president.

9) Tenure

The Board recognizes the concept of tenure as the right of a faculty member having been conferred such status by the Board to be offered at the end of an academic year, employment for each succeeding academic year at an academic rank no less than the academic rank of the preceding academic year. If, in the judgment of the Board, appropriations from the Virginia General Assembly are sufficient to do so,

the offer of employment will include an academic year salary that is at least equal to the stipulated academic year salary of the preceding academic year, subject to the contractual terms and conditions of employment which exist from period to period. Only the Board confers tenure and all rights incident thereto end with termination of employment. Only faculty whose appointment is with rank in an academic department are eligible for tenure. Tenure cannot be earned *de facto*, regardless of years in service. Administrative Faculty cannot be tenured in their administrative positions. A tenure appointment may be terminated as provided in Section II.2.c.12 of this *Handbook*.

10) Hearings

a) Mandatory

The Board shall provide a hearing for any full-time instructional faculty member who has been dismissed for cause, if requested in writing by the employee within 30 days of notification of the dismissal.

b) Discretionary

The Board may hear appeals, of full-time instructional faculty on decisions of the president on matters of initial employment, promotions, tenure, or terminations other than dismissal, at its discretion.

11) Retirement

The age 70 mandatory retirement provisions have been removed from the Virginia Supplemental Retirement Act for state employees and teachers, as well as for employees serving under contracts of unlimited tenure at institutions of higher education.

12) Termination of Tenure Appointments

Employment of a tenured faculty member may be terminated at any time as a consequence of:

- a) retirement;
- b) resignation;
- c) failure of the faculty member to execute and return a new employment contract within the time period specified by the University, such failure to be deemed a voluntary resignation;
- d) physical or mental incapacity;
- e) financial exigency as declared by the Board of Visitors;
- f) non-continuance of positions compensated by wages;
- g) Elimination or reduction of a program, department, or college/school; and
- h) declaration of an emergency, as made by specified Board resolution.
- i) Dismissal for one or more of the following causes:
 - (1) incompetence in one or more areas of assigned job responsibilities;
 - (2) continuing neglect of duty in one or more areas of assigned job responsibilities;
 - (3) academic misconduct in one or more areas of teaching, research, public service, or administration;
 - (4) physical or mental incapacity in one or more areas of assigned job responsibilities;
 - (5) fraud or falsification of official documents, credentials, or experience;
 - (6) violation of Board policies;
 - (7) violation of the terms of the employment contract;
 - (8) violation of the rights and freedom of students, Board members, or employees of the University;
 - (9) conviction of a felony after initial employment.
 - (10) violation of the Discrimination, Harassment, Sexual Misconduct, and Retaliation Policy and Procedures.

13) Termination of Nontenure Appointments

All appointments for faculty not on tenure shall be for the period specified in the employment contract and shall terminate automatically at their expiration date. A new appointment may be made

for nontenured faculty in writing by the University at its discretion. The University is not obligated to show cause when no new appointment is made. Nontenured faculty shall be given reasonable notice of the University's intention not to offer a new appointment.

Employment of nontenured faculty also may be terminated at any time as a consequence of one or more of the circumstances under which the employment of a tenured faculty may be terminated (Section II.2.c.12).

14) Termination of Employees other than Instructional Faculty

Classified employees shall be terminated in accordance with the provisions of the Virginia Personnel Act and applicable directives of the Department of Human Resources Management. Administrative professional faculty members serve at-will.

15) Faculty-Student Relationships

a) Rationale

The Board of Visitors has a substantial and compelling responsibility to prohibit conduct by members of the University community which adversely affects the learning process, the unique academic working environment, or the University's academic image and reputation. The University's educational mission requires that the relationship between the faculty of the University and the students of the University be professional in nature. To this end, the Board deems it necessary and appropriate that *every* instructional faculty member and *every* administrative professional faculty member have a *professional* relationship to and responsibility toward *every* student of the University. The Board deems such professional relationships to be incompatible with intimate relationships. The Board deems such intimate instructional faculty-student and administrative professional faculty-student relationships to have the potential to subvert the educational mission of the University; to have the potential to affect adversely the educational experiences of students; to have the potential to affect adversely the effectiveness of both instructional and administrative professional faculty in the discharge of their professional responsibilities; and to have the potential to affect adversely the mental, physical and/or financial well-being of faculty, staff, and students — including in all instances instructional and administrative professional faculty, staff, and students who may not be direct parties to the relationship itself.

b) Prohibited Acts

No instructional or administrative professional faculty member shall have an amorous relationship (consensual or otherwise) with a student. However, nothing in this policy shall be construed as prohibiting the spouse of an instructional or administrative professional faculty member from enrolling as a student. Moreover, nothing in this policy shall be construed as prohibiting the spouse of a student from accepting employment as an instructional or administrative professional faculty member.

c) Sanctions

Violations of this policy by instructional or administrative professional faculty members shall be considered cause for dismissal. In dismissing instructional faculty, the University will follow the Due Process procedures set forth in the *University Handbook*. However, the University may place the instructional faculty member on administrative leave with pay pending the completion of the dismissal process.

d) Complaints

Complaints involving violations of this policy shall be directed to the director of Title IX and equal opportunity for investigation.

e) False Charges

A student who knowingly brings false charges under this policy against an instructional or administrative professional faculty member shall be considered in violation of the Honor Code and, upon conviction of the offense, shall be expelled. An instructional or administrative professional faculty member who knowingly brings false charges under this policy against another instructional or administrative professional faculty member shall be considered guilty of violating the “rights and freedoms of students, Board Members, or employees of the University.” Under these by-laws, violation of the “rights and freedoms of students, Board Members, or employees of the University” constitutes cause for termination of employment. A classified employee who knowingly brings false charges under this policy against an instructional or administrative professional faculty member shall be considered to have lied to their employer and shall be subjected to appropriate discipline under the Commonwealth of Virginia State Classified Employee system.

d. Financial Policies

1) The primary principle which shall govern financial management of the University is liquidity, which is that the Board shall authorize only expenditures of those funds which the University has received. Budgeted expenditures will be developed on reasonable expectations of revenues; however, irrevocable commitments to expend, or actual expenditures will not occur until the University is in receipt of revenues, gifts, transfers, and appropriations adequate to support such commitment or expenditure.

2) Reporting Principles

Revenues shall be collected, expenditures made, and transactions recorded and reported in accordance with established principles, regulations, and law. A listing of applicable statements of standards and governing directives shall be presented by the president to the Board and annually reviewed by the Board.

3) Tuition and Fees

The Board shall establish mandatory tuition and fee schedules. Non-mandatory fees and user rates shall be established by the president or the president’s designee. The underlying principle governing establishment of fees, tuition, and user rates is that sufficient funds be raised to support planned operations and capital development with due consideration to requirements of law, market conditions, and fund balances which may otherwise be available from appropriations and gifts.

4) Tuition Waiver

The Board shall establish appropriate tuition waiver plans.

5) Internal Audit

There shall be an Office of Internal Audit which shall report to the Board.

6) Compensation Plan

The Board shall annually approve a plan of compensation for faculty.

7) Budget

The Board shall annually approve a budget.

e. Policy Concerning Student Conduct

The University shall establish and maintain standards of student conduct in order to preserve the rights and enforce the responsibilities of students as members of the University community.

f. Operational Policy

The president of the University shall be the chief executive officer of the University. The president shall have responsibility for the operation of the University in conformity with the purpose and policies determined by the Board.

g. Policy on Ownership of Intellectual Property

1) Introduction

- a) The results of scholarly activities may take many forms, including research papers, books, inventions, computer software, musical scores, articles for magazines and journals, and new technologies. Many of these intellectual properties have value for the owner(s) and should be protected under the appropriate patent or copyright laws.
- b) This policy is designed to:
 - (1) protect the equities of the authors and the inventors, as well as the University,
 - (2) define the responsibilities, rights and privileges of those involved, and
 - (3) establish basic guidelines to be included in the administration of this policy.

2) Definitions

Most of the following definitions explain words or phrases that are used in particular ways in these guidelines. Two terms, "assigned duty" and "significant use of general funds," are defined because state law requires that they be defined. Throughout these guidelines, where it is appropriate, the singular form of a noun also includes the plural: "creator" also means "creators" if there are more than one, etc.

- a) Assigned duty (Required by legislation for determining when transfers of intellectual property must be approved by the Governor.)
"Assigned duty" is narrower than "scope of employment," and is an undertaking of a task or project as a result of a specific request or direction. A general obligation to do research, even if it results in a specific end product such as a vaccine, a published article, or a computer program, or to produce scholarly publications, is not a specific request or direction and hence is not an assigned duty. In contrast, an obligation to develop a particular vaccine or write a particular article or produce a particular computer program is a specific request or direction and is therefore an assigned duty.
- b) Claims an interest
The University "claims an interest" in intellectual property when it asserts a right in the property under its intellectual property policy. The University may choose not to "claim an interest" in some forms of intellectual property that it does not want to own, even though it might legally be able to assert ownership.
- c) Council or State Council
The State Council of Higher Education for Virginia.
- d) Creator
Either an inventor in the context of patentable inventions, or an author in the context of copyrightable works of authorship.
- e) Employees
Full and part-time faculty; classified employees; administrative staff; and students who are paid for specific work by the University. Students may be employees for some purposes and not for others. If they are paid as student assistants, for example, or given grants to do specific research, they will be employees. Students receiving general scholarship or stipend funds would not normally be considered employees.

- f) Intellectual Property
Anything developed by anyone covered by the University's intellectual property policy that fits one or more of the following categories:
 - (1) a potentially patentable machine, article of manufacture, composition of matter, process, or improvement in any of these; or
 - (2) an issued patent; or
 - (3) a legal right that inheres in a patent; or
 - (4) anything that is copyrightable (in legal terms, this means anything that is an original work of authorship, fixed in a tangible medium of expression).
 - g) Reporting Period
The period from July 1 of one year through June 30 of the following year.
 - h) Royalties Received
Any value received during the reporting period, including cash payments as well as the market value of any property or services received, in consideration for a transfer of any intellectual property in which the University claims an interest.
 - i) Significant Use of General Funds (Required by legislation for determining when transfers of intellectual property must be approved by the Governor.)

This phrase, and the phrase "developed wholly or significantly through the use of general funds," mean that general funds provided \$10,000 or more of the identifiable resources used to develop a particular intellectual property. A reasonable cost should be assigned to those resources for which a cost figure is not readily available, such as salary, support staff, and other equipment and resources dedicated to the creator's efforts. Resources such as libraries that are available to employees generally should not be counted in the assessment of the use of general funds.
 - j) State Council
See "Council."
 - k) Work-Made-for-Hire
Intellectual property, either an invention or copyrightable material, which has been produced by an individual or group acting as an employee of the University with the use of University resources.
- 3) Applicability of the Policy
The Intellectual Property policy of Christopher Newport University applies to students and employees; visiting faculty and researchers; and those employees and visitors covered by sponsored program agreements or other contractual arrangements, as well as employed students.
 - 4) Ownership of Intellectual Property
Unless otherwise required by agreement, law, or this policy, Christopher Newport University assumes the creator of intellectual property retains the proprietary interest.

a) Patentable Discoveries and Inventions

Any employee of the University who has made a discovery or invention which in the employee's judgment appears to be patentable, or upon which the employee plans to seek to obtain a patent, shall bring such discovery or invention to the attention of the chair of the Patents Subcommittee. The purpose of this disclosure is to determine whether and to what extent the University has a proprietary interest in the discovery or invention. All such discoveries should be disclosed as promptly as possible. Upon receipt, a disclosure shall be reviewed by the Subcommittee on Patents. Each discovery or invention should be disclosed regardless of whether or not the inventor(s) plan to exploit the discovery or invention for financial gain. Failure to make the required disclosure may result in a forfeiture of any proceeds or profits which the University would otherwise be obligated to pay pursuant to this policy.

b) Ownership of Discoveries and Inventions

(1) Outside Ownership

Certain research projects sponsored by governmental agencies, industrial organizations, or others may entitle the sponsors to ownership of a discovery or invention made by a faculty or staff member of the University without payment of any royalty. This ownership may occur when the sponsor provides funds for the entire project and in research involving the testing of a product or products developed by the sponsor. The chair of the Patents Subcommittee is authorized to ratify such agreement on patent matters where it is necessary to do so as a prerequisite to University participation in the project or receipt of a grant or contract. The determination of the chair may be subject to review by the Subcommittee on Patents.

(2) Faculty or Staff Ownership

A discovery or invention developed by a faculty or staff member shall be the exclusive property of the inventor(s), if: (i) the University has contributed no funds, facilities, or time of the inventor(s) and (ii) the discovery or invention is not along lines related to any University research program then in progress or completed within the past twelve (12) months with which the inventor(s) may have a connection.

(3) Review and Disposition of New Discoveries and Inventions

Where the University has a proprietary interest, the discovery or invention shall be reviewed by the chair of the Patents Subcommittee. A recommendation may be made to seek patent protection. In the absence of interest on the part of commercial or University-related entities to license and/or develop the invention or new technology, the invention will be reviewed by the Patents Subcommittee prior to releasing any interest to the inventor(s). Upon concurrence of the Subcommittee on Patents the invention may be pursued by the inventor's own patent agent, subject to the remaining provisions of this document. Expenses incurred by the inventor pursuing this option may be recoverable from subsequent royalty income received by the University. The University shall have the right to review the patent documents prior to submission of an application for patent.

Such determination shall be made within 90 days from the date of receipt of the disclosure, unless it is mutually agreed by the Subcommittee and the inventor(s) that additional time is needed and an alternative deadline is established. The inventor(s) shall have the right to make recommendations pertaining to such determinations.

If the discovery or invention in which the University has a proprietary interest is submitted to an organization for invention development, and the organization decides not to file or abandons an application for a patent, the invention may be submitted to other organizations for the same purpose. If all potentially interested organizations have been queried, the application is abandoned, or no action is taken within the 60 days after receipt of the notice of declination,

the University's rights to the invention shall be assigned to the inventors at the inventor's request. At the time of assignment, the University may elect to continue to maintain its proprietary interest.

c) Determining Copyright Ownership

All materials in which the University may have a proprietary interest under the provisions of this policy shall be promptly reported in writing by University personnel concerned, through their department head, to the Copyright Subcommittee. The purpose of this disclosure is to determine whether, and to what extent, the University has a proprietary interest in the materials. This report shall include a full and complete disclosure of the subject matter of the materials concerned and identity of all persons participating in the development.

The Copyright Act (P. L. 94-553) provides that, when a copyrightable work is produced by one person who has been employed by another for that purpose, it is the employer and not the actual producer that is the copyright proprietor. In the academic setting, complex issues can arise as to whether the faculty or staff person produced the copyrightable work in the course of the employee's employment. Generally, the courts have placed a heavy burden of proof on the employee to prove the copyright was not a product of the employee's employment.

(1) Outside Ownership

Funds and facilities provided by governmental, commercial, industrial or other private organizations, which however are administered and controlled by the University, shall be considered to be funds and facilities provided by or through the University for the purpose of this policy statement. Agreement between the University and the sponsor pertaining to sharing royalties and title to copyrightable materials shall be addressed in the contract between the University and the sponsor. University personnel who contract with third parties for the development of copyrightable materials can relinquish no greater interests in the materials than they legally possess. Therefore, if substantial University resources are employed in the development of materials subject to copyright, the University retains interests in the materials, regardless of the terms of a contract between the third party and the University employee, unless the University specifically has waived its rights.

(2) Faculty or Staff Ownership

Copyrightable materials developed by University employees shall usually be the property of the employee. The University will exercise ownership under the work-made-for-hire rationale only when the employee was assigned to create the specific product whose ownership is in question. A faculty member's general obligation to produce scholarly works (for example, textbooks and related instructional materials) does not constitute an assigned duty for purposes of determining copyright ownership. If a copyright work, produced as an assigned duty of an employee, is marketed, the employee ordinarily will not share in any royalties from sales of the work.

(3) Audio and Video Recordings

When a faculty member has been assigned to teach a specific class, and that class is transmitted electronically to another site, on or off campus, and in the performance of those duties, a recording is made simultaneously with such transmission, the resulting fixed work shall be considered University property. The retention and/or marketing of recordings for subsequent instructional use, on or off campus, will be undertaken only with the consent of the faculty member. Retention of such materials will normally be only for the academic term in which they are created.

(4) Return to Ownership

If, within a period of twelve (12) consecutive months, the University or its assignee fails to make progress toward exploiting copyrighted materials in which the employee has a share, the employee may make a written request to the Subcommittee on Copyrights that the ownership of the materials pass to the employee.

(5) Review for Obsolescence

Materials in which the University has a proprietary interest, but which are the result of the individual initiative of an employee, may be reviewed for obsolescence by the employee after five (5) years. If the employee considers the material to be obsolete, the employee has the right to refer the matter to the University Committee on Intellectual Property, with a recommendation for disposal of the material.

(6) Student Ownership

Ownership of intellectual properties developed by students who are also employees of the University will be determined by the rules which apply to all University employees. Copyrightable works developed in connection with course work assignments may be deemed to belong to the student. However, in cases of significant use of University personnel and facilities in the development of the intellectual property, the University may exercise its right to ownership.

(7) Individuals External to the University

Individuals outside the University, who may hold intellectual properties that they wish to exploit, may request inclusion under the University's Intellectual Property Policy. If it is in the University's interest to accept such a request, the University and the individual shall execute a legally binding contract, clearly stating the terms and conditions of the arrangement. The sharing of royalties will be explicitly stated.

5) Administrative Organization

a) Committee on Intellectual Property

The Committee on Intellectual Property is responsible for making policy recommendations to the president for dealing with patents, copyrights, and related mechanisms for the protection/exploitation of intellectual properties in which the University may have proprietary interest. The provost shall serve as chair of the committee.

Two subcommittees shall be organized under the Committee on Intellectual Property. One subcommittee shall be responsible for various matters concerning University-originated inventions and new technology. The other subcommittee shall be responsible for matters relating to copyrightable materials. The full Committee on Intellectual Property shall comprise the subcommittee members and the *ex officio* members listed below. Each subcommittee shall be composed of three faculty members, having experience with patent or copyright matters, depending on the subcommittee appointment. The Subcommittee on Patents shall be chaired by the chair of the Physics and Computer Science Department. The Subcommittee on Copyrights shall be chaired by the dean of the College Arts and Humanities. University Counsel shall serve as *ex officio* member of the committee and shall sit on both subcommittees.

The president shall receive faculty nominations from the Faculty Senate and shall make all appointments. All terms are for three years. Members may be reappointed.

The Committee on Intellectual Property is composed of the members of the Subcommittee on Patents and the Subcommittee on Copyrights, the *ex officio* members, and the chair. The president

shall make all appointments. All terms are for three years. Members may be reappointed. The committee shall have the following authority and responsibility with respect to intellectual property.

- (1) To develop and recommend University policy to the president dealing with intellectual property.
- (2) To review discoveries, inventions and copyrightable materials to determine whether or not the University has proprietary interest.
- (3) To hear and make recommendations to the president on disputed ownership of discoveries, inventions and copyrightable materials.
- (4) To hear and make recommendations to the president on disputed equities of the University, the inventors or authors and other parties associated with the intellectual property concerned.
- (5) To make recommendations to the president for the sharing of royalties between the University and the authors or inventor(s) of the intellectual property in which the University has a proprietary interest.
- (6) To promulgate such guidelines and procedures as may be necessary for the implementation of this policy, subject to review and approval of the president.

b) Subcommittee on Patents

The Subcommittee on Patents shall:

- (1) Review all invention disclosures. Such review, when possible, should occur prior to submission of disclosures to any other party. Exceptions to this practice must be approved by the subcommittee chair or committee chair and by the inventor.
- (2) Review, as appropriate, agreements on patent matters that may be entered into as a prerequisite to University participation in a sponsored project or receipt of a grant or contract.
- (3) Establish deadlines for the disposition of inventions and discoveries, as provided for in the section Ownership of Discoveries and Inventions (*See h.4)b*)).
- (4) If a decision is made by the University not to pursue a potential patent or other forms of protection or exploitation, advise the appropriate individuals on the assignment of the University's rights to an invention or discovery.

c) Subcommittee on Copyrights

The Subcommittee on Copyrights shall:

- (1) Review all disclosures of copyrightable materials. Such review, when possible, should occur prior to submission of such information to any other party. Exceptions to this practice must be approved by the subcommittee chair or by the committee chair and by the author of the copyrightable materials.
- (2) Review, as appropriate, agreements on copyright matters that may be entered into as a prerequisite to University participation in a sponsored project or receipt of a grant or contract.
- (3) Establish deadlines for the disposition of copyrightable materials as provided for in the section determining copyright ownership (*See section g*)).

- (4) If a decision is made by the University not to pursue publication or marketing of these materials, advise the appropriate administrators on the assignment of the University's rights to copyrightable materials.

6) Procedures for Notification

Each Subcommittee shall establish, maintain, and distribute procedures and forms for the reporting of University-originated inventions, new technology, and copyrightable materials. The notification must describe the intellectual property, identify all creators, and identify the source of funding that has supported creation of the intellectual property. When more than one person created the intellectual property, the notification must specify the percentage that each claim in any royalties accruing to them resulting from the property. Notification should be made as promptly as possible. If Christopher Newport University does not claim an interest in an intellectual property about which it is notified, it will so advise the creator in writing.

7) Protection and Commercialization

Christopher Newport University will decide which patent and copyright properties if any, they will commercialize on a case-by-case basis.

a) Patents

Because patent review is highly technical, few institutions can maintain the entire operation in-house. In order to evaluate a possible patent Christopher Newport University will submit each employee's invention to an external agency specializing in patent review and commercialization, such as the Center for Innovative Technology, Research Corporation, University Patents, or similar organizations. Agencies like these can evaluate inventions for patentability and commercial potential, and obtain patents, license them, manage the royalties, and protect the patents from infringement.

b) Copyrights

Copyright protection applies to any work of authorship as soon as it is written or otherwise recorded. When a work is published, it should contain a copyright notice: a small "c" in a circle or the word "copyright" or the abbreviation "copr.", the year of publication, and the name of the copyright owner. Registration of copyright is not generally a condition of copyright protection, but is a prerequisite to an infringement suit. Registration does offer the advantages of public record of the copyright claim, *prima facie* evidence of the validity of the copyright, and availability of a broader range of remedies in infringement suits.

Registration can occur at any time, but requires a small fee (currently \$10 for each work registered) and administrative time. Thus, the decision of whether, and when, to register copyrights is a cost-benefit decision. As a practice, Christopher Newport University will seldom register a copyright until a high commercial value is perceived for a work. For example, a major computer program or a semiconductor chip design would be registered immediately, though a newsletter might never be registered.

8) Work-Made-For-Hire

a) Patents

Except as herein provided, the University shall obtain the entire right, title, and interest in and to any invention made by any faculty or staff member of the University: (a) while at work for the University or during working hours, as applicable, or (b) with a substantial contribution by the University of facilities, equipment, materials, funds, or information, or of time or services of other University employees during working hours, or (c) which is made in consequence of the official assigned duties of the inventor. For purposes of this policy, it shall be deemed that an invention has been "made-for-hire" if the employee is employed or assigned to: (a) invent, improve, or

perfect any art, machine, design, manufacture, or composition of matter, (b) conduct or perform research, development work, or both, (c) supervise, direct, coordinate, or review University-financed or conducted research or development work, or both, or (d) act in a liaison capacity with agencies or individuals engaged in such research or development. This assignment, however, does not preclude the sharing of royalties or other payments with the employee in accordance with this policy.

In any case where the contribution of the University, as measured by the foregoing criteria, is *de minimis* and is insufficient to justify equitably the requirement of assignment to the University of the entire right, title, and interest, the University shall reserve an exclusive, irrevocable, royalty-free license in the invention with power to grant licenses for all University purposes.

The University claims no interest in the invention if University facilities, services, funds, or time have not been used. An example would be inventions resulting from pursuance of a hobby, not related to the employee's University activities, and conducted off campus.

b) Copyrights

In order to encourage creative efforts by the faculty and staff, the University will exercise its rights as an employer under the concept of "work-made-for-hire" only when: (1) the materials subject to copyright represents an assigned duty of a member of the faculty or staff of the University, and/or (2) substantial use of University facilities and resources is made in the production of the materials.

In any case where the contribution of the University, as measured by the foregoing criteria, is *de minimis* and is insufficient to justify equitably the requirement of assignment to the University of the entire right, title, and interest, the University shall reserve an exclusive, irrevocable, royalty-free license in the copyrightable work with the power to grant licenses for all University purposes.

9) Management and Exploitation of University Intellectual Property

If the University possesses a proprietary interest, the president shall determine the manner in which the intellectual property shall be managed and exploited. With the Board of Visitors' approval the rights to patentable or copyrightable materials may be assigned to the Christopher Newport University Foundation. Upon such assignment, the Foundation shall have all rights to use, promote, manage, market, sell, or in any other way dispose of such material, on such terms and conditions, or for such consideration, if any, as the Foundation shall determine. However, the inventor(s) or author(s) shall have the right to make recommendations to the president on such matters through the appropriate administrative channels.

10) Substantial Use of University Facilities

What constitutes "substantial use" of University facilities and resources must be answered on the basis of the facts and circumstances of each case. The University will not ordinarily construe the provision of office or laboratory space, access to the library, or the payment of employees' salary as significant use of University facilities and resources.

As a general guideline, the use of University resources (other than the library, the employee's office or laboratory, and salary) will be considered substantial if the value of those other resources used exceeds \$5,000 in any twelve consecutive month period. Examples of resources subject to the \$5,000 limitation include computer charges, laboratory assistant or technician salaries and wages, laboratory materials, and secretarial salary.

11) Royalty Provisions

Where the University has an equity position in an intellectual property, the inventor(s) or author(s) and the University will share equally in any income received by or on behalf of the University from royalties, front-end payments, or incentives, after any expenses incurred by or on behalf of the University to protect, market, or develop the intellectual property have been repaid to the University. In this context the "University" shall be understood to include all those units (departments, centers, etc.) which have contributed materially towards development of the intellectual property. The University's share of royalties or other income shall be divided commensurate with involvement of the University units during development. In usual practice, division of the University share shall follow recommendations of the Committee to the president and shall typically include an assignment to the employee's primary unit (e.g., departments, centers, etc.) equal to at least 25% of the total income as defined above. The remaining portion of the University share shall be used to maintain an environment supportive of employee activities in development of intellectual properties.

Payments received by the University or its agents for an intellectual property that is not yet protected by patent or copyright shall also be distributed in accordance with this policy.

12) Dispute Resolution

Should any issues develop as to the ownership of the intellectual property involved, the Committee on Intellectual Property shall make a finding as to ownership and shall report such findings to the president for final resolution. The parties involved shall be entitled to appear before the Committee and to present evidence with respect to the disputed ownership. The Committee's determination shall be made in writing and shall contain a statement of the basis for its decision. The Committee shall also serve as an advisory body to assist University personnel in establishing the equitable and legal distribution of ownership.

The president, on his/her own motion or at the request of any interested party, may review any determination of the Committee. The president may affirm, modify or reject any determination of the Committee.

13) Right of Appeal

The inventor(s) or author(s) of an intellectual property covered by this policy shall have the right to appeal application of the policy regarding ownership, equity, classification, sharing of royalties, disposition, management, or exploitation of any patent or copyright, or any procedure relating thereto made by the appropriate subcommittee, to the Committee on Intellectual Properties.

The Committee will formulate recommendations relative to each such appeal, and will forward both the appeal and its recommendations to the president in a timely manner. The president will determine the University's response to each appeal, and will so notify the inventor(s) or author(s) and the Committee.

14) Transfers of Intellectual Property

Except when the Governor's prior written approval is required, the Board of Visitors may transfer any intellectual property in which the University claims an interest.

The Governor's prior written approval is required for transfers of title to patents and copyrights that were:

- a) developed wholly or significantly through the use of state general funds, by an employee of the University acting within the scope of the employee's assigned duties; or
- b) developed wholly or significantly through the use of state general funds, and are to be transferred to an entity other than the following:

- (1) the Innovative Technology Authority; or
- (2) an entity whose purpose is to manage intellectual properties on behalf of nonprofit institutions; or
- (3) an entity whose purpose is to benefit the transferring institution.

When prior written approval is required, the president will send a description of the intellectual property and the proposed transaction to the State Council of Higher Education. Within thirty days, the Council will recommend action to the Governor, including any conditions the Council thinks should be attached to the proposed transfer. The Governor also may attach conditions to the transfer.

Note that approval is not required for the grant of a license to use an intellectual property, but only when actual title is to be transferred. The statute also requires the Council to define the conditions under which a "Significant use of general funds" occurs, and the circumstances constituting an "assigned duty," for the purpose of reporting transfers. These definitions appear in the Definitions section, under "significant use of general funds," and "assigned duty."

The University need not claim an interest in all intellectual properties in which they might legally be able to assert an interest. The requirements for approval of transfers of intellectual properties, and the following commentary, refer to intellectual properties in which the University does claim an interest.

Most intellectual properties will be developed by employees, but not all of those will be developed within the scope of assigned duties. When employees create intellectual property on their own initiative, or as part of their general obligation of scholarship, the University may transfer title to the property without approval if the transfer is to one of the entities noted as exception in this section.

On the other hand, when the University specifically directs an employee to develop a particular intellectual property, the development becomes an assigned duty. If the development is done with significant use of state funds, the University must obtain the Governor's approval before transferring the property, whether or not the transferee is one of the entities listed as an exception in this section.

Note that an employment agreement (contract) allowing certain intellectual properties to be retained by an employee from the moment of their creation is not a "transfer" to the employee, and hence need not be reported. An intellectual property that is owned by the University and later transferred to an employee is a "transfer," however, and should be reported if it meets the requirement above. The requirement for approval of certain transfers refers to transfers by the University itself, not to later transfers made by anyone other than the institution.

15) Reporting Requirements

The General Assembly has directed the State Council of Higher Education, in cooperation with the Innovative Technology Authority, to collect and report certain information about intellectual property. So that the Council may comply with this requirement, each institution must annually collect and report the information for the preceding fiscal year. The chair of the Committee on Intellectual Properties is designated as the person responsible for compiling and submitting the report.

The Council will annually set a date by which reports on intellectual property are to be received by the Council. Each annual report should include the following information:

- a) The name of the University.
- b) The name of the chair of the Committee on Intellectual Property.

- c) The number of intellectual properties in which the University claims an interest under its intellectual property policy. The number should be divided into patentable subject matter and copyrightable subject matter.
- d) The name of all transferees to whom the institution has transferred any interests, including licenses, in intellectual properties. (The requirement to report the name of any transferee of intellectual property refers to transfers by the University itself, not to later transfers made by anyone other than the University.)
- e) If the University is not able publicly to identify the transferee of any intellectual property, the University should identify the particulars of the transfer as well as the reasons why such information should not be reported. The Council will determine whether to report the information to the legislature.
- f) The total royalties received by the University during the reporting period.

SECTION III
Discrimination and Harassment Policy and Sexual Misconduct Policy

Please see university policy website at https://cnu.edu/public/_documents/policy/general-university-policies/cnu-policy-1005_discrimination_and_harassment.pdf for the full electronic version of policy 1005: Discrimination and Harassment https://cnu.edu/public/_documents/policy/general-university-policies/cnu-policy-1100_sexual-misconduct.pdf for the full electronic version of Policy 1100: Sexual Misconduct

SECTION IV
The Honor System

1. The Honor System

The reputation and credibility of an institution of higher education requires the commitment of every member of the community to uphold and to protect its academic and social integrity. As such, all members of the Christopher Newport University community uphold and enforce the following:

The Honor Code

“On my honor, I will maintain the highest standards of honesty, integrity and personal responsibility. This means I will not lie, cheat or steal, and as a member of this academic community, I am committed to creating an environment of respect and mutual trust.”

Under the Honor Code of Christopher Newport University, it is expected that all members of the University community will demonstrate honesty and integrity in their conduct. Intentional acts of lying, cheating, or stealing are violations of the Code that can result in sanctioning.

Each member of the University community is responsible for upholding and enforcing the Honor Code. The Honor System cannot function unless each member of the University community takes action when he or she believes any person may have violated the Honor Code. Members of this University community are obligated to report violations to appropriate University personnel in order to ensure the efficacy of the system.

2. Academic Integrity and the Honor System

The Christopher Newport University Honor System is a compact that binds together every member of the community; it is essential to the liberal arts education of the University. All students, faculty members, and staff are expected to uphold the Honor Code. Our Honor Code requires integrity in every facet of university life, which means community members are honorable in their academic and non-academic endeavors.

A central mission of any university is the student’s acquisition of knowledge. Led by committed faculty members, CNU’s academic standards are high. The awarding of a degree from Christopher Newport University means the student has met the demands placed upon him or her by faculty members and has done so with the highest standards of academic integrity as demanded by professors within the academy. When a student fails to meet the standards for academic integrity, he or she has committed a violation of the classroom expectations of the faculty member as well as the Honor Code of the University.

In situations involving the academic integrity of a student, faculty members and Student Honor Council members hold important but distinct roles in resolving the issue. Faculty members are experienced educators who have demonstrated proficiency in the academic standards of their chosen disciplines. CNU professors have learned and understand the proper scholarly procedures expected of educated people and impart these expectations to their students. Faculty members apply the appropriate scholarly standards in their assessment of a student’s academic work product. This application includes both the quality of the work and the student’s ability to meet the required principles of academic integrity. Thus, it is the faculty member’s responsibility to assess the scholarly integrity of the work submitted. It is also the faculty member’s obligation to issue the appropriate grade for the work in question. Just as it is the faculty member’s charge to issue a grade for the quality of work, it is also his or her responsibility to issue a grade when a student meets, or fails to meet, the expectations of scholarly integrity. When a student has failed to meet academic integrity standards, it is the faculty member’s duty to report this issue.

Our students are entrusted with the solemn responsibility of enforcing the Honor Code of Christopher Newport University. As members of the Student Honor Council, students must determine if a peer has violated the community trust by his or her actions. Using the definitions found in this section, students will decide if a peer’s behavior in the classroom or outside the academic realm has breached the standards of honor by which all CNU

students are expected to lead their lives. When the conduct in question is based in the academic work product of the student, the Student Honor Council will reach a decision independent of the conclusion drawn by the faculty member. While the decision of the faculty member regarding the scholarly integrity of the work and the decision of the Student Honor Council concerning the University's Honor Code are often in agreement, that need not be the case.

In the rare instances when there is not agreement between the faculty member's decision and the judgment of the Student Honor Council, the faculty member's judgment is not negated. It is the prerogative and obligation of the faculty member to grade any assignment received. That duty is a time-honored practice in higher education generally and at Christopher Newport University specifically. Grading responsibility does not fall to the Student Honor Council. Similarly, the faculty role does not include the adjudication of students for honor violations. That determination ultimately rests with the student members of the Student Honor Council.

3. Student Regulations

Learning takes place through individual effort; achievement can be evaluated only on the basis of the work a student produces independently. A student who seeks credit for work, words and ideas that are not the products of the student's own effort is dishonest. Such behavior infringes on the Honor System and can result in academic and university sanctions ranging from a reduced grade on the assignment to dismissal from the University.

Misunderstanding of the Honor System will not be accepted as an excuse for dishonest work. If a student is in doubt on some point with respect to the student's work in a course, he/she should consult the instructor before submitting the work in question.

A violation of any principle is considered cheating and any resulting work dishonest.

The application of these principles is not exclusive to the academic setting. They may also be applied to conduct occurring outside the classroom environment.

a. Infractions

- 1) Lying is the expression of an untruth made with the intent to mislead another or with reckless disregard for the truth of the matter asserted. Lying includes, but is not limited to, forgery, the use of false identification, and the omission of truthful statements.
- 2) Cheating is the act of wrongfully using or taking the ideas or work of another in order to gain an unfair advantage. It includes, but is not limited to: (1) the act of plagiarism*; (2) the acts of attempting to give or giving unauthorized aid to another student or attempting to receive or receiving unauthorized aid from another person on quizzes, tests, assignments, or examinations; (3) the acts of using or consulting unauthorized materials or using unauthorized equipment or devices on tests, assignments, quizzes or examinations; (4) the act of using any material portion of a paper or project to fulfill the requirements of more than one course unless the student has received prior permission to do so; or (5) the acts of intentionally commencing work or failing to terminate work on any examination, test, quiz, or assignment in violation of the time constraints imposed.
- 3) Stealing is the intentional taking or appropriating of the property of another without consent or permission and with the intent to keep or use the property without the owner's or the rightful possessor's permission. Although the prohibition against stealing includes property of whatever nature, it also covers theft of the academic work product of another.
- 4) Plagiarism occurs when a student, with intent to deceive or with reckless disregard for proper scholarly procedures, presents any information, ideas or phrasing of another as if they were his or her own and does not give appropriate credit to the original source.

Students are responsible for learning proper scholarly procedure. Proper scholarly procedures require that, at a minimum, all quoted material be identified by quotation marks or indentation on the page, and the source of information and ideas, if from another, must be identified and be attributed to that source. While any amount of improperly attributed or unattributed material may be sufficient to find plagiarism, a student may be presumed to have acted with intent to deceive or with reckless disregard for proper scholarly procedures when a significant amount of improperly attributed or unattributed material is presented as if it were the student's own work. The faculty member is responsible for drawing a conclusion regarding whether the amount of improperly attributed or unattributed material is so significant that intent may be presumed. When a faculty member has sufficient reason to believe that academic misconduct has occurred, an Honor Council may be convened to determine an appropriate university response to the student's actions. The university response will be in addition to the academic remedy determined by the faculty member.

b. Statement of Principles

1) Basic Policy

A student's name on any assignment is regarded as assurance that it is the result of the student's own thought and study, stated in the student's own words, and produced without assistance, except when quotation marks, references and footnotes acknowledge the use of other sources. In particular, the use of purchased term papers or research for submission as one's own work is expressly forbidden. Utilizing purchased work as one's own work will be considered an indicator of the student's intent to deceive his/her faculty member. In some instances, an instructor or department may authorize students to work jointly in completing assignments, but such efforts must be indicated as joint work on the assignment submitted. Unless permission is obtained in advance from the instructors of the courses involved, a student may not submit academic work for completion of assignments in more than one course. Students who perceive the possibility for an overlapping assignment in courses should consult with the instructors involved before presuming that a single effort will meet the requirements of both assignments.

2) Factual Work

In preparing papers or themes, a student often needs or is required to employ sources of information or opinion. All such sources used should be listed in the appropriate reference format. It is not necessary to reference specific facts that are common knowledge and obtain general agreement. However, facts, observations and opinions which are new discoveries or are debatable must be credited to the source with specific reference to edition and page even when the student restates the matter in his or her own words. Inclusion word-for-word of any part, even only a phrase or sentence, from the written or oral statement of someone else must be enclosed in quotation marks and the source cited. Paraphrasing or summarizing the contents of another's work is not dishonest if the source is clearly identified, but such work does not constitute independent work and may be rejected by the instructor.

3) Laboratory Work and Assignments

Notebooks, homework and reports of investigations or experiments must meet the same standard as all other written work. If any of the work is done jointly or if any part of the experiment or analysis is made by anyone other than the writer, acknowledgement of this fact must be made in the report submitted. It is dishonest for a student to falsify or invent data; doing so will be considered an intent to deceive the faculty member into accepting knowingly inaccurate work.

4) Imaginative Work

A piece of written work presented as the individual creation of the student is assumed to involve no assistance other than the incidental criticism from any other person. A student may not, with honesty, knowingly employ story material, wording or dialogue taken from published work, the Internet, motion pictures, radio, television, lecture or similar sources.

5) Quizzes and Tests

In examinations and quizzes the student is required to respond entirely on the basis of the student's own memory and capacity without any assistance whatsoever except as is specifically authorized by the instructor. It is not necessary under these circumstances to give source references appropriate to other written work unless required by the instructor.

6) Tampering with the Work of Others

Any student who intentionally tampers with the work of another student or a faculty member shall be subject to the same sanctions imposed for other violations of this Honor System. Such tampering includes, but is not limited to:

- a) contaminating the results of scientific experiments by interfering with the conduct of the experiments in any way;
- b) altering or in any way interfering with computer programs used by other students or faculty members in class preparation, simulation games, or otherwise;
- c) altering or attempting to alter any academic or other official records maintained by the University.

4. Academic Misconduct and the Honor Code

Academic misconduct is a serious offense that impacts the university in the following two distinct ways:

- a. It is a direct offense to the faculty member and to the members of the class in which the violation occurred.
- b. It is an affront to the institutional values and purpose of Christopher Newport University's Community of Honor.

Therefore, both the faculty member and the university will review the incident and issue appropriate remedies.

Faculty Response to Academic Misconduct

As stewards of the academic experience of Christopher Newport University students, faculty members are obligated to resolve any suspicions of academic dishonesty. The process undertaken for resolving an alleged academic misconduct issue will be as follows:

A faculty member who suspects that the Honor System has been violated is responsible for investigating the suspected violation in such a manner as to preserve the integrity of the Honor System and not unduly harm the reputation of the suspected violator. Therefore, faculty members will determine if academic misconduct has occurred. Faculty members will make a reasonable effort to resolve any suspicions of academic misconduct in a timely manner, typically within five (5) business days of discovery of the issue.

The faculty member should inform the department chair of a suspected incident of academic misconduct. The faculty member will attempt to confer personally with the student who is suspected of violating the academic standards; this meeting is held, typically within five (5) business days.

Using available evidence and his/her best judgment, the faculty member will draw a conclusion regarding whether or not the student's actions or his/her submitted work, or any portion thereof, constitute academic misconduct. In cases where the faculty member has sufficient reason to find academic misconduct has occurred, he/she will issue an appropriate academic remedy. Faculty members may use discretion in issuing academic remedies. Examples of academic remedies include, but are not limited to, the following:

- 1) The faculty member may assign a grade of *F* for the course to the student with a notation to the confidential University file of that student that the grade of *F* was for academic misconduct of the Honor Code. This determination requires a letter of notification to the department chair and the Center for Honor Enrichment & Community Standards signed by the professor stating the reason for the assigned grade of *F*. This letter will be placed in the student's permanent file.

- 2) The faculty member may assign a grade of *F* to the student for the work in question, which would be averaged into the student's other grades. A letter of notification indicating academic misconduct has occurred shall be signed by the professor and sent to the department chair and the Center for Honor Enrichment & Community Standards for placement in the student's permanent file.
- 3) The faculty member may reduce the grade he/she would otherwise assign to the work in question. A letter of notification indicating academic misconduct has occurred shall be signed by the professor and sent to the department chair and the Center for Honor Enrichment & Community Standards for placement in the student's permanent file.

If a faculty member determines misconduct occurred he/she will notify the student. Additionally, the faculty member must inform the Center for Honor Enrichment & Community Standards of the violation and report the academic remedy assigned. This notification shall be sent typically within five (5) business days of determination of responsibility.

Should a student be found responsible for academic misconduct by a faculty member and choose not to accept responsibility for the academic misconduct, the student's recourse for the academic remedy is to challenge the course grade at the end of the semester following the standard grade appeal process. The student may pursue the grade appeal process only when his/her final grade has been impacted. For specific information regarding the grade appeal procedure, please refer to Section VI, 10 of the University Handbook. In a parallel process, the Center for Honor Enrichment & Community Standards shall initiate a university review of the incident.

In the event no university sanctions are applied, the faculty member's determination of an academic violation and his/her subsequent academic remedy will be the final step in the process. The student may pursue the grade appeal process only when his/her final grade has been impacted. The decision of the grade appeal will be the final step in the process.

University Response to Academic Misconduct

When the Center for Honor Enrichment & Community Standards has been notified of an academic violation, it is the Center's responsibility to determine if a violation of the Honor Code occurred and if so, what, if any University sanctions apply.

The student has the option of accepting the sanction or having the Honor Council review the decision. When the Honor Council reviews the case, it will be responsible for determining if a violation of the Honor Code has occurred, and if so, it will recommend appropriate University remedies, in addition to the academic remedy issued by the faculty member. In addition to determining the student's continued enrollment status, educational and reflective sanctions may be applied in an effort to ensure that future violations of the Honor Code do not occur.

In order for a student to be found responsible for a University Honor Code violation by the Honor Council, the panel must reach a unanimous decision. In the event a panel does not reach a unanimous decision no university violation will exist and no university sanctions will apply.

Students may only appeal the Honor Council's decision to the Vice President of Student Affairs/Dean of Students on the grounds that a due process violation occurred or new information exists that would have influenced the Honor Council's decision.

For specific information regarding Honor Council procedures, please refer to the Student Handbook at:
http://cnu.edu/public/studenthandbook/_pdf/studenthandbook.pdf.

SECTION V
Academic Catalog

The **Undergraduate Catalog** and the **Graduate Catalog** may be obtained on the CNU website under *Catalogs and Handbooks*.

SECTION VI
Academic Regulations and Information

The academic programs, procedures, and criteria described in this section apply only to matters that are generated from within the University's academic structure. This section does not apply to the actions of agencies or authorities outside the University that are empowered to establish requirements and initiate actions which may affect the University's programs, procedures, or criteria.

1. Roles

The instructional faculty, in collaboration with the provost, vice provost, associate provost for research and dean of graduate studies, associate provost for assessment and accreditation and academic deans, assume primary responsibility for the University's curriculum, as well as policies and procedures pertaining to the curricular process. Their roles in the curricular process are as follows (see also Section XIX on Academic Standing Committees for committee composition and responsibilities in addition to curriculum):

- a. Provost: The provost provides leadership for developing and implementing the University's academic vision. The provost or designee (1) liaises with the president and Board of Visitors regarding academic affairs, inclusive of curriculum; (2) receives and acts upon recommendations from the Undergraduate Academic Program Review Committee (PRC) in collaboration with the vice provost, associate provost for research and dean of graduate studies, associate provost for assessment and accreditation, academic deans and Faculty Senate; and (3) provides independent review of proposals approved by the Graduate Council and Undergraduate Curriculum Review Committee and maintains veto power over these.
- b. Graduate Council (GC): The GC includes graduate faculty and the dean of graduate studies. The GC reviews and makes decisions regarding proposals for curricular changes at the graduate level, and maintains all graduate-level curricular proposal forms. In conducting its reviews, the GC focuses primarily on resources, university policies and policies determined by external agencies, disciplinary best practices and department/program-level learning goals.
- c. Undergraduate Academic Program Review Committee (PRC): The PRC evaluates degree program offerings of the University for curriculum alignment and outcomes on a six-year cycle and makes recommendations to the Provost and Dean on program continuation/discontinuation, program related resource (re)allocation, and curricular modification within individual programs based on departmental, college and university missions.
- d. Undergraduate Curriculum Review Committee (CRC): The CRC includes instructional faculty from all four academic areas, the academic deans, the vice provost (non-voting) and the University registrar (non-voting). The CRC reviews and makes decisions and recommendations regarding proposals for curricular changes at the undergraduate level, oversees policies and procedures pertaining to the curricular process, and maintains all undergraduate-level curricular proposal forms. In conducting its reviews, the CRC focuses primarily on resources, university policies, policies determined by external agencies, and university-wide curricular coherence.
- e. Liberal Learning Council (LLC): The LLC provides oversight for the core, proposes changes to the core, and reviews course proposals for core inclusion. The LLC conducts cyclical reviews of the core with a focus on resources as well as academic content, prepares written recommendations for the CRC and annual reports to the Faculty Senate.
- f. University Writing Council (UWC): The UWC reviews new course proposals and recertifications for Writing Intensive courses with a focus on best practices for teaching writing, and makes recommendations regarding the writing curriculum (ENGL 123, 223; writing intensive courses).

- g. International Studies Advisory Committee (ISAC): ISAC reviews proposals for CNU-led study away courses, both foreign and domestic, with a focus on academic best practices for study abroad and practical issues related to travel and instruction outside the classroom; and reviews proposals that enhance the internationalization of the curriculum.
 - h. College Curriculum Committees: The college curriculum committees review proposals with a focus on college-level curricular coherency and resources.
 - i. Academic Units:
 - 1) College: A college is a major academic division within an university, typically composed of multiple schools, departments, or programs that share a common mission and related scholarly programs. It is headed by a dean who reports directly to the provost and has primary responsibility for all curricular, budgetary, and personnel actions within the college.
 - 2) Independent School: An independent school operates as a self-contained unit within the university and reports directly to the provost. It houses one or more academic programs with associated faculty, degree programs, and students. Each independent school is headed by a dean who has primary responsibility for all curricular, budgetary, and personnel actions of the school.
 - 3) Dependent School: A dependent school operates under the governance of a college and is not autonomous. It houses one or more academic programs with associated faculty, degree programs, and students. The terms “school” and “department” can refer to equivalent administrative structures. Both schools and departments can be referred to collectively as academic units and be located within the college. Each dependent school is headed by an associate dean who has primary responsibility for all curricular, budgetary, and personnel actions of the unit.
 - 4) Academic Departments: A department is the smallest academic unit, typically housed within a college or school, and focuses on a single discipline or closely related set of disciplines. It may house one or more academic programs with associated faculty, degree programs, and students. Academic departments develop proposals with a focus on disciplinary best practices and department/program-level learning goals and resources. Each department is headed by a chair or director who has primary responsibility for all curricular, budgetary, and personnel actions of the unit.
 - j. Interdisciplinary Minor and Major Program Directors, Non-degree-bearing Program Directors (Established Curricula and Programs Listed Separately in the Undergraduate Catalog): These directors develop proposals with a focus on academic best practices, program-level learning goals and resources.
 - k. Interdisciplinary (IDST) Major Program Director (Individualized Programs of Study): The director works in consultation with faculty from other disciplines, as needed, to guide students in developing academically sound individualized programs of study and to approve IDST courses other than those proposed by Interdisciplinary minor and major program directors or Task Forces.
 - l. Task Force: The provost and academic deans may create task forces to develop curricular proposals. A faculty member must chair the Task Force, and faculty members must hold the majority of seats on a task force.
2. Responsibilities
- a. Department Chair/Program Director/Associate Dean of a Dependent School: The director, chair, or associate dean schedules and leads meetings, and ensures compliance with policies and procedures. In some circumstances the associate dean of a dependent school may conduct some or all of the responsibilities and duties of a department chair or program director as assigned by the dean.
 - 1) The director or chair assumes the duties of a secretary for reviewing bodies lacking secretaries.

- b. Secretary: The secretary records meeting minutes, where applicable; responds to communications from all reviewing bodies and sends follow-up materials as appropriate; and communicates outcomes in writing, along with justifications, to all relevant reviewing bodies and the assistant to the provost.
 - c. Members of Reviewing Bodies: Members must discharge the duties assigned to the group, ensure that their constituents are fully informed of discussions and decisions, and afford their constituents the opportunity to provide feedback on discussions and decisions or bring issues to the attention of the group.
 - d. Faculty Sponsors: The faculty sponsor for a proposal attends meetings at which the proposal will be discussed to respond to questions and/or negotiate details, and helps facilitate communication between reviewing bodies and the sponsoring faculty group. Faculty sponsors can negotiate minor recommendations and provide clarifications at the CRC-level prior to voting.
3. Criteria Governing Major Changes to the Curriculum
- a. Establishing and Maintaining Curricula
 - 1) academic integrity;
 - 2) consistency with the University's mission;
 - 3) enrollment projections;
 - 4) needs of the University's service area;
 - 5) financial feasibility; and
 - 6) availability of instructional faculty personnel.
 - b. Reorganizing and Discontinuing Curricula
 - 1) centrality to the mission of the University;
 - 2) community and student demand;
 - 3) program management;
 - 4) program quality; and
 - 5) financial viability.
4. Curricular Process and Procedures: Graduate Curriculum; Liberal Learning Core; Departmental and Interdisciplinary Undergraduate Major Programs, Minor Programs, and Courses
- a. Timeliness: Timeliness of action is required of all participants to ensure that external deadlines and the needs of the University are met.
 - b. Forms
 - 1) The GC maintains all curricular proposal forms for the graduate curriculum, makes them available through the GC website and updates them as needed.
 - 2) The CRC maintains all curricular proposal forms for the undergraduate curriculum, makes them available through the CRC website and updates them as needed.
 - 3) All proposal forms must include sections for outcomes with written justifications from all reviewing bodies as well as responses to outcomes from the sponsoring faculty group.
 - 4) All proposal forms must include a section where academic deans or the dean of graduate studies, as appropriate, can indicate that a consultation with the sponsoring faculty group took place prior to the initiation of the review process. Some proposals may require multiple signatures.
 - 5) The coordinator of curriculum management & course evaluation ensures that proposal forms are electronically routed through the correct levels of review as delineated below, and grants access to the electronic workflow management system to all program directors, department chairs and reviewing bodies.
 - c. Record-Keeping
 - 1) Committee chairs or committee secretaries, as indicated above in *Responsibilities* record all outcomes

- with justifications on the proposal form.
- 2) Program directors, academic department chairs and task force chairs record all responses to outcomes at the CRC level on the proposal form.
 - 3) The provost records vetoes of GC and CRC decisions with justifications on the proposal form.
 - 4) At the end of the process, the coordinator of curriculum management & course evaluation stores proposal forms indicating outcomes with justifications at each level of review, as well as all accompanying materials, in the Provost's Office.
- d. Initiation of Process
- 1) All proposals originate with the instructional faculty group that bears primary responsibility for the curriculum or course, inclusive of academic departments, interdisciplinary program directors, the LLC and task forces. This group is heretofore called the *sponsoring faculty group*.
 - 2) The sponsoring faculty group obtains the appropriate proposal form(s) from the GC or CRC website and completes the form(s) in full.
 - 3) The sponsoring faculty group submits the completed proposal form(s) electronically to the dean or graduate program director, as appropriate, and copies the coordinator of curriculum management & course evaluation.
 - 4) The dean/director must sign the form within ten business days of its submission during the fall and spring semesters. The dean/director must sign forms submitted during the winter or summer break by the tenth business day of the next semester. The signature indicates that the dean/director has been notified of the proposed changes; it does not indicate support or non-support. If the proposal seeks to initiate or eliminate a degree program, the Dean/Director must submit a completed *Substantive Change Checklist Form* to the SACSCOC Liaison.
 - 5) The sponsoring faculty group submits the signed proposal(s) electronically to the coordinator of curriculum management & course evaluation.
 - 6) The coordinator of curriculum management & course evaluation uploads the proposal and all accompanying materials to the electronic workflow management system and submits it to the first level of reviewers.
- e. Levels of Review by Proposal Type: See the section below on *Levels of Review by Proposal Type*.
- f. Policies and Procedures Governing Reviewing Bodies
- 1) All reviewing bodies, with the exception of the Graduate Council
 - a) The chair and, where applicable, secretary must be instructional faculty members who are elected by simple majority among all voting members.
 - b) Electronic attendance, e.g., via Skype, FaceTime, will be permitted.
 - c) All voting members may vote via proxy. Proxies must be committee members and must notify the committee chair that they intend to serve as a proxy prior to voting.
 - d) A quorum of 2/3 voting members is necessary for voting. The quorum must include representatives from each academic area as specified in the description of each reviewing body's membership. A quorum on the CRC must also include representation from the academic deans. Proxies do not count toward the 2/3 quorum.
 - e) Names will be recorded for votes.
 - 2) CRC only
 - a) The CRC must set its meeting schedule and proposal submission deadlines prior to graduation during the preceding academic year.
 - b) Proposals will be made available to the instructional faculty for review one week prior to each CRC meeting via the intraweb. Comments may be directed to CRC members.
 - c) The Faculty Senate will break ties. Senators serving concurrently on the CRC may not vote on ties.
 - d) Thorough minutes will be kept.

- e) The provost will receive copies of the minutes.
 - f) The CRC must meet at least once per month during the fall and spring semesters and finish its agenda by the end of the spring semester.
- g. Possible Review Outcomes at All Levels
- 1) The potential outcomes of review at any level are:
 - a) approve;
 - b) approve with minor recommendations;
 - c) return to sponsoring faculty group for clarification and/or revision;
 - d) deny.
- h. Actions Taken Upon the Initial Review at All Levels Below CRC
- 1) *Approve*: The proposal moves to the next level of review and the reviewing body notifies the sponsoring faculty group of the outcome.
 - 2) *Approve with Minor Recommendations*: The proposal moves to the next level of review. The reviewing body notifies the sponsoring faculty group of the outcome and provides a written justification for the recommendations.
 - 3) *Return to Sponsoring Faculty Group for Clarification and/or Revision*: The reviewing body returns the proposal to the sponsoring faculty group with a written explanation for the clarification and/or revision.
 - 4) *Deny*: The reviewing body returns the proposal to the sponsoring faculty group with a written justification for the denial.
- i. Responses by Sponsoring Faculty Groups to Initial Outcomes at All Levels Below CRC (see also below on *Communicating Responses*)
- 1) *Approved*: The proposal moves to the next level of review. No response from the sponsoring faculty group is required.
 - 2) *Approved with minor recommendations*: The sponsoring faculty group receives notification of the outcome with a written justification, and the proposal moves to the next level of review. No response from the sponsoring faculty group is required at this stage in the process; the sponsoring faculty group will have an opportunity to respond at the CRC level.
 - 3) *Returned to sponsoring faculty group for clarification and/or revision*:
 - a) If returned to the sponsoring faculty group for clarification only, the sponsoring faculty group will then decide whether to provide clarification and resubmit or withdraw the proposal.
 - b) If returned to the sponsoring faculty group for revision (with or without clarification), the sponsoring faculty group will then decide whether to submit a revised proposal, submit a written rebuttal to the proposed revisions, or withdraw the proposal.
 - 4) *Denied*: If denied, the proposal returns to the sponsoring faculty group with written justification. The sponsoring faculty group may choose to withdraw the proposal, revise the proposal and resubmit, or write a rebuttal to the denial and return the proposal to the body that issued the denial.
- j. Addressing Responses by Sponsoring Faculty Groups at All Levels Below CRC (see also below on *Communicating Responses*) If a proposal was returned to the sponsoring faculty group, the reviewing body acts as follows upon receipt of the sponsoring faculty group's decision:
- 1) *Withdrawal*: The process ends.
 - 2) *Clarification Provided*: The reviewing body approves, approves with minor recommendations, recommends revision, or denies, then proceeds accordingly.
 - 3) *Revisions Provided*: The reviewing body approves, approves with minor recommendations, or denies, then proceeds accordingly.
 - 4) *Rebuttal*: The reviewing body either approves (reversing its original decision) or denies, then moves the proposal to the next level of review.

k. Actions Taken upon Initial Review at the CRC-Level

- 1) The CRC reviews all recommendations from the lower levels, reconciles differing outcomes and produces a final outcome:
 - a) *Approved*: The proposal moves to the Provost for final review and approval. No response from the sponsoring faculty group is required.
 - b) *Approved with minor recommendations*: The proposal sponsor may negotiate these at the CRC meeting during which the proposal is discussed. The sponsoring faculty group receives notification of the outcome with a written justification, and the proposal moves to Provost for final review and approval.
 - c) *Returned to sponsoring faculty group for clarification and/or revision*:
 - (1) If returned to the sponsoring faculty group for clarification only, the sponsoring faculty group will then decide whether to provide clarification and resubmit or withdraw the proposal.
 - (2) If returned to the sponsoring faculty group for revision (with or without clarification), the sponsoring faculty group will then decide whether to submit a revised proposal, submit a written rebuttal to the proposed revisions, or withdraw the proposal.
- 2) *Denied*: If denied, the proposal returns to the sponsoring faculty group with written justification. The sponsoring faculty group may choose to accept or appeal the decision.

l. Possible Responses by Sponsoring Faculty Groups to Outcomes at CRC-Level and CRC Final Decision (see also below on “Communicating Responses”)

- 1) *Denied*: The process ends, unless the sponsoring faculty group decides to pursue an appeal.
- 2) *Approved with conditions*: The proposal returns to the sponsoring faculty group with written justification. The sponsoring faculty group will then decide whether to accept the conditions, submit a written rebuttal to the conditions, or withdraw the proposal. If the sponsoring faculty group accepts the conditions or submits a written rebuttal, the CRC reviews the response and makes a final decision either to approve or deny.
- 3) *Return to sponsoring faculty group for clarification and/or revision*:
 - a) If returned to the sponsoring faculty group for clarification, the sponsoring faculty group will then decide whether to submit clarifications or withdraw the proposal. If the sponsoring faculty group submits clarifications, the CRC approves, recommends revision, or denies, then proceeds accordingly.
 - b) If returned to the sponsoring faculty group for revision, the sponsoring faculty group will then decide whether to submit a revised proposal, submit a written rebuttal to the revisions, or withdraw the proposal. If the sponsoring faculty group submits a revised proposal or written rebuttal, the CRC reviews the response and makes a final decision either to approve or deny.
- 4) *Approved*: The proposal moves to the provost.
- 5) *Tied Vote*: The Faculty Senate will break tied votes on the CRC. The voting options are approved or deny. If denied, justification is provided for the decision, the process ends, and all reviewing bodies are informed of the outcome. If approved, all reviewing bodies are informed of the outcome and the proposal moves to the provost.

m. Appeal of a CRC Denial

- 1) In the instance that the CRC votes to reject a proposal, the minority may choose to request an appeal to the full CRC and Provost under specific circumstances:
 - a) A full college delegation (i.e. dean plus faculty members) who are members of the voting minority with the support of the sponsoring department may request an appeal; or
 - b) Five members of the voting minority with the support of the sponsoring department may request an appeal.
- 2) In either of these circumstances, a representative of the minority requesting the appeal (hereafter the requesting party) informs the chair of the CRC within ten (10) business days of the original vote with the names of the minority requesting the appeal.

- 3) The appeal process is as follows:
 - a) The requesting party writes a rebuttal to the CRC in conjunction with the sponsoring department.
 - b) The CRC and provost meet to hear the appeal of the requesting party. The requesting party along with appropriate faculty sponsors present the appeal for consideration.
 - c) The Provost determines the outcome of the appeal, providing one of the three options.
 - (1) Approve the proposal as contained in the appeal as presented by the requesting party.
 - (2) Approve the modified proposal contingent upon the conditions set by the.
 - (3) Deny the proposal contained in the appeal.
- n. Communicating Outcomes and Responses at All Levels Through CRC
 - 1) Program directors, committee chairs or committee secretaries, as indicated above in *Responsibilities*, record all initial outcomes with justifications on the proposal form and return the form to the sponsoring faculty group.
 - 2) Program directors, academic department chairs and task force chairs communicate initial outcomes to the members of their sponsoring faculty group. For outcomes other than approve and approved with minor recommendations, program directors, academic department chairs and task force chairs discuss the outcome with the group, record the group's response to the outcome on the proposal form, and return the proposal form to the chair/secretary of the reviewing body.
 - 3) The chair/secretary of the reviewing body shares the sponsoring faculty group's response with the reviewing body, which then considers the amended proposal.
 - 4) The chair/secretary of the reviewing body shares the reviewing body's outcome, or in the case of the CRC the final decision, with all lower reviewing bodies and the sponsoring faculty group.
- o. Provost Review
 - 1) The provost reviews only proposals approved by the GC and CRC.
 - 2) The provost reviews the completed proposal form and all accompanying materials in conjunction with the relevant GC or CRC meeting minutes.
 - 3) If any outcome other than approval appears warranted, the provost first consults with the GC or CRC and the proposal sponsor and then makes a final decision.
 - 4) The provost's decision and written justification are added to the proposal form, the provost or designee communicates the decision to all reviewing bodies and the sponsoring faculty group, and the process ends.
5. Levels of Initiation and Subsequent Levels of Review by Proposal Type
 - a. Task Force
 - 1) Task force (must initiate proposal)
 - 2) Participating departments, each upon consultation with the appropriate college dean
 - 3) Participating college curriculum committees
 - 4) Relevant academic standing committees, as appropriate, in this order: ISAC, UWC, Honors, LLC
 - 5) CRC
 - 6) Provost (CRC-approved proposals only)
 - a) Initiating and eliminating degree programs must also be approved by the President, SCHEV and SACSCOC (see below under SCHEV and SACSCOC)
 - b. Graduate Curriculum
 - 1) Change to Existing Courses
 - a) Graduate program (must initiate proposal)
 - b) Graduate program director
 - c) Applicable Dean(s)
 - d) Dean of Graduate Studies
 - e) Graduate Curriculum and Planning Committee

- f) Graduate Council
 - g) Provost (GC-approved proposals only)
 - 2) All other curriculum proposals
 - a) Graduate program (must initiate proposal)
 - b) Graduate program director, upon consultation with the dean of graduate studies
 - c) Graduate Curriculum and Planning Committee
 - d) Graduate Council
 - e) Provost (GC-approved proposals only)
 - 1) Initiating and eliminating degree programs must also be approved by the President, BOV, SCHEV and SACSCOC (see below under SCHEV and SACSCOC)
- c. Departmental major, minor, courses
 - 1) Department (must initiate proposal), upon consultation with the Dean
 - 2) Department's college curriculum committee
 - 3) Relevant academic standing committees, as appropriate, in this order: ISAC, UWC, Honors, LLC
 - 4) CRC
 - 5) Provost (CRC-approved proposals only)
 - a) Initiating and eliminating degree programs must also be approved by the president, BOV, SCHEV, and SACSCOC (see below under SCHEV and SACSCOC)
- d. Program Modifications That Affect Multiple Colleges
 - 1) Interdisciplinary program directors or department chairs (must initiate proposal)
 - 2) Relevant affected departments, each upon consultation with the appropriate college dean
 - 3) Relevant affected college curriculum committees
 - 4) Relevant academic standing committees, as appropriate, in this order: ISAC, UWC, Honors, LLC
 - 5) CRC
 - 6) Provost (CRC-approved proposals only)
- e. Interdisciplinary major degree requirements (Individualized Programs of Study)
 - 1) Interdisciplinary major program director
 - 2) Supervising faculty committee
- f. Liberal Learning Core
 - 1) Changes to the core requirements
 - a) LLC (must initiate proposal)
 - b) All academic departments
 - c) All college curriculum committees
 - d) CRC
 - e) Provost (CRC-approved proposals only)
 - f) Development of a new Liberal Learning Core curriculum requires approval by SACSCOC, as defined by the SACSCOC policy on Substantive Change for Accredited Institutions of the Commission on Colleges. Applicable SACSCOC forms and supporting documentation must be submitted in advance of implementation.
 - 2) Addition/deletion of existing courses in the core and addition of new courses to the core
 - a) Sponsoring department (must initiate proposal)
 - b) Department's college curriculum committee
 - c) LLC
 - d) CRC
 - e) Provost (CRC-approved proposals only)

- g. Honors Program
 - 1) Courses
 - a) Honors Faculty
 - b) Provost or designee
 - 2) Program
 - a) Honors Faculty
 - b) CRC
 - c) provost (CRC-approved proposals only)
 - h. Writing Intensives
 - 1) The creation of new courses with a WI designation
 - a) Departmental Program
 - (1) department (must initiate proposal)
 - (2) department's college curriculum committee
 - (3) UWC
 - (4) CRC
 - (5) provost (CRC-approved proposals only)
 - b) IDST prefix
 - (1) interdisciplinary program directors (must initiate proposal)
 - (2) relevant affected departments
 - (3) relevant affected college curriculum committees
 - (4) UWC
 - (5) CRC
 - (6) provost (CRC-approved proposals only)
 - 2) Recertifications and the addition and deletion of a WI designation for existing courses
 - a) Departmental program
 - (1) department (must initiate proposal)
 - (2) UWC
 - (3) CRC
 - (4) provost (CRC-approved proposals only)
 - b) IDST prefix
 - (1) interdisciplinary minor program directors (must initiate proposal)
 - (2) participating department(s)
 - (3) UWC
 - (4) CRC
 - (5) provost (CRC-approved proposals only)
 - i. Study Abroad: CNU Faculty-led Programs and Courses
 - 1) department(s) (must initiate proposal)
 - 2) study abroad office
 - 3) dean(s) of relevant college(s)
 - 4) ISAC
 - 5) provost (CRC-approved proposals only)
6. State Council of Higher Education for Virginia (SCHEV)
- a. SCHEV must approve the addition of a degree **or certificate** program prior to implementation. SCHEV requires notification when degree **or certificate** programs are eliminated. Specified state forms and supporting documentation must be submitted in advance of implementation.

7. Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)

- a. SACSCOC must approve the addition of a degree program prior to implementation if it constitutes a significant departure from current programs, as defined by the SACSCOC policy on Substantive Change for Accredited Institutions of the Commission on Colleges. SACSCOC requires notification and approval prior to the elimination of any programs. Applicable SACSCOC forms and supporting documentation must be submitted in advance of implementation.

8. Definition of credit hour, major, minor, certificate

- a. Federal regulations define a credit hour as an amount of academic work that reflects intended learning outcomes and is verified by evidence of student achievement. The State Council of Higher Education (SCHEV) defines a credit hour as a unit representing an hour or 50 minutes, of instruction over a 15-week period in a semester system. In accordance with federal and state regulations, the institution has established the following definitions of a credit hour based on mode of instruction:

- 1) Lecture course credits: One credit hour is assigned to a course that meets for a 50-minute period once a week for 14 weeks (700 contact minutes), plus a final exam period. A 3-credit course must meet for 2100 contact minutes. A MWF course during the regular term (14 weeks) would meet for 42 50-minute sessions. A TR course during the regular term would meet for 28 75-minute sessions. Any other configuration (such as during the summer terms) must preserve the 700 contact minutes per each credit awarded, plus a final exam period. The expectation is that students will do an average of two hours per week of homework and preparation outside of class for each contact hour.

- 2) Laboratory course credits: One credit hour may be assigned to a laboratory that meets a minimum of two hours per week for 14 weeks (or the equivalent), provided that significant preparation outside of class (homework) is required. If no homework is required, the lab must meet four hours each week to earn one credit. Exceptions to this formula are rare and will be considered on a case-by-case basis.

- 3) Other academic activities (Internships, practica, studio work, etc.) credits. One credit hour represents the equivalent amount of work as established in the above paragraphs.

- 4) Distance Education credits. One credit hour represents not less than a reasonable equivalent of 50-minutes of faculty instruction and an expectation of a minimum of two hours of additional student work each week for 14 weeks, plus a final exam period. The equivalent amount of work is required for other online academic activities as established by the institution including laboratory work, internships, practica, studio work, and other academic work leading to the award of credit hours.

Academic departments and colleges offering course credit are required to ensure compliance with federal and state regulations governing credit hours. In particular, the department head and the academic dean of the course offering subject will be accountable for all qualitative aspects of distance education offerings as well as assuring the standards for awarding credit are consistent for credit that must be met by all students in all instructional modalities.

- b. Definition of a Major

A major must consist of a minimum of 30 semester hours and a maximum of 42 semester hours in the discipline. Introductory (100- and 200- level) courses need not be counted in the 42-hour maximum requirement, at the discretion of the department housing the major. Although a student may take more than 42 hours in the major field, a department may not require more than this number unless the University has approved an exception for the program as in instances where accreditation may require more hours.

c. Definition of a Minor

The minor must include from 15 to 21 credit hours of course work above the 100-level, as determined by the department of the minor field.

d. Definition of a Certificate

The certificate must include 12-18 credit hours of course work as determined by the department. Introductory (100- and 200-level) courses may be included in the total credit hour count.

Approval Procedures for Undergraduate Curricular Changes

Steps in Procedure										
Change or addition	Department	College Curriculum Committee	ISAC/ UWC/ HONR/ LLC	CRC	Faculty Senate (for breaking ties only)	Provost	President	BOV	SCHEV	SACSCOC
Major Changes to Academic Program										
Initiate/Eliminate Academic Degree (Section 5.C)	1	2	3	4	5	6	7	8	9	10
Initiate or Eliminate Majors under Degrees with Multiple Majors: Initiate or Eliminate Concentration Under Major (Section 5.C)	1	2	3	4	5	6				
Change to Liberal Learning Core Requirements (Section 5.F)	2 (all depts)	3 (all colleges)	1 (LLC)	4	5	6				10 (see 5.f.6.)
Changes to Courses in Liberal Learning Foundation										
Creating/Deleting courses (5.F.ii)	1	2	3 (LLC)	4	5	6				
Non-Major Changes to Program										
Adding Courses, Establishing Minors (Section 5.C)	1	2	3	4	5	6				
Internal Adjustments to Degree Programs (majors, concentrations, minors) (Section 5.C) Other than major changes*	1	2	3	4	5	6				
Creating Writing Intensive Courses (Section 5.H.i.1)**	1	2	3 (UWC)	4	5	6				
Recertification and deletion or addition of WI designation for existing courses (Section 5.H.ii.1)***	1	2	3 (UWC)	4	5	6				
Other										
Honors Courses (Section 5.g.i)			1 Honors Council)			2 (or designee)				
Changes to Honors Program (Section 5.g.ii)			1 (Honors Council)	2		3 (CRC approved proposals only)				

*Changes to interdisciplinary major and minor degree requirements and IDST courses included in the major/minor (non-degree bearing programs) must be initiated by the relevant Interdisciplinary Program director.

**For Writing Intensive courses with an IDST prefix, see Section 5.H.i.2.

***For courses with an IDST prefix, see Section 5.H.ii.2.

9. Distribution and Core Courses

The undergraduate curriculum of the University is built upon a core of liberal studies defined by the Liberal Learning Foundation and Area of Inquiry requirements. This liberal arts core assures that each student is introduced to a broad base of general studies upon which one can specialize.

10. Grade Appeal Procedure

The purpose of this policy is to ensure students and instructional faculty members are afforded due process and fair treatment when a student wishes to appeal a final course grade.

a. Informal Discussion

The student discusses the course grade with the relevant instructor. Should resolution not be reached, the student moves to the Formal Appeal process outlined below.

b. Formal Appeal

- 1) The student files a formal, written appeal of the course grade with the chair of the relevant department. Students must file no later than the third week of classes of the fall semester to appeal spring and summer grades, no later than the third week of classes of the spring semester to appeal fall semester grades.
- 2) In cases where the instructor whose grade is being appealed is the department chair, the faculty member of the department (other than the department chair) who is senior in terms of years of membership on the University faculty assumes the duties of the department chair.
- 3) The student may obtain copies of the form "Student Appeal of a Course Grade" from the Registrar's Office.
- 4) Two copies of the completed appeal form and other evidence are submitted to the department chair, who sends one copy to the instructor within two academic days of its receipt. The student should keep a third copy of the completed form and submissions for the student's own records.
- 5) The evidence submitted by the student is offered to substantiate the claim that an incorrect grade has been registered by the instructor. Such evidence might include any or all of the following plus other material deemed appropriate and relevant by the student:
 - a) course syllabus and other written guidelines relevant to the course and assignments;
 - b) evaluated written assignments or tests;
 - c) written evaluation of the student's oral or skill performance.
- 6) The instructor, upon receipt of the copy of the "Student Appeal of a Course Grade" form and evidence, may submit any relevant documentation to substantiate the grade. A copy of this evidence is forwarded to the student within five (5) academic days of its receipt.
- 7) The student and department chair will discuss the case set forth by the student and the evidence supporting the grade appeal.
- 8) The department chair will discuss the appeal with the instructor. It is the student's responsibility to show that the student has earned a grade other than that submitted on the grade sheet to the Registrar's Office.
- 9) The department chair makes a decision based on all evidence and documentation and communicates that decision in writing to both instructor and student within three academic weeks of the date the *Appeal Form* is filed.
- 10) The decisions which can be made by the department chair are either to deny the appeal of the student or to forward the appeal to the appropriate academic dean with a recommendation that a three-member

departmental review panel* be appointed by the dean to review the challenge of the student as set forth on the form with accompanying evidence, and to render a written recommendation.

- 11) If the department chair denies the appeal, the student retains the right to request a departmental review panel*. A request for a review panel must be submitted, in writing, to the appropriate dean within ten academic days of receipt of notification of the department chair's decision.
- 12) Should the department chair fail to make a decision within the three-week period specified, the grade appeal will automatically go forward to the appropriate dean.

* The Review Panel will be composed of instructional faculty from the college/school of the instructor whose grade is challenged. Review Panels considering appeals of grades awarded in graduate courses shall be composed of members of the graduate faculty. The review panel will choose a chair and examine the data submitted by the student and the submissions of the instructor. The recommendation of the review panel will be forwarded to the dean for a final decision.

c. Exceptional Cases

If the professor whose grade is appealed is seriously ill, deceased, institutionalized, or no longer with the University, the relevant "department-as-a-whole" shall take the place of the instructor in this subsection and will make every effort to seek all relevant evidence. The department shall operate by majority vote, and is empowered to make a grade change in the name of the instructor on a timely basis.

11. Library Information

Library information is available at the main desk of the Tribble Library and on the CNU website.

12. Classroom Expression

In the classroom, subject to the responsibility of the instructor to maintain order and to monitor time limitations, the discussion and expression of all views relevant to the subject matter are permitted. In addition, the following shall apply:

- a. Student academic performance shall be evaluated solely on an academic basis.
- b. Students shall be free to take exception to the material or views offered in any course of study and to reserve judgment about matters of opinion, but they are responsible for learning the content of any course of study in which they are enrolled. This right to take exception does not permit the disruption of class or infringement on the rights of others to learn.
- c. Requirements of participation in classroom discussion and submission of written exercises are not inconsistent with this section.
- d. Information about student views, beliefs, and political associations acquired by faculty in the course of their work as instructors, advisers, and counselors, is confidential and is not to be disclosed to others unless under legal compulsion.
- e. Should a faculty member determine that a student is disrupting a class and ask the student to leave the classroom, the student shall do so immediately.

When a student believes that he/she has been unjustly treated in the classroom, either by the denial of freedom of expression or by improper evaluation, or on any other right enumerated above, the student should discuss the concern with the instructor. The student may appeal the faculty member's decision, in order, to the chair of the department, and to the appropriate academic dean.

For procedures to follow when *The Honor System* is violated, refer to Section III The Honor System.

13. Grading System and Quality Points

The CNU Catalog describes the grading system and quality points. The Catalog is available on the CNU website.

14. English as a Second Language Policy

English as a Second Language Policy is available through the Office of Admission and the CNU website.

15. Class Attendance

The class attendance policy is available in the CNU Catalog and the CNU website. The Faculty Senate recommended and the provost approved the following addition to the Catalog policy: Students who must miss class to represent the University must notify the class instructors in advance of those absences. Given prior notice, instructors will allow students to make up class work or to complete work in advance of class absence. In case of disagreement about whether an activity represents the University, the appropriate dean will make the determination. It is the policy of the University to provide reasonable accommodations for students' observations of religious holidays. Students have the responsibility to notify professors well in advance regarding any request for an accommodation.

16. Regulations Concerning Conduct of Classes

- a. Toward the beginning of each course, the instructor will provide each student with a syllabus which includes such information as course objectives, schedule of class assignments, grading criteria. The instructor must indicate, in writing, to students the relative weight or importance attached to each piece of required work in arriving at the final course grade. Minor changes in a course syllabus (e.g., due dates, slight alterations of the relative weights of various assignments) may be made as long as due notice is given to the affected students. Major changes in a course syllabus (e.g., additional major assignments, papers, tests, etc.) should be avoided except in the most extreme and unusual circumstances. It is the responsibility of each instructor to teach the assigned course in a manner consistent with the course description in the University Catalog. If there is evidence that a specific course is not being taught as described in the Catalog, the concerned party should bring the matter to the attention of the instructor for resolution. If the resolution of the matter is unsatisfactory, the concerned party should elicit resolution in turn from the department chair, the appropriate academic dean, and the provost. The final authority for resolving this issue rests with the provost.
- b. In the conduct of classes, several activities are required.
 - 1) Instructors are expected to meet their classes on time and for the full duration of each officially scheduled period.
 - 2) Each instructor must report discrepancies between the class roll, provided by the Office of the Registrar, and student attendance to assure the accuracy of student enrollment records.
 - 3) Smoking in classrooms is prohibited.
 - 4) Each instructor must evaluate the quality of each student's work, using the evidence of papers, tests, reports, projects, classroom performance, and examinations as appropriate.
 - 5) Toward the end of each course, instructors will administer an instructional evaluation in accordance with the procedures as specified by the provost.
 - 6) Each examination must be supervised by the instructor or a designated proctor.

7) Final Examination.

- a) All courses (except those cited in b. or c.) must have a final comprehensive assessment or substantive culminating activity that is given or due in the exam period as scheduled by the Office of the Registrar. What constitutes a final comprehensive assessment shall be determined by the instructor's knowledge of disciplinary and pedagogical standards and expectations. The giving of final exams during the last week of classes is specifically prohibited.
 - b) Laboratory courses, applied music courses and ensembles, the first-year writing seminar, and capstone courses, as defined by each department, are exempted from requiring the final comprehensive assessment and culminating activity because of their unique pedagogical design.
 - c) Instructors of courses other than those listed in b.) may receive a course exemption from this policy if they obtain written approval from the appropriate academic dean prior to the start of the course.
 - d.) Students with more than two examinations scheduled on a single day may request to have any additional examination(s) rescheduled. Such requests must be directed to the instructor(s) before the final exam period begins; at their discretion, instructors may resolve such conflicts using the conflict resolution period (but not the University reading/study day) or by other arrangement, such as allowing the student to take the exam in another course section or re-scheduling the latest final on a given day. Students with other verifiable conflicts that would force a rescheduling in the exam time may request such a change but the request must be approved by the dean after student consultation with the instructor and/or department chair.
 - e.) A student may be excused from taking an examination at the scheduled time by prior approval of the instructor. The student may be excused on the grounds of illness when it is verified by a physician and received by the instructor or department chair. The instructor must be notified as soon as possible if illness or any other emergency causes a student to be absent from an examination. If the instructor cannot be notified because the student is physically unable to do so, the Office of the Registrar must be notified as soon as possible and the Office of the Registrar will contact the instructor. Verification is required.
 - f.) Final comprehensive assessments and examinations are not returned to the students but must be retained by instructors for one year, during which time students have the right to review such materials with the instructor.
- 8) Associated with the conduct of classes, a file of course descriptions, syllabi, and sample examinations are kept in the office of the dean and is open to any faculty member who wishes to consult it. The maintenance of this file is a requirement of the Southern Association of Colleges and Schools Commission on Colleges and each instructor is responsible for forwarding an up-to-date syllabus for each class to the Dean's Office through the Office of the Department Chair.

c. Exceptions to these required activities must be approved in advance by the dean.

17. Academic Regulations Pertaining to Students with Disabilities

Academic regulations pertaining to students with disabilities are published in the Student Handbook. Copies are available from the Office of the Vice President of Student Affairs and on the CNU website.

In order to receive reasonable accommodation in the classroom, students are responsible for notifying their faculty members of their documented and approved accommodations; faculty members must provide these documented and approved reasonable accommodations in order to ensure the student access to CNU's educational programs.

It is recommended that a statement such as the following be included in each course syllabus, in order to inform students how to request accommodation of a disability.

If a student believes that they have a disability requiring accommodations, the student needs to make an appointment with the Student Disability Support Specialist, located in the Office of the Vice President of Student Affairs to discuss their needs. In order to receive an accommodation, the need must be documented, approved and on record in this office located in the David Student Union, Room 3127 (telephone: 757-594-7160).

Faculty members must not speculate about the existence of a disability or express a belief that a disability is or even might be responsible for any aspect of the student's performance or behavior. Decisions concerning accommodation of a students' disability are made only through the process managed in the Office of the Vice President of Student Affairs by the Student Disability Support Specialist.

18. Regulations Pertaining to the Scheduling of Classes

Regulations pertaining to the scheduling of classes are available from the Office of the Registrar and on the CNU website.

19. Intellectual Property

Information on regulations regarding intellectual property is located in the Board of Visitors section of the University Handbook and published on the CNU website.

20. Academic Centers

Academic centers are created to support specific academic initiatives, public service, and research within various departments and colleges at the University. It is incumbent to standardize how academic centers are created, funded, and evaluated to ensure they continue to support the educational mission of the University.

Reporting and Oversight - Center directors are appointed by and report to the academic deans of their respective colleges. Changes to this reporting structure can be made at the approval of the provost.

Course Releases - Course releases for centers will be provided by the respective dean as follows:

- a. One course release (3 LHEs) per academic year will be awarded to each center. One additional course release can be awarded but will require approval by the dean and must be supported through external funding at a flat rate determined by the provost office.
- b. More than two course releases will only be considered under extraordinary circumstances, requiring the approval of the dean and provost, and will be reviewed annually. Release times beyond two courses will be charged at a fully loaded rate equal to the appropriate proportion of the faculty's annual salary and benefits, and must also be supported through external funding.

Administrative Support - Limited administrative support will be provided to the centers by the department(s) where the center is connected via its director(s).

Scheduled Reviews - Each center will go through a scheduled review by its respective academic dean on a three-year cycle. The initial review calendar will be established by the dean and will include, but not be limited to, the following:

1. Review the mission and vision of the center for consistency with the University mission and vision, and for continued need on behalf of the University;
2. Compare the programming activities and research productivity of the center with

- the center's mission and vision for consistency;
- 3. Evaluate the Center's goals and objectives from the most recent annual report and/or review with the center's programming activities and research productivity;
- 4. Evaluate the resources of the center for viability, to include resources provided by the University and non-University resources (grants, contracts, etc. brought in by the center during the prior three-year period; and
- 5. Preview a three-year budget to cover operational expenses of the center including course releases.

The result of the review by the academic dean will be a memorandum to the provost recommending with explanation one of three actions: 1) continue the center's activities with no concerns; 2) continue the center's activities on probation; 3) plan for the cessation of the center and its activities.

New Centers - Proposals for new centers will be submitted first to the dean of the respective college/school in which the center is proposed to exist, and when ready will be reviewed by the provost. It is expected that informal conversations will be had between the proposing faculty and dean before a formal proposal is submitted. Deans may require any information needed to effectively evaluate a proposal, but all proposals should include at a minimum the following information: 1) A description of the proposed center along with an explanation of the need for the center and the benefit(s) it would bring to the University; 2) A plan of development and work (programming and/or research activity) looking out three years; 3) Resource needs and how those resource needs beyond the basic support from the University will be met by the center via external funding; and 4) a three-year budget to cover operational expenses of the center including course releasees.

Budget - An annual base budget determined by the provost office will be provided to a center for three years for operational expenses including student wages. Any stipends paid to directors or faculty will be paid through the center's state account and reimbursed through external funding. The base budget cannot be used to buyout a course release. Two course releases may be granted by the dean during the first year to support a new center's establishment. Centers are expected to be self-sustaining after three years at which time base budget funding will end.

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SECTION VII
Adjunct Faculty Handbook Personnel Regulations

A copy of the Adjunct Faculty Handbook may be obtained through the CNU website, see *Catalogs and Handbooks*.

SECTION VIII
Administrative and Professional Faculty Personnel Regulations

1. Introduction

The administrative professional faculty of the University is the body of all persons holding administrative or professional appointments with faculty rank. Definitions for the administrative /professional faculty positions are given in the Governor's Consolidated Salary Authorization for Institutions of Higher Education. These definitions state:

- a. Administrative Faculty Positions: Administrative Faculty positions require the performance of work directly related to the management of the educational and general activities of the University, department or subdivision thereof. Incumbents in these positions exercise discretion and independent judgment and generally direct the work of others. The organization reporting relationship normally does not go lower than two levels below the president.
- b. Professional Faculty Positions: Professional faculty positions require advanced learning and experience acquired by prolonged formal instruction and/or specialized work experience. Incumbents in these positions regularly exercise professional discretion and judgment and produce work that is intellectual and varied in character.

Changes in administrative and professional faculty personnel regulations and information are authorized by the president after consultation with the provost and the chief of staff or the appropriate vice president(s) and University constituencies.

Appointments which will include academic department affiliation must include participation of the academic department in the selection process and the concurrence of the appropriate academic dean and the provost prior to including academic department affiliation in the employment offer. Recommendation for appropriate academic rank must be processed through the provost prior to referral to the president.

- c. Each administrative appointee serves at the pleasure of a responsible official. Administrative and professional faculty are, in their administrative or professional faculty employment status, employees at will; accordingly, the University may terminate such appointments at any time, without notice, and without stating reasons.
- d. If the terminated individual holds rank in an academic department (i.e., holds concurrent membership on the instructional faculty) at the effective date of termination, the individual's employment status as a member of the instructional faculty does not necessarily terminate as well. As such, at the conclusion of the administrative appointment, the individual's salary will return to the original instructional faculty salary at the time of the appointment plus an amount equivalent to the average adjustment to faculty compensation that accrued during the administrative appointment. If at the conclusion of the administrative appointment, the faculty rank has changed, the salary shall reflect the newly earned rank. The provost may recommend a higher salary adjustment to the president for final approval. This instructional faculty employment status of the subject individual is governed by the applicable provisions of instructional faculty section of this *Handbook*.

2. Authorization of Positions

The chief people officer, with the approval of the president, authorizes all new and replacement full-time administrative and professional positions. The final approval of candidates to fill such position(s) is made by the president, provost, or chief people officer and reported to the Board of Visitors by the president.

a. Non-Discrimination and Equal Employment Opportunity

Christopher Newport University, an equal opportunity employer, is fully committed to access and opportunity for all persons. See the University's Notice of Non-Discrimination and Title IX Policy Statement, which is also listed in all postings.

b. Procedures for Recruiting and Initial Appointment of Full-time Administrative/Professional Faculty

1) Establishment of Positions

Requests for new or replacement positions are initiated by the supervisor and are reviewed by the dean or department head. If the dean or department head concurs there is a need for a new or replacement position, the dean or department head forwards the request to the vice president/chief of staff/provost. If the vice president/chief of staff/provost agrees and if there are sufficient financial resources to support the position, the new or replacement position will be created.

2) Recruitment Phase

a) Initiation of Search Process

Once a position has been established, the department supervisor secures permission to recruit by moving the request through the “Modify Position for Recruitment” workflow in PeopleAdmin to establish appropriate documentation of necessary approvals. For administrative professional faculty the levels of review would include the following: director/supervisor, vice president/provost/chief of staff, and chief financial officer/director of finance and administration (if appropriate). The recruitment specialist will obtain approval in PeopleAdmin from the Human Resources/EO Designee prior to posting.

b) Appointment of Search Committee

The supervisor appoints a search committee of at least three members. Committee membership must be finalized prior to applications being released to the committee; new members should not be added after the committee has begun the process of reviewing applications. The chair of the search committee will communicate with the recruitment specialist to discuss the requirements of the position, to write the advertisement, and to discuss where the placement of the advertisement will be most effective. The recruitment specialist will place all advertisements; therefore, the search committee must make sure that any necessary contact information for any publication, website, etc. is brought to the recruitment specialist’s attention via the PeopleAdmin system. All members of the search committee are required to complete the University’s designated training for search committees. This training must be completed prior to the first time serving on any search committee, and then completed again by the member at least every three years.

c) Scope of Search

Unless there are exceptional circumstances, all searches will be national in scope. Positions are posted for a minimum of 2 weeks. Internal only searches may be conducted with the prior express approval of the director/supervisor, division vice president or chief of staff, provost, and Human Resources. Internal only searches must be posted for a minimum of 5 days and will be announced to current employees by email from the recruitment specialist. The President may appoint an Administrative/Professional faculty member without a search. In rare cases, a request for an Emergency Hire may be considered for a one-year time limited appointment, with the option to extend an additional year. The requestor must fill out the appropriate Emergency Hire Form and attach the following: a memorandum which provides a detailed explanation as to why the search process should be waived; a current cv/resume from the person to be appointed; and at least three reference checks and/or letters of recommendation for appointees who are not university employees. This form must then be approved and signed by the dean vice president, university counsel, and provost or chief people officer and chief financial officer.

d) Processing of Applications

All applications must be submitted via the PeopleAdmin electronic system, accessed by candidates via the website <https://jobs.cnu.edu>. Applicants are asked to submit all “required” documents at the time of application submission. As part of the online application, candidates are asked to voluntarily disclose EEO information. EEO data of each search will be maintained within the PeopleAdmin

system. Human Resources/EO Designee will have access to all EEO data none of which will be disclosed to the search committee.

3) Screening and Interview Phase

a) Review of Applications by the Search Committee

Although positions remain open until filled, each posting includes a designated **application** review date. **The recruitment specialist can release applicant materials prior to the application review begin date upon written request by the search chair. However, search committee members are prohibited from initiating contact with candidates until they receive the Applicant Flow Log. The Applicant Flow Log will be sent by the recruitment specialist the following business day after the priority review date. It will list all of the candidates who applied by 11:59pm of the priority consideration date and should be shared with all committee members.** Should there be an error with the supporting documents, the search committee may contact candidates in similar situations and ask them to send revised documents. The search committee should take caution and only talk to the candidates about the missing information and avoid any conversation that would take the form of an interview no matter how informal. Once the applications are received, all members of the search committee will individually review each one. The search committee will not at any time have direct knowledge of the race, gender, age, or disability status of any candidate. The search committee will then meet to discuss all applications. During this meeting, the search committee, by consensus if possible, will divide the applications into three categories as noted on the *Applicant Flow Log*: (1) initial non-selection (definite rejections), (2) additional consideration but not selected (possible interviews), and (3) selected for preliminary interview (telephone or virtual interviews). **The search committee may review applications submitted after the application review begin date upon request in writing from the search chair to the recruitment specialist.**

In the event that the search committee would like to review applications received after the priority review date, documentation must be provided via email to the recruitment specialist, and applications received after the initial review date will be released to the committee.

The same procedures listed above apply to the applications received after the review date.

b) Selecting Persons for a Preliminary Interview

If the number of preliminary interviews is at least three, then those candidates are to be interviewed. If the number of preliminary interviews is less than three, the search committee will reevaluate the persons in the possible interviews category. If the committee is still unable to select three candidates for a preliminary interview, they may receive approval to proceed from the recruitment specialist and documentation will be saved in the search file. Once the search committee is in agreement with the selections for each category, the appropriate column by each candidate will be checked on the *Applicant Flow Log*. The search chair is also responsible for updating the applicant workflow status within PeopleAdmin to match the *Applicant Flow Log*. All preliminary interviews should use the same channel for communication. The search committee will then conduct the preliminary interviews, using the guidelines provided by the recruitment specialist. Committees are required to use a standardized set of interview questions, to be supplemented as appropriate with individualized additional questions.

c) Exceptions to the Preliminary Interviews

With proper authorization from the recruitment specialist, the search committee may forgo the preliminary interviews. Express prior approval of the recruitment specialist is required via email with justification for the change in process. The approval will be retained in the electronic and paper search files.

d) Selecting Persons for a Campus Interview

Once the search committee has conducted all preliminary interviews, a minimum of two candidates will be selected for campus interviews. If only one candidate is selected for on campus interviews,

the search committee must notify the recruitment specialist and have the requested change approved by Human Resources. After the search committee is in agreement with the selections for campus interviews, the appropriate column (selected for campus interview) will be checked on the *Applicant Flow Log* and PeopleAdmin will be updated to reflect the current status of each applicant.

4) Interviewing Phase

a) Campus Interviews

The search committee will then conduct campus interviews, using the guidelines provided by the recruitment specialist. Committees are required to use a standardized set of interview questions, to be supplemented as appropriate with individualized additional questions. Interview notes must be submitted to the recruitment specialist for the official recruitment file at the conclusion of interviews.

Should the candidate be traveling for the campus interview, the search committee is responsible for coordinating travel plans for the candidates, and will take the necessary steps to obtain prior approval for the travel, and after receiving the **approvals**, finalize the arrangements. The chair will prepare a campus visit itinerary that is consistent across all candidates.

After conducting the interviews, the search committee will then make a recommendation to the search committee chair, who is responsible to then contact at least three of the provided professional references (**one of which should be a current or recent former supervisor**) for the candidate who is recommended for hire. Once reference checks are completed and deemed to be supportive of the decision, the chair will initiate the Hiring Proposal for the selected applicant in PeopleAdmin. **The search committee chair is responsible for providing a signed Applicant Flow Log (chair's signature only), as well as a single interview question summary document for each interviewed candidate, signed by all search committee members.** The recruitment specialist will send all applicable documents to Human Resources/EO Designee for final review and confirm the search was conducted in accordance with established policies and procedures. Once the search has been approved by Human Resources/EO Designee, the faculty recruitment specialist will oversee the Hiring Proposal workflow within PeopleAdmin to ensure all necessary approvals are received prior to extending the offer of employment to the candidate.

5) Offer and Appointment Phase

a) Extending the Offer

The recruitment specialist will extend the offer for employment to the administrative professional faculty. If the candidate selected by the search committee does not accept the employment offer, the search committee will be asked if it would like to make another recommendation from the candidates that were interviewed. If a second candidate is selected, the Hiring Proposal process in PeopleAdmin and EO Review of the search will once again be conducted, following receipt of three completed reference checks from the search chair. The recruitment specialist will be responsible for sending the non-selected candidates an automated email via PeopleAdmin informing them that the position has been filled once a signed *letter of appointment* is received back from the selected candidate.

b) Appointment

The successful candidate will be offered a letter of appointment. The Board of Visitors has delegated to the president the authority to act on its behalf, as the final authority on the appointment of full-time, salaried members of the Administrative Professional faculty of the University. Letters of appointment are generated by the recruitment specialist and signed by the appropriate division vice president, chief of staff, or provost. All actions taken under this authority shall be reported to the board of visitors. The signed letter of appointment is retained in the HR personnel file.

c) Background Checks

All appointments are contingent upon the completion of a satisfactory background check to be conducted by the University upon receipt of the candidate's authorization as outlined in the Christopher Newport University Criminal History Background Check Policy. Verification of a successful background check must be completed prior to the start of employment.

6) Non-Faculty Hiring

The recruiting and hiring procedures for classified and hourly positions are promulgated and governed by the Commonwealth of Virginia as set forth in the policies of the Department of Human Resources Management. Any questions regarding this hiring process should be directed to Christopher Newport University's Office of Human Resources.

3. Administrative and Professional Faculty Grievances

Administrative and professional faculty members who consider themselves to have suffered material professional detriment as a result of an action, decision, or recommendation of their administrative supervisor may seek recourse by:

- a. Requesting reconsideration by the official making the decision or recommendation or taking the action in question.
- b. Failing resolution in Step a), submitting a written request for reconsideration or reversal of the action, decision, or recommendation at successively higher administrative levels through the presidential level. Matters concerning compensation and termination are not grievable under this section.

The Board of Visitors, at its discretion, may hear appeals, of full-time administrative and professional faculty on decisions of the president on matters subject to discretionary review as established by Board policy. The Board's discretionary review must be sought in writing within five (5) working days of the presidential decision for which discretionary review is sought.

4. Types of Leave

a. Flex Vacation

1) Introduction: Flex vacation for twelve-month administrative and professional faculty is credited at the beginning of the fiscal year on July 10th. Flex Vacation is credited for use at a rate of eight hours each pay period (192 hours). Employees separating employment prior to July 9th the following year will be subject to a prorated leave payout based on the number of pay periods worked from July 10th and to the years of service payout rules.

Flex vacation for employees with one year-limited, twelve-month administrative and professional faculty appointments is credited at the beginning of the fiscal year on July 10th. Employees hired for one year-limited twelve-month appointments will have Flex Vacation credited for use at a rate of four hours each pay period (96 hours).

The approval of flex vacation shall be subject to such scheduling as to insure minimum disruption of the normal operation of the University. No more than ten days or 80 hours of unused leave may be carried forward into the next fiscal year, unless an exception has been granted by the president, chief of staff or chief financial officer. Additionally, no more than an additional 40 hours (or total of 120 hours) may be carried forward with an exception.

2) Leave Payout:

Employees in the first year of service with Christopher Newport University currently serving in an administrative or professional faculty employment will not be paid for unused and accrued leave upon separation from the University. After the first year of service with Christopher Newport University currently serving in an administrative or professional faculty employment, employees will be paid for up to 80 hours of unused accrued leave upon separation, after three years of service with Christopher

Newport University currently serving in an administrative or professional faculty employment, employees will be paid for up to 160 hours of unused accrued leave upon separation from full-time employment from CNU unless the employee is grant funded and grant funds are not available. If an employee separates from the university prior to the end of their leave year on July 9th, the leave balance will be prorated based on the eight hours accrual per pay period and adjusted based on the number of full pay periods completed. The payment rate will be determined by converting the annual salary to an hourly rate. There is no leave payout when an AP employee accepts a classified or instructional faculty position at CNU.

b. Holidays

Officially designated holidays by the University will generally be observed with no deductions against leave accounts. However, an office or department may need to be open based on unique service needs as approved by the chief of staff or provost, or appropriate vice president. Flex Vacation leave may be granted during this period at the discretion of the supervisor.

c. Civil and Work-Related Leave

Civil and Work-Related leave may be granted with full pay for any absence necessary for serving on a jury, attending court as a witness under formal subpoena, or appearing before an administrative agency under subpoena. Employees must provide their supervisor with the court documentation in advance of entering a civil and work-related leave absence in Cardinal for approval. The check received for serving on a general district court case should be turned into the Business Office.

d. Sick Leave with Full or Partial Pay (Sick Leave and Virginia Sickness and Disability Program Participants-VSDP): The University grants Extended Flex sick leave and VSDP Leave based on the retirement plan selected by the administrative and professional faculty member. If the administrative and professional faculty member participates in the Virginia Sickness and Disability Program (VSDP), eligibility, program requirements and leave provisions are governed by the Commonwealth of Virginia. For more information, visit the Virginia Retirement System website at <http://www.varetire.org/members/disability/vsdp/index.asp>.

e. Sick Leave with Full or Partial Pay Flex Sick Leave (Non VSDP)

1) Sick Leave with Pay Short-Term (Non VSDP)

It is the policy of CNU to pay administrative professional faculty members for sick leave when taking less than or equal to 5 continuous working days.

- a) Sick leave may be used for employee's illness or non-work-related injury which renders the employee unable to attend work. A supervisor may request a health care provider's certification of the medical condition.
- b) Peer coverage for work is provided by co-workers while on sick leave.
- c) Benefits are provided in accordance with the Commonwealth of Virginia requirements.
- d) Supervisors are responsible for monitoring short-term sick leave.

2) Extended Sick Leave with Pay (Non VSDP).

It is the policy of CNU to pay administrative professional faculty members when taking six or more continuous working days of sick leave provided by the following schedule:

- a) For less than one year of CNU service (as defined in 2e), no extended sick leave is provided. (This is consistent with administrative and professional faculty members who participate in VSDP.) However, annual leave may be used.
- b) For between 1 year and less than 10 years of CNU service (as defined in 2e), 90 calendar days of paid extended sick leave.
- c) For between 10 years and less than 20 years of CNU service (as defined in 2e), 180 calendar days of paid extended sick leave.

- d) For 20 years and above of CNU service (as defined in 2e), 270 calendar days of paid extended sick leave.
- e) CNU service includes service in a *full-time* instructional faculty position, a *full-time* administrative and professional faculty position, or a *full-time* classified position.

In all circumstances, the following conditions apply:

- a) The University requires that a request for extended sick leave be supported by a health-care provider's certification of the medical condition of the person affected to include the date when the serious condition began and the probable duration of the condition from the licensed treating professional.
- b) Medical certification requires the completion of the U.S. Department of Labor Form WH-380. **Contact hrbenefits@cnu.edu to obtain forms and to discuss disability plan eligibility.**
- c) An intermittent leave or reduced schedule request necessitated by planned medical treatment must include the expected treatment dates and duration of treatment.
- d) An intermittent leave or reduced schedule request necessitated by an employee's own health condition must include a statement of the medical necessity for the leave and the expected duration.
- e) NOTE: When possible, the employee should provide certification in advance of, or at the commencement of, the requested leave. When that is not possible, certification must be provided reasonably soon after the leave begins.
- f) Requests for Second and Third Opinions:
 - (1) The University may require, at its own expense, a second opinion from its designated or approved health-care providers. (This health-care provider cannot be one who is employed by the University on a regular basis).
 - (2) When the second opinion differs from the first, the University may, at its own expense, require a third opinion from a health-care provider designated or approved jointly by the employee and the University. The opinion of the third health-care provider shall be considered final and binding upon the employer and the employee.
 - (3) The University may require an employee to report periodically during the leave period on his or her leave status and intention to return to work, and to provide subsequent re-certifications on a reasonable basis.
 - (4) Please note that a request for re-certification every four to six weeks is considered reasonable.

Work coverage for extended sick leave is usually provided by the supervisor. In these types of leave situations, temporary pay is rarely given. It is expected that the manager uses existing resources to cover the absence. Employee benefits are provided in accordance with the Commonwealth of Virginia requirements. It is strongly recommended that the administrative professional faculty member purchase the University sponsored long-term disability package upon hire at the University.

- 3) Sick Leave with Pay Extended and FMLA Eligible (Non VSDP)
It is the policy of CNU that while an administrative and professional faculty member is out on extended sick leave with pay and is eligible for family and medical leave that the extended sick leave run concurrently with FMLA. Benefits are provided in accordance with the Commonwealth of Virginia requirements. The incumbent's position may be recruited and filled at University discretion when extended sick leave and FMLA have been exhausted.

4) Leave without Pay – Family Medical Leave (Non VSDP)

The University grants leave in compliance with the Family and Medical Leave Act (FMLA) that requires the University give eligible administrative and professional faculty up to twelve (12) weeks of unpaid, job-protected (for continuing positions), leave during **a rolling 12-month period** for; the birth, adoption, or foster care of a child; serious health condition of the employee; or the serious health condition of an immediate family member. Employees are eligible for FMLA if they have been employed with CNU for at least 12 months and have worked 1,250 hours during the prior 12-month period.

Administrative and professional faculty taking leave under the FMLA have a guaranteed right to return to their same or equivalent position and pay (based on position availability). Health benefits may continue during the leave at the same level and conditions as if the administrator had continued to work. The administrator must give 30 days advance notice to the provost or vice president of the need to take FMLA leave, unless emergencies or unforeseen events preclude such advance notice.

A request for leave due to a serious health condition must be supported by a certification from the health care provider. This requirement includes the administrator's or family member's health care provider. The certification for a family member should include a statement from the health care provider that the administrator is needed to care for the family member. Certification forms are available in the Office of Human Resources.

f. Parental Leave for Administrative and Professional Faculty is available for eligible full-time Administrative and Professional Faculty members.

See University Policy 5010 for the policy and requirements: <https://cnu.edu/public/policies.html>

5. Performance Planning and Evaluation

This process delineates the method for performance planning and annual evaluations of administrative and Professional Faculty. This process applies to all administrative and professional faculty members and all those who supervise administrative and professional faculty members. Each administrative and professional faculty member's performance will be formally evaluated annually. Requirements, processes, and timelines can be found on the CNU Human Resources website.

6. Promotions in Academic Rank

a. Introduction

The faculty is arranged in a hierarchical system of academic ranks, representing successively higher experience, accomplishments, expectations, and recognition.

For administrative and professional faculty members these ranks are: professor, associate professor, assistant professor and instructor. Position, degree of responsibility, level of relevant education, and experience are factors in establishing rank. Deficiencies in some respects may be balanced by unusual excellence in others. The standards and procedures given in this section apply only to administrative and professional faculty who do not hold their faculty rank in an academic department of the University. Administrative or professional faculty holding rank in an academic department (i.e., holding concurrent instructional faculty appointments) must have candidacies for promotion in academic rank considered in accordance with the provisions of this *Handbook*. (See index: Academic Rank)

b. Academic Rank Promotional Procedures

A member of the administrative or professional faculty who wishes to be considered for promotion in academic rank should notify the appropriate, immediate administrative supervisor. The formal request for promotion should be accompanied by a file of materials (dossier) to support the candidacy. The dossier can

include any supportive materials that the candidate deems appropriate, but it must contain both documentation that the minimum requirements for the rank sought have been satisfied, and information sufficient to permit those involved in the review of the candidacy to apply the "evaluation standards" specified for the rank sought. The provost or appropriate vice president is responsible for determining any additional procedures for candidates within that officer's jurisdiction.

The files of those candidates being recommended for promotion are submitted to the provost after the appropriate review in their division. Candidates for promotion must have a recommendation for or against promotion from their vice president, before their dossier is submitted to the provost. Within the Academic Affairs Division, the appropriate director must recommend for or against promotion prior to submission to the provost. The deadline for submission to the Office of the provost is established annually by the provost.

The provost will forward the dossier and recommendations to the administrative and professional faculty Peer Review Committee (APFPRC). This five-person campus-wide committee serves as an advisory committee to the provost. As such, members of the Committee, including the chair, are appointed by the provost on an annual basis.

The APFPRC submits recommendations and priorities to the provost who recommends to the president. Recommendations may be either for or against promotion. The names of those candidates that the president recommends for promotion will be submitted to the Board of Visitors for final action.

c. Academic Rank Promotional Standards

Academic rank is bestowed by the Board of Visitors, consistent with the following criteria:

1) Instructor

An instructor normally holds at least the master's degree. Evidence or promise of competence in service is expected of faculty at the rank of instructor.

2) Lecturer

A lecturer normally holds the terminal degree. Duties in addition to instruction are assigned by the department chair. These duties may include service and professional development.

3) Assistant Professor

a) An assistant professor must hold at least a master's degree and should have successfully completed at least 30 hours beyond the master's degree. In exceptional cases, evidence of equivalent experience appropriate to the position may be presented in lieu of the 30 hours. Such evidence will be reviewed by the APFPRC and its recommendation as to whether or not the minimum qualifications for promotion have been met will be included as part of its recommendation to the provost.

b) Evaluation Standards

A candidate for promotion to assistant professor will be judged according to:

- (1) evidence of exemplary performance in the candidate's position;
- (2) evidence of professional development including but not limited to the following activities: membership in professional organizations, attendance at professional meetings, professional presentations, professional publications, relevant research, grants development, etc.;
- (3) evidence of service to the University as appropriate for the position such as teaching and serving on committees;
- (4) evidence of service to the community in providing professional expertise in any way that promotes a positive image of the University; and
- (5) evidence of a history of predominantly positive evaluations.

4) Associate Professor

- a) An associate professor should hold a terminal degree, or a functional equivalent as authorized by the provost, but must have:
- (1) at least 30 hours of graduate work beyond the master's degree;

- (2) at least four years of relevant university experience at the rank of assistant professor; and
- (3) a total of six years of relevant university experience.

b) Evaluation Standards

A candidate for promotion to associate professor will be judged according to:

- (1) evidence of exemplary performance as an assistant professor;
- (2) evidence of continuing professional development (see index: professional development);
- (3) evidence of outstanding service to the University (see index: service);
- (4) evidence of outstanding service to the community in providing professional expertise in any way that promotes a positive image of the University;
- (5) evidence of a history of predominately positive evaluations; and
- (6) extent to which minimal qualifications in 3)-a) are exceeded.

5) Professor

a) A professor must have:

- (1) at least a terminal degree (see index: terminal degree);
- (2) at least seven years of relevant university experience at the rank of associate professor; and
- (3) a total of twelve years of relevant university experience.

b) Evaluation Standards

A candidate for promotion to professor will be judged according to:

- (1) sustained evidence of successful compliance with the expectations of the rank of associate professor;
- (2) sustained evidence of truly outstanding professional effectiveness;
- (3) sustained evidence of widely respected professional development (see index: professional development).
- (4) sustained evidence of leadership and high achievement on academic and administrative service (see index: service);
- (5) sustained evidence of great stature as a member of the University and academic community;
- (6) evidence of outstanding service to the community in providing professional expertise in any way that promotes a positive image of the University;
- (7) evidence of a history of strongly positive evaluations; and
- (8) extent to which minimal qualifications in 4)-a) are exceeded.

7. Administrative Actions for Inappropriate Conduct on the Part of Administrative and Professional Faculty

An employee may be placed on paid or unpaid administrative leave pending the completion of an investigation.

a. Examples of Unsatisfactory Behavior

- 1) Failure to perform satisfactorily one's duties, follow instructions, comply with established written policy, or otherwise fail to maintain professional standards of conduct.
- 2) Acts of violence or harassment; unauthorized use of drugs or alcohol; unauthorized use of, misuse of, or willful or negligent damage to state or employee property, equipment or facilities.

b. Purposes

- 1) These sanctions are designed to protect the rights of administrative and professional faculty and to assure compliance with University rules and policy and public law.
- 2) The sanctions provide directors, deans, vice presidents, provost and the chief of staff with guidelines to follow when an administrator's conduct is inappropriate or in violation of the policies of the University.
- 3) This process also defines the measures, which are appropriate in relation to the offense.

c. Sanctions

1) Introduction

There are four types of sanctions. These sanctions are not progressive or sequential; rather, the seriousness of the offense(s) will determine the sanction which is initiated. Dismissal need not be preceded by any of these lesser sanctions.

2) Admonition

- a) An admonition is warranted when an administrator's behavior is of such a nature that it is likely to or does reflect unfavorably upon the office or the University or on the administrator's professional status.
- b) The director, dean, vice president, provost or chief of staff is responsible for orally admonishing the administrator and keeping a memorandum of the substance and date of the discussion.

3) Written Warning

- a) A written warning is issued when unacceptable behavior continues after admonishment or when an administrator's misbehavior is of a more serious nature to such a degree that a written warning is appropriate.
- b) The director, dean, vice president, provost or chief of staff is authorized to issue written warnings.
- c) An appeal, is permitted to the next higher level, but not beyond the appropriate vice president or the provost
- d) The written warning will include descriptions of the unacceptable behavior and those actions necessary to correct or eliminate the problem, a reasonable time within which those actions must be taken, and the consequences of failure to take those actions.

4) Suspension

- a) Suspension, with or without loss of pay, occurs when an administrator's misbehavior continues after written warnings, or when the misbehavior is of such a nature that immediate suspension is warranted.
- b) Only the appropriate vice president, provost, chief of staff or the president are authorized to impose this sanction.
- c) If a vice president, the provost or the chief of staff has taken the action an appeal, is permitted to the president.
- d) The president has the final authority.

5) Dismissal

8. Library Faculty

- a. Definition: Library faculty are a special category of administrative and professional faculty. The library faculty includes the University librarian (library director) and all other professional librarians who hold the MLS or equivalent degree and whose assigned responsibilities in the library require the attainment of the MLS degree or its equivalent. The university librarian is a member of the administrative faculty; all other members of the library faculty are members of the professional faculty.
- b. Precedence: Unless otherwise specified in the individual's employment contract or letter of appointment, for library faculty the provisions of this subsection take precedence over those of all other subsections of Section VII with which they might differ. Otherwise, the regulations applicable to library faculty are those specified in Section VII for all administrative and professional faculty. All matters of interpretation involving this subsection shall be decided by the provost.
- c. Relationship to the Instructional Faculty: Inasmuch as the University library is a unit in the budgetary program of "academic support" rather than the budgetary program of "instruction," library faculty are not members of the instructional faculty and their positions are not tenure-eligible. However, because library faculty play a key professional role in support of the instructional program of the University, it is appropriate that Library Faculty participate in the governance of the University in a fashion consistent with this role.

Accordingly, library faculty may serve as members of committees and other bodies of governance of the instructional faculty. The conditions of such membership, if and when it occurs, are determined by the provost, acting on the recommendation of the Faculty Senate.

- d. Academic Freedom: The provisions of the Board of Visitors' policy on academic freedom are applicable to members of the library faculty.
 - e. Participation in Academic Ceremony: Library faculty shall participate with the instructional faculty in all formal, academic University ceremonies and, when appropriate, shall do so in appropriate academic regalia.
 - f. Emeritus Status: Library faculty shall be eligible for consideration for emeritus status, as that term is defined for the instructional faculty in Section XII. The process of consideration shall be as defined in Section XII, subsection 11, with the library faculty as a whole substituting for the academic department and with the University librarian substituting for the college dean.
9. Emeritus Status for Administrative and Professional Faculty: Upon retirement, an Administrative and Professional faculty member who has served with distinction and with at least ten (10) years of service at Christopher Newport University may be awarded emeritus status upon nomination and supporting statement of the administrative and professional faculty member's division vice president, or, in the case of Academic Affairs, the Provost, the recommendation of the president, and the approval of the Board of Visitors.. Administrative and Professional Emeritus faculty enjoy many of the rights and privileges of full-time, salaried administrative/professional faculty. Administrative and Professional Emeritus faculty will be issued an *Emeritus CNU* identification card that will enable them to access certain services available to full-time salaried administrative and professional faculty. These include faculty library privileges, access to the Freeman Center and Triesmann Fitness Center, a new cost-free CNU emeritus email account, a one-course-per-semester tuition waiver, and standard employee discounts at the Captains Locker, Ferguson Center for the Arts, and athletic events, and a cost-free parking decal for on-campus parking.

University Handbook 2026–2027 Edition

SECTION IX
Business Office Regulations

Financial policies and practices are governed by federal and state laws and policies. Contact the University Business Office for additional information.

SECTION X
Classified Personnel Regulations

The Commonwealth of Virginia Department of Human Resources Policies and Procedures Manual provides relevant policies for classified employees. A copy of the manual is located on the Commonwealth of Virginia <http://www.dhrm.virginia.gov/hrpolicies>. For any questions regarding these policies, please call the Office of Human Resources.

SECTION XI
Code of Student Rights, Responsibilities, and Conduct

For information concerning the University's judicial process, please see the Student Handbook at:
<http://cnu.edu/public/studenthandbook/pdf/studenthandbook.pdf>

1. Philosophy of University Policies for Student Life Rights

Christopher Newport University is maintained and governed by the following five values: (1) We will always put students first; (2) We will always offer outstanding teaching; (3) We will remain committed to liberal learning; (4) We will provide access and opportunity; (5) We will be actively engaged in shaping the economic, civic, and cultural life of this community. Additionally, we hold the ideal of Honor as an important element of the Christopher Newport University experience. Accordingly, the University has implemented policies that reinforce these values and ideals. As an educational institution, the University is concerned with the formal, in-class education of its students as well as their growth into mature men and women who conduct themselves as responsible, honorable citizens.

The uniqueness of the academic community requires particular sensitivity to the individual rights of students and the rights of the University community. Rules and regulations are imperative as a basis for the orderly conduct of University activities and for maintaining an environment conducive to study, recreation and personal growth. Regulations are intended to create sound living and learning conditions for all members of the campus community and to promote an atmosphere that encourages personal integrity.

Student Life policies are based upon the assumption that students and groups have the capacity to assume responsibility for their own behavior and that the University has the authority to establish an internal structure for enforcement of its policies and procedures which students have agreed to accept by enrolling at the University. Conversely, students have the right to expect the University to fulfill its educational responsibilities as effectively as its capacity and resources permit.

Since rights carry with them certain responsibilities, the following rights and responsibilities - institutional as well as student - are set forth.

2. Basic Rights

The following list of basic rights is not intended to deny or limit the rights of students in any way. Rather, it is intended to focus special attention on these rights because of their importance in the educational process. Christopher Newport University students may freely and openly exercise the following freedoms as long as their actions do not interfere with the regular operation of the University:

- a. Campus Expression - Free inquiry, expression, and assembly are guaranteed to all students subject to the limitations of this document and other University regulations and policies, which are consistent with the provisions of the Constitutions and laws of the Commonwealth of Virginia and the United States of America. Public statements and demonstrations by individual members of the University community or organizations shall be clearly identified as representative only of those individuals or organizations and not of the University. Sponsorship of guest speakers does not necessarily imply approval or endorsement of the views expressed either by the sponsoring group or the institution.
- b. Pursuit of Goals - Students are free to pursue their educational goals; appropriate opportunities for learning shall be provided by the University.
- c. Equal Protection - CNU does not discriminate in admission, employment, or any other activity on the basis of race, color, religion, sex, national origin, age, disability, genetic information, gender identity, marital status, military/veteran status, political affiliation, or any other status protected by law.

3. Equal Opportunity Rights

CNU does not discriminate in admission, employment, or any other activity on the basis of race, color, religion, sex, national origin, age, disability, genetic information, gender identity, marital status, military/veteran status, political affiliation, or any other status protected by law.

All student requests for disability accommodations and assistance should be directed to the Student Affairs Office on the third floor of the David Student Union. Students who feel they have been discriminated against because of a disability should contact the vice president of student affairs/dean of students. .

Any student who believes that he/she has been unlawfully discriminated against or harassed may file a complaint with the director of Title IX and equal opportunity. The director serves as the University's Title IX coordinator.

4. Student Records

Christopher Newport University complies with the Family Educational Rights and Privacy Act (<https://ed.gov/policy/gen/guid/fpco/ferpa/index.html>) . Questions concerning this policy may be referred to the University registrar or the vice president for enrollment and student success.

5. Student Code of Conduct

Generally, University jurisdiction and discipline shall be limited to conduct that occurs on University premises, at any official University function or activity regardless of location, or such action that adversely affects the University community's pursuit of its education or other legitimate objectives. Engaging in activities that are inconsistent with values expressed in documents and/or the articulated expectation of student conduct, regardless of the location of the activity, may be addressed as potential violations of the Student Code of Conduct or Honor Code.

The following misconduct is subject to disciplinary action, including possible suspension or dismissal from the University.

a. Abusive, Disorderly or Obscene Conduct

1) Abusive Conduct

Any actions against one's self or others that causes physical injury, intimidates, harasses, threatens or otherwise interferes with another person's rightful actions. This includes but is not limited to, verbal abuse, abuse via electronic means (e.g. cyber bullying), and physical battery.

Abusive conduct as intimidation includes engaging in a course of conduct or committing acts that alarm another person and serve no legitimate purpose. This includes but is not limited to unlawful coercion, extortion or duress that places the recipient in fear.

Abusive conduct that is harassing is defined as any words, gestures or actions directed at an individual or group that may cause a reasonable person to experience fear or intimidation. Harassment of all kinds that is directed at an individual is reprehensible and will not be tolerated by the University.

2) Disorderly Conduct/Conduct Infringing on the Rights of Others

Any behavior that disrupts or interferes with the orderly functioning of the University or disturbs the peace and/or comfort of persons or interferes with the performance of the duties by University personnel.

3) Obscene Conduct

Any conduct or expression that is lewd or indecent that is not constitutionally protected speech.

University Handbook 2026–2027 Edition

c. Drugs

Use, possession or distribution of narcotic or other controlled substances by Virginia law will not be tolerated.

Being in the presence of or under the influence of illicitly obtained or illegal controlled substances will not be tolerated. Similarly, inappropriate or abusive use of prescription, over-the-counter medication, or other items in order to produce a drug-like effect is unacceptable.

Additionally, possession of drug paraphernalia including but not limited to bongs, bowls, hookah pipes, scales, and roach clips is prohibited.

Christopher Newport University supports and encourages a drug free educational experience. CNU fully complies with the narcotic and controlled substance regulations of the Commonwealth of Virginia.

d. Alcoholic Beverage Policy

Use, possession, consumption or distribution of alcoholic beverages by students, except as expressly permitted by Virginia law and University regulations, will not be tolerated.

Public intoxication that results in disorderly behavior that negatively impacts the University community and community at large will not be tolerated.

Students found in the presence of alcohol are also subject to disciplinary actions.

Christopher Newport University supports and encourages an alcohol-free residential experience. The University fully complies with the alcohol regulations of the Commonwealth of Virginia.

e. Weapons/Fireworks/Explosives/Hazardous Chemicals

Unauthorized possession or use of weapons, fireworks, or explosives is prohibited.

Unauthorized possession, storage, or control of weapons and firearms on University property is prohibited. This includes storage in vehicles on campus as well as in the residence halls. Firearms include any gun, rifle, pistol, or handgun designed to fire bullets, BB's, pellets, or shot regardless of the propellant used. Additionally, possession of ammunition that could be used with a prohibited item is forbidden. Other weapons include any instrument of combat, or any object not designed as an instrument of combat but carried for the purpose of inflicting or threatening bodily injury. Examples include, but are not limited to, knives with fixed blades or pocket knives with blades longer than four inches, razors, metal knuckles, blackjacks, hatchets, bows and arrows, nunchakus, foils, or explosives and incendiary devices. Hazardous chemicals, which could pose a health risk, are also prohibited from the campus. This includes chemicals which, when combined with other substances, could be hazardous or present a danger to others.

f. Hazing

Hazing, which includes any act that causes humiliation, physical discomfort, bodily injury or ridicule, is a criminal offense in the Commonwealth of Virginia. For a more detailed explanation of this policy and a more comprehensive definition of hazing, please see Section VI-PART VII of the CNU Student Handbook.

g. Failure to Comply with a University Official

Failure to comply with a request of an authorized University official, including failure of a student to present his/her University identification card when requested by an authorized University official.

University Handbook 2026–2027 Edition

h. Misuse of Identification Cards

Improper use of any identification card, including knowingly altering or mutilating a University identification card, is prohibited. Using or inappropriately possessing the identification of another or allowing one's own card to be used by another is a violation of university policy and may also be considered an Honor Code violation.

i. Failure to Observe Rules and Regulations

Failure to observe rules and regulations issued by the University, including all publications and notices pertaining to student life and student services.

j. Damage or Destruction

Attempted or actual damage to or destruction of University property or property of a member of the University community or other personal or public property while on University premises or at University sponsored functions. Attempts to damage, or actions that could damage, property will also not be tolerated.

k. Misuse of Fire-Fighting Equipment/Arson/Disregard of Fire Alarm/Tampering

Misuse of fire-fighting equipment, including tampering, removing or discharging a fire extinguisher or any other fire emergency equipment except when the need is real is prohibited.

Unauthorized burning of any material in any University building or on University property will not be tolerated.

The disregard of a fire alarm system or the refusal to vacate a building or section of a building when a fire alarm is sounding is prohibited.

Tampering with detection systems, including deliberately initiating a false alarm or creating conditions that result in a false alarm, or tampering which would cause a malfunction or non-function, is considered a violation.

l. Tampering with University Property

Tampering with any elevator, wiring, plumbing, or other University equipment/property without prior authority from the appropriate University official is prohibited.

m. Unauthorized Entry or Access

Unauthorized possession or use of keys to any University door or facility, or unauthorized entry to or use of those facilities is prohibited. Unauthorized use of an emergency exit door also will not be tolerated.

n. Involvement in a University Violation

Presence during any violation defined in the Code of Student Rights, Responsibilities and Conduct or the Honor System that condones, supports or encourages the violation. Students who anticipate or observe a violation of University policy are expected to remove themselves from the situation and are expected to report the violation to the proper authorities. Students are obligated to report Honor Code violations.

For information concerning the University's judicial process, please see the *Student Handbook* at

http://cnu.edu/public/studenthandbook/_pdf/studenthandbook.pdf

SECTION XII
Information Technology Services

University communication and technology resources are intended to support and advance Christopher Newport University's mission, purposes, and activities by authorized users. Use of these resources by students, faculty, employees, contractors, and visitors is conditional upon specific terms and policies that may be found on the University policy page (<http://cnu.edu/public/>) for specific Acceptable Use Policy terms and other IT-specific policies.

Additional information may be obtained through the Information Technology Services website (<https://my.cnu.edu/its/>).

SECTION XIII
Instructional Faculty Personnel Regulations

Changes in regulations affecting the instructional faculty are recommended by the provost to the president after adequate consultation with the faculty and other appropriate constituencies of the University.

1. Authorization of Positions

The provost, with the approval of the president, authorizes all new and replacement full-time faculty positions and approves for each position. The final approval of candidates to fill such position(s) is made by the president and reported to the Board of Visitors.

2. Information on Appointments to the Faculty

a. Non-Discrimination and Equal Opportunity

Christopher Newport University, an equal opportunity employer, is fully committed to access and opportunity for all persons.

b. Types of Instructional Faculty Appointments

The University makes nine types of appointments to the instructional faculty. These are: adjunct; temporary; part-time; sponsored research; affiliated scholar; restricted; probationary; tenured; and terminal.

The minimum qualifications for all faculty, including adjuncts, who are appointed to the instructional faculty to teach undergraduate and/or graduate courses are:

Undergraduate courses – Faculty should hold an earned doctorate, other appropriate terminal degree, or master's degree in the discipline taught. Faculty holding an advanced degree in another discipline should have completed at least 18 graduate hours in the discipline taught. With provost approval, exceptional candidates may qualify who have relevant experience or other qualifications in the field of study.

Graduate courses – Faculty should hold an earned doctorate or other appropriate terminal degree in the discipline taught.

Exceptions can be made for persons not meeting the minimum qualifications, but who are considered by the department to possess other demonstrated competencies and achievements that will contribute to effective teaching and student learning outcomes. Exceptions must be authorized by the provost.

Under the Affordable Care Act, part-time and adjunct faculty employment is limited to 75% of the teaching load of a full-time faculty member including time spent in the classroom, office hours and research. In no instance shall part-time or adjunct faculty member work more than 1500 hours in total from the May 1 – April 30 period to include any positions held at CNU. These positions do not include commonwealth of VA benefits.

- 1) Adjunct Appointments are made for one semester at a time to provide for specific defined projects not requiring a full-time appointment. A person holding an adjunct appointment normally teaches one or two courses during a semester. Adjunct appointments have no continuing status but may be renewed if the need exists. Adjunct appointments provide no fringe benefits, and do not carry academic rank.
- 2) Temporary Appointments are those made for periods not exceeding six months to provide for specific, defined projects, for peak workloads, and for short-term replacements of permanent employees on leave of absence when a full-time appointment is not required. Temporary appointments have no continuing status and provide no fringe benefits.

- 3) Part-time Appointments are made for periods not exceeding one academic year to augment the strength or expertise of the faculty. Part-time appointments have no continuing status, but a new appointment may be made at the discretion of the University. Part-time appointments provide no fringe benefits.
- 4) Sponsored Research Appointments are made for specific research projects at a rank commensurate with experience. Individuals must possess the professional education, experience, and degrees appropriate or necessary for their duties; in addition, the length of the appointment and benefits, if any, are subject to the terms of the research contract. Sponsored research appointments must carry one of the following titles: Post-doctoral Fellow, Research Scientist, Research Assistant Professor, Research Associate Professor or Research Professor.
- 5) Affiliated Scholar Appointments are made for periods not exceeding one year to individuals who possess professional academic and research credentials for the purpose of allowing continuing professional development through research and scholarship in an academic environment. These individuals must have a terminal degree in their field, **or have an exception from the vice provost for academic success, research, and dean of graduate studies** and cannot be engaged or obligated in any other employment opportunity at CNU (**except as adjunct instructor**). Affiliate Scholar appointments have no continuing status, but a new appointment may be made at the discretion of the University. Appointment as an Affiliated Scholar does not constitute employment with the university; thus, it does not include salary, benefits, university duties, designated office space, or any other indicia of an employment relationship.
 - a) Appointment Procedure
 - (1) Recommendation for appointment must come from a member of the faculty of Christopher Newport University with the endorsement of the chair of the faculty member's department and the appropriate dean.
 - (2) **The vice provost for academic success, research and dean of graduate studies** reviews recommendation, and if approved, issues letter of affiliation.
 - b) As a volunteer and with regard to any activity that involved Christopher Newport University, its faculty or its students, the Affiliated Scholar is bound by all laws, regulations and policies that apply to any other volunteer at Christopher Newport University.
 - c) Should grants be obtained that would support employment of the Affiliated Scholar, Christopher Newport University may consider employment of the individual and decide at that time whether or not to create an employment relationship.
- 6) Restricted Appointments
 - a) Term Length: Restricted appointments are term appointments of one, two, three, or five academic years in length.
 - b) Titles
 - (1) Restricted faculty on one-year appointments may hold the title instructor; visiting appointment at any rank; or lecturer.
 - (2) Restricted faculty on two-year appointments may hold the title visiting professor, associate professor or assistant professor.
 - (3) Restricted faculty on three-year appointments may hold the title instructor or lecturer.
 - (4) Restricted faculty on five-year appointments may hold the title **senior instructor, master instructor**, senior lecturer or master lecturer.
 - c) Degree Qualifications by Title/Rank
 - (1) Instructor: **Appointments at the instructor, senior instructor or master instructor** rank generally do not hold terminal degrees.
 - (2) Visiting: The provost will determine the appropriate rank for visiting faculty; the designation "visiting" will be included in the title.

- (3) Lecturer: Appointments at the lecturer, senior lecturer or master lecturer rank shall be reserved for terminal degree-holding faculty who are hired in positions that are initially approved for this status or who have exceeded the two-year limit on a visiting appointment.
- d) Reappointment
 - (1) Restricted appointments of one year have no continuing status.
 - (a) A new one-year appointment may be made by the provost upon successful performance review, recommendation of the dean and the department chair, and the continuing need of the University. These appointments are typically made to replace a faculty member on leave; to fill a position of doubtful permanency; to allow for an extended period of recruitment for a probationary appointment; to provide continuity in curricular programs in which probationary appointments are not currently feasible; or to employ visiting faculty and therefore are not normally indefinitely renewed.
 - (b) Restricted faculty holding the rank of instructor or lecturer who have taught full-time at the University for four consecutive semesters may apply for a three-year appointment in accordance with the procedures outlined in Section 2.d. (2.d. Procedures for Multi-Year Contracts: instructor, **senior instructor**, **master instructor**, lecturer, senior lecturer, and master lecturer ranks) below. Up to one semester of leave during this consecutive term is allowable, but the faculty member's dossier must demonstrate a commensurate degree of excellence and promise. These appointments are typically made to fill disciplinary and curricular needs in the department and/or University.
 - (2) Visiting restricted appointments will not exceed two years
 - (3) Restricted appointments of three or five years have no continuing status, but a new three-year or five-year appointment may be made in accordance with the procedures outlined in Section 2.d. below. When the renewal of a three-year or five-year contract is not warranted, a one-year contract may be issued instead if appropriate.
- e) Conversion of Position to Probationary Status
 - (1) Any position which has been filled by a restricted faculty member or members for any number of years may be reviewed for purposes of appointing a probationary faculty member to the position in accordance with the procedures outlined in Section 2.e. below. When a restricted position is to be converted to probationary status, the conversion will await the completion of the contract term, barring exceptional circumstances deemed by the provost.
- f) Benefits: Restricted appointments provide fringe benefits.
- 7) Probationary Appointments are tenure track appointments that terminate automatically at their expiration date. New probationary appointments may be made by the University at its discretion for a total of not more than six (6) years until tenure is granted or denied. Exceptions may be made at the discretion of the Provost. The University is not obligated to show cause when no new appointment is made. Probationary appointments provide fringe benefits.
- 8) Tenure Appointments entitle the holders of such appointments to be offered each academic year, employment for the succeeding academic year at an academic year salary and academic rank no less than the stipulated academic year salary and academic rank of the preceding academic year, subject to the contractual terms and conditions of employment which exist from period to period. Tenure appointments provide fringe benefits.
- 9) Terminal Appointments are given to provide adequate notice of termination of employment. Terminal appointments are for no more than one year and are not renewable. Terminal appointments provide fringe benefits.

c. Procedures for Recruiting and Initial Appointment of Full-time Instructional Faculty

1) Establishment of Positions

Requests for new or replacement positions are initiated by the department chair and are reviewed by the dean of the college/school. If the dean concurs there is a need for a new or replacement position, the dean forwards the request to the provost. If the provost agrees and if there are sufficient financial resources to support the position, the new or replacement position will be created.

a) Non-Discrimination and Equal Employment Opportunity

Christopher Newport University, an equal opportunity employer, is fully committed to access and opportunity for all persons. See the University's Notice of Non-Discrimination and Title IX Policy Statement, which is also listed in all postings.

2) Recruitment Phase

e) Initiation of Search Process

Once a position has been established, the department chair secures permission to recruit by initiating the "Create New Faculty Posting" process within PeopleAdmin. This process involves creation of the job advertisement verbiage, selection of search committee members, identification of appropriate advertisement locations, and determination of requested application deadline. The request will follow a workflow that includes review and approval by the following individuals: department chair, dean, provost, **assistant provost for administration and finance**, and Human Resources/EO Designee prior to posting.

f) Appointment of Search Committee

With the approval of the dean, the department chair will **appoint** a search committee of at least three members, one of whom must be from outside the department that is hiring the position. Committee membership must be finalized prior to the receipt of applications by the committee; new members should not be added after the committee has begun the application review process. The chair of the search committee will communicate with the coordinator of faculty recruitment and administrative services to discuss the requirements of the position, to review and approve the final version of the advertisement, and to discuss where the placement of the advertisement will be most effective. The coordinator for faculty recruitment and administrative services will place all advertisements; therefore, the search committee must make sure that any necessary contact information for any publication, website, etc. is brought to the **coordinator's** attention via the PeopleAdmin system.

All members of the search committee are required to complete the University's designated training for search committees. This training must be completed prior to the first time serving on any search committee, and then completed again by the member at least every three years.

g) Scope of Search

Unless there are exceptional circumstances, all searches will be national in scope. Positions are posted for a minimum of 2 weeks. In exceptional circumstances, a request for an Emergency Hire may be considered for a one-year time limited appointment, with the option to extend an additional year. The requestor must fill out the appropriate Emergency Hire Form and attach the following: a memorandum which provides a detailed explanation as to why the search process should be waived; a current cv/resume from the person to be appointed; and at least three letters of recommendation for appointees who are not university employees. This form must then be approved and signed by the dean, university counsel, and provost.

h) Processing of Applications

All applications must be submitted via the PeopleAdmin system, accessed by candidates via the website jobs.cnu.edu. Applicants are asked to submit all "required" documents at the time of application submission. Supplemental application materials, (confidential Letters of Recommendation) will be accepted via email to facultyrecruitment@cnu.edu, but will only be

attached to an existing applicant account already present within the PeopleAdmin system. As part of the online application, candidates are asked to voluntarily disclose EEO information. EEO data of each search will be maintained within the PeopleAdmin system. Human Resources/EO Designee will have access to all EEO data none of which will be disclosed to the search committee.

3) Screening and Interview Phase

a) Review of Applications by the Search Committee

Although positions remain open until filled, each posting includes a designated review date for priority consideration. The coordinator of faculty recruitment and administrative services will release applicant materials to the search committee, by way of the PeopleAdmin system, as applications are received. On the following business day after the application deadline an *Applicant Flow Log* that lists all of the candidates will also be shared with committee members. At that point, committees may initiate contact with the candidates, but are prohibited from doing so until they have received the *Applicant Flow Log*. Should there be an error with the supporting documents, the search committee may contact the candidate and ask them to send revised documents. The search committee should take caution and only talk to the candidates about the missing information and avoid any conversation that would take the form of an interview no matter how informal. Once the applications are received, all members of the search committee will individually review each one. (Minimum qualifications for each academic rank are listed in Section XI.8.c.3). The search committee will not at any time have direct knowledge of the race, gender, age, or disability status of any candidate. The search committee will then meet to discuss all applications. During this meeting, the search committee, by consensus if possible, will divide the applications into three categories as noted on the *Applicant Flow Log*: (1) initial non-selection (definite rejections), (2) additional consideration but not selected (possible interviews), and (3) selected for preliminary interview (telephone or virtual interviews).

In the event that the search committee would like to review applications received after the priority review **date**, documentation must be provided via email to the coordinator of faculty recruitment and administrative services to include approval from the dean, and applications received after the initial review date will be released to the committee. The same procedures listed above apply to the applications received after the review date.

b) Selecting Persons for a Preliminary Interview

If the number of preliminary interviews is at least three, then those candidates are to be interviewed. If the number of preliminary interviews is less than three, the search committee will reevaluate the persons in the possible interviews category. If the committee is still unable to select three candidates for a preliminary interview, they may receive approval to proceed from the coordinator for faculty recruitment and administrative services and documentation will be saved in the search file. Once the search committee is in agreement with the selections for each category, the search committee chair will email the appropriate dean with the names of the candidates to be interviewed; the dean may recommend other candidates for consideration. The search chair will also update the Candidate status in PeopleAdmin by selecting them for “Preliminary Interview Approval” in the system. Once the dean has approved the selections, the appropriate column for each candidate will then be marked on the Applicant Flow Log, and the persons who were chosen may be contacted for a preliminary interview. All preliminary interviews should use the same channel for communication. The search committee will then conduct the interviews, using the guidelines provided by the coordinator of faculty recruitment and administrative services. Committees are required to use a standardized set of interview question, to be supplemented as appropriate with individualized additional questions.

c) Exceptions to the Preliminary Interviews

With proper authorization from the dean and coordinator of faculty recruitment and administrative services, the search committee may forgo the preliminary interviews. Express prior approval of the coordinator of faculty recruitment and administrative services is required via email

with justification for the change in process. The approval will be retained in the electronic and paper search files.

d) Selecting Persons for a Campus Interview

Once the search committee has conducted all preliminary interviews, the committee will rank the candidates for campus interviews and prepare a memo that lists the ranked candidates, along with the rationale for each ranking. The search committee chair will send the memo to the appropriate dean and the coordinator of faculty recruitment and administrative services. The search committee chair will also move forward the selected candidates to a “Campus Interview Approval” status in PeopleAdmin. The search committee chair will discuss the rankings with the dean, and then the dean will notify the search committee chair and the coordinator of faculty recruitment and administrative services once the candidates for campus visits are approved. The search committee chair or designee is responsible for coordinating travel plans for the candidates, and should have the prior approval forms signed, and after receiving the signed priors finalize the arrangements. The chair will prepare a campus visit itinerary that is consistent for all candidates. Typical interviews will include a meeting with the search committee, and the dean, an open teaching demonstration; and an open scholarly presentation (optional for restricted positions). The dean may grant exceptions to the prescribed itinerary. The itineraries will be forwarded to the appropriate dean, and the coordinator of faculty recruitment and administrative services. The search committee chair will forward a copy of the signed and completed Applicant Flow Log, interview questions with responses, interview itineraries, memos, and any other relevant recruitment documents to the coordinator of faculty recruitment and administrative services. The Applicant Flow Log should note the following when applicable: (1) dean/provost did not approve the candidate for interview; (2) candidate declined the interview offer; (3) candidate withdrew application. The search committee chair will also update PeopleAdmin to show the appropriate workflow state disposition for each candidate, so as to match the Applicant Flow Log documentation.

4) Campus Interviews

The search committee will then conduct the interviews, using the guidelines provided by the coordinator of faculty recruitment and administrative services. Committees are required to use a standardized set of interview questions, to be supplemented as appropriate with individualized additional questions. After conducting the interviews, the search committee chair will forward a hiring recommendation to the dean, provost, and coordinator of faculty recruitment and administrative services in the form of a memo that ranks the candidates and provides reasons for the rankings. The search committee chair will also update the applicant(s) in PeopleAdmin to the workflow status of “Recommend for Hire.” Selected applicants can be tiered as 1st choice, 2nd choice, etc. if multiple candidates are being recommended for employment. The coordinator of faculty recruitment and administrative services will initiate the Hiring Proposal within People Admin for the 1st choice candidate, and ensure it receives approvals from all necessary individuals before alerting the dean that they may move forward with extending the offer of employment.

5) Offer and Appointment Phase

a) Extending the Offer

The dean of the respective college will extend the offer for employment. Once the candidate accepts, the dean will notify the coordinator of faculty recruitment and administrative services, provost, **assistant provost for administration and finance**, and provosts’ executive assistant via email. It will be the responsibility of the coordinator of faculty recruitment and administrative services to update PeopleAdmin based on the candidate’s final decision to accept or decline the offer. The coordinator of faculty recruitment and administrative services will be responsible for sending the non-selected candidates an automated email via PeopleAdmin informing them that the position has been filled once a signed contract is received back from the selected candidate.

- b) Appointment as a Faculty Member
The successful candidate will be offered an appointment contract. The Board of Visitors has delegated to the president the authority to act on its behalf, as the final authority on the appointment of full-time, salaried members of the teaching/research faculty of the University, regardless of type of appointment status. All actions taken under this authority shall be reported to the board of visitors.
- c) Background Checks
All appointments are contingent upon the completion of a satisfactory background check to be conducted by the University upon receipt of the candidate's authorization as outlined in the Christopher Newport University Criminal History Background Check Policy. Verification of a successful background check must be completed prior to the start of employment.
- d. Procedures for the Multi-Year Contracts: Instructor, Senior Instructor, Master Instructor, Lecturer, Senior Lecturer and Master Lecturer Rank
 - 1) Eligibility: Faculty members employed on yearly, restricted-status contracts may initiate an administrative review for an initial three-year or five-year restricted-status contract or a renewal of a three-year or five-year restricted-status contract under these conditions.
 - a) The faculty member holds the rank of instructor, **senior instructor, master instructor**, lecturer, senior lecturer or master lecturer.
 - b) Instructor: The rank of instructor is an initial appointment, typically for a fixed term of one year, which may be renewed at the sole discretion of the University. In the third consecutive year of annual appointments, an instructor may apply for a fixed term contract of three years. Evaluation for a three-year contract is based primarily on teaching; a willingness to accept service roles will also be weighed.
 - c) **Senior Instructor: The rank of senior instructor is awarded to a faculty member who has rendered no less than seven years of service to the University, and has demonstrated excellence in teaching and service, while maintaining a relevant basis of scholarly proficiency in their field. A faculty member holding the rank of instructor may apply for the rank of senior instructor and a fixed term contract of five years during the first year of their second three-year contract under the rank of instructor.**
 - d) **Master Instructor: The rank of master instructor is awarded to a faculty member who has rendered no less than fourteen years, of service to the University, and has demonstrated continued excellence in teaching and service, while maintaining a relevant basis for scholarly proficiency in the field. A faculty member holding the rank of senior instructor may apply for the rank of master instructor and a fixed term contract of five years no sooner than the first year of their second five-year contract under the rank of senior instructor.**
 - e) Lecturer: The rank of lecturer is an initial appointment, typically to a fixed term contract of one year, which may be renewed at the sole discretion of the University. In the third consecutive year of annual appointments, a lecturer may apply for a fixed term contract of three years. Evaluation for a three-year contract is based primarily on teaching; a willingness to accept service roles will also be weighed.
 - f) Senior lecturer: The rank of senior lecturer is awarded to a faculty member who has rendered no less than seven years of service to the University, and has demonstrated excellence in teaching and service, while maintaining a relevant basis of scholarly proficiency in their field. A faculty member holding the rank of lecturer may apply for the rank of senior lecturer and a fixed term contract of five years during the first year of their second three-year contract under the rank of lecturer.
 - g) Master lecturer: The rank of master lecturer is awarded to a faculty member who has rendered no less than fourteen years of service to the University, and has demonstrated continued excellence in teaching and service, while maintaining a relevant basis for scholarly proficiency in their field. A faculty member holding the rank of senior lecturer may apply for the rank of master lecturer and a

fixed term contract of five years no sooner than the first year of their second five-year contract under the rank of senior lecturer.

- h) It is anticipated that the four consecutive semesters will have just been completed, but they must have been completed within the last three years—allowing room for a return upon a one-year hiatus of employment service.
 - i) Up to one semester of this consecutive term for FMLA leave is allowable, but the faculty member's dossier must demonstrate a commensurate degree of excellence and promise.
- 2) Initiation
- a) The faculty member initiates the request for the administrative review in an application letter of about one page addressed to the chair and dean, copying the dean of graduate studies (when applicable) and the vice provost.
 - b) The administrative review assumes two major parts: one for instructional need, and one for performance evaluation.
- 3) Review One: Instructional Need
- a) Upon receiving the memo, the dean and chair will consult to determine whether each supports the review to continue.
 - (1) When the faculty member teaches at least 50% of his or her time in the teacher preparation or graduate program, the dean of graduate studies will participate in this consultation of chair and dean.
 - b) This decision rests on three primary criteria:
 - (1) There exists clear need for the disciplinary expertise of the faculty member so that the department can fulfill its obligations to its major(s) and/or to the broader curricula of the college and university.
 - (2) A multi-year contract serves the goals of staff-planning for the department and college.
 - (3) The chair, dean, and provost will stagger the number and terms of the multi-year contracts to ensure the flexibility the University needs.
 - c) While years of service and hence institutional loyalty are important considerations, the needs of the curriculum are paramount. The continuation of the multi-year contract plan will depend upon adherence to this principle. In no instance should needed curricular changes be deferred to recognize years of service.
 - d) The dean will notify the faculty member (copying the vice provost) of the result of this consultation. If the decision is negative, the review process stops for the current academic year. With continuing employment, the faculty member is eligible to renew the application each successive fall term.
 - e) The decision not to continue with the review does NOT have inherent implication for the short-term or long-term value of the faculty member.
- 4) Review Two: Performance
- a) When the dean and the chair consultation yield a positive result, the faculty performance evaluation process begins.
 - b) The dean specifies the materials necessary for a DRC review.
 - (1) These materials normally include:
 - (a) the application letter;
 - (b) a current *curriculum vitae*;
 - (c) all EVAL-6 and EVAL-AR forms (including IDEAs) extending to a six-year limit. Data collected for assessment purposes cannot be used for faculty review.
 - (d) any optional documents, such as publications.
 - c) The department chair convenes a DRC, whose membership and chair are approved by the dean. The DRC chair may or may not be the department chair but must be a member of the department. The

DRC membership consists of three to five members, all of whom have served the University continuously for six years. The DRC shall consist of:

- (1) at least two faculty members in the department, one of whom is the DRC chair; and
 - (2) at least one faculty member from outside the department and within the college; and
 - (3) a maximum of two faculty members from outside the department.
 - (4) When the faculty member teaches at least 50% of his or her time for the teacher preparation or graduate program, the dean of Graduate Studies nominates a member of the Graduate Council to serve on the DRC (either as a regular member or an additional one).
 - (5) When this composition is not possible, the vice provost is consulted for resolving the problem.
- d) Typically, the DRC will be able to consider the qualifications of the candidate in a single meeting, assuming the review materials are reviewed prior to the discussion.
- (1) The DRC members vote on whether to recommend a multi-year contract and, when applicable, promotion to a higher **instructor or** lecturer rank based upon performance.
 - (a) The primary criterion for a positive review is demonstrated excellence in teaching; however, a willingness to accept service roles and evidence of the ability to maintain one's disciplinary expertise should also be weighed.
 - (b) The DRC chair records the vote and includes it with its recommendation to the dean, copying the department chair (if different) and the vice provost.
 - e) The recommendation, plus the candidate's review materials, are provided to the dean.
 - f) The dean forwards the review materials, the DRC recommendation, and his or her own recommendation to the provost.
- 5) Provost Decision
- a) The provost completes the review process by writing a memo to the candidate, copying the vice provost, dean, and department chair, about his or her intention to offer or not offer the multi-year contract when reappointment letters are provided to faculty.
While this process is expected to guide the provost's decisions, he or she retains discretion and authority in faculty contracts, and must factor in the University's budgetary planning, which is in motion at this time.
- 6) Renewal of multi-year contract.
- a) The faculty member may apply for a renewal of the multi-year contract in the designated semester as spelled out in Section 2.d.1 above.
 - b) A candidate requests the renewal of a multi-year contract by writing a memo (of no more than 5 pages) justifying the request based on the prior two- or four-years' work. The candidate should send the memo to the department chair and dean, copying the vice provost.
 - c) The department chair and dean will review the candidate's performance and consult about the staffing needs of the department.
 - d) The dean will notify the candidate of his/her decision on the multi-year contract. Decisions not to renew the multi-year contract may be appealed to the provost.
- 7) Deadlines
- a) By the end of January, the provost publishes the EVAL-1 CALENDAR of deadlines for each step of this process, which is available on the provost's website. The provost establishes the evaluation schedule in consultation with the Faculty Senate by the end of the last week of classes of the Fall semester.
- e. Procedures for Conversion from Restricted to Tenure-Stream
- Under most circumstances, the University will conduct a national search for a probationary position and thus, conversion is not a routine or expected outcome of a restricted appointment.

- 1) Eligibility
 - a) Conversion applications will be considered only after the candidate has completed one full year as a restricted-contract faculty member.
 - b) The candidate must have acquired her/his current restricted position at CNU through a national search, as determined by the director of faculty recruitment.
- 2) Initiation
 - a) The conversion candidate initiates the process by making a written request, in an application letter of about one page addressed to her or his department chair, dean, and provost.
- 3) Review One: Instructional Need
 - a) Upon receiving the request, the department chair, dean, and provost will consult to determine whether each supports the review to continue.
 - b) The decision rests on these criteria:
 - (1) the department's curriculum justifies an additional tenure-track position;
 - (2) the department can manage the reduced course load of a tenure-track position; and
 - (3) one would reasonably predict a national search not to be effective in securing a more competent candidate than the incumbent.
 - c) The dean will communicate the result of this consultation to the department chair and faculty member, copying the vice provost. If the decision is negative, the review process stops for the current academic year. With continuing employment, the faculty member is eligible to renew the application each successive fall term.
 - d) The decision not to continue with the review does NOT have inherent implication for the short-term or long-term value of faculty member.
- 4) Review Two: Performance
 - a) When the dean, chair, and provost consultation yield a positive result, the faculty performance evaluation process begins.
 - b) The department chair convenes a DRC consisting of at least 3 tenured faculty members in the department, plus one tenured faculty member in the college but outside of the department, and communicates DRC membership to the dean, copying the vice provost.
 - c) The DRC creates a job description using the same format employed for national search advertisements, in order to structure future probationary reviews and, upon approval from the dean, shares it with the candidate.
- 5) The candidate provides the DRC with a cover letter describing his or her qualifications for the position; an updated *curriculum vitae*; all previous EVAL-6 and EVAL-AR forms (including IDEAs), extending to a six-year limit; and optional supporting documents such as publications. After reviewing these documents, the committee may interview the candidate. The DRC then determines the extent to which the qualifications of the incumbent candidate meet the needs of the University and department and whether a successful tenure application is a reasonable prediction.
- 6) The DRC submits a report to the dean and provost that is similar in format to a hiring recommendation. The DRC may recommend one of the following three decisions: (1) conversion of the candidate to probationary status; (2) initiation of a national search for a probationary position, for which the candidate is welcome to apply; or (3) continuation of the candidate on a restricted contract. Supporting evidence for the committee's recommendation should be provided.
- 7) The provost notifies the candidate and department chair of the final decision.

- 8) The conversion will be effective no sooner than the conclusion of the second consecutive year of teaching. Normally, a restricted-contract candidate converted into a probationary position will begin the tenure track review process without years credited toward the tenure clock.
- 9) By the end of January, the provost publishes the EVAL-1 CALENDAR of deadlines for each step of this process, which is available on the provost's website. The provost establishes the evaluation schedule in consultation with the Faculty Senate by the end of the last week of classes of the Fall Semester.

3. Regulatory Responsibilities and Privileges of Academic Rank

a. Responsibilities

- 1) Each faculty member is expected to meet the requirements of rank. (Minimum qualifications for each academic rank are listed in Section XIII.8.c.3).
- 2) While the major responsibility of each faculty member is teaching, and while it is expected that those faculty members who serve at the rank of instructor, **senior instructor**, **master instructor**, lecturer, senior lecturer, master lecturer, and assistant professor will regard teaching as their overriding primary responsibility, promotion to the ranks of associate professor, professor, and distinguished professor, requires not only sustained excellence in teaching, but also increased involvement in the faculty member's academic discipline, department, college/school, the University, and the community, as outlined in the relevant Department EVAL-4 and University EVAL-4. It is the responsibility of each faculty member to demonstrate continued evidence of carrying out the expectations of the faculty member's rank.

b. Privileges

1) Released Time (*Also see Workload and Faculty Workload*)

Each academic year, the provost will stipulate the amount of release time available for activities such as research, teaching innovation, service, and program direction. Released time for all academic ranks is dependent upon the availability of funding.

Any faculty member (graduate or undergraduate) who has a proposal which advances the University's mission may request release time by submitting a proposal, in consultation with the department chair, to the appropriate academic dean. The dean will forward ranked recommendations to the provost.

- 2) Sabbatical Leave: The academic reputation of a university is directly correlated to the prestige of its faculty. Maintaining and increasing excellence in teaching and scholarship require faculty to continuously create, acquire, and disseminate cutting-edge knowledge. Sabbaticals are an essential means by which faculty can pursue opportunities that facilitate intellectual advancement, and the university has an obligation to support faculty in these endeavors.

a) Definition

A sabbatical is paid time exempt from normal workload assignments that supports full-time engagement in professional development activities. Faculty are not obliged to undertake any teaching or service activities at Christopher Newport University while on sabbatical leave, so that they may devote their full attention to professional development.

b) Terms of Sabbatical Leave

All faculty members who have been awarded sabbatical leave must include a report detailing progress on the goals articulated in the statement of purpose with the annual review materials submitted for the academic year in which the leave was taken. The chair and dean must address that report in their comments on the relevant EVAL-AR.

A recipient of sabbatical leave is expected to return to the service of the University for at least one full academic year after the leave is completed. Failure to meet the requirement may, at the discretion of the University, result in the recipient being required to repay all or part of salary, fringe benefits, and other costs borne by the University in support of the leave.

Any publication or exhibition resulting from activity assisted by sabbatical leave shall carry the following acknowledgment: "This work was supported by a grant from Christopher Newport University, Newport News, Virginia."

c) Scheduled Sabbaticals

(1) Eligibility

Tenured faculty who hold research-emphasis status are eligible for scheduled sabbaticals to support research and creative activity. The initial sabbatical will occur no sooner than the eighth year of service to the University (faculty apply in the seventh year), with subsequent sabbaticals to occur every seventh year thereafter, subject to funding availability. Faculty should have held research-emphasis status for a minimum of six consecutive years prior to the initial year of sabbatical. The Dean, upon consultation with the Provost and department chair, may authorize exceptions should unique circumstances arise.

(2) Deferrals, Declinations, and Other Exceptions

All faculty may request to defer a scheduled sabbatical by up to one academic year under extenuating circumstances, such as FMLA, parental leave, or unique circumstances related to the research project.

Department chairs and university program directors (e.g., MAT, CET, Honors, etc.) who hold research-emphasis status may request to defer a scheduled sabbatical until the academic year after they step down from office, even if doing so will extend the deferral past one academic year.

Department chairs and university program directors (e.g., MAT, CET, Honors, etc.) who hold teaching-emphasis status are entitled to an automatic sabbatical after six consecutive years of service in those roles, with the sabbatical to be taken in the seventh year. If they remain in office for seven or more years, they may request to defer the sabbatical until the academic year after they step down from office, even if doing so will extend the deferral past one academic year.

The next sabbatical will occur in the seventh year of service after the year of the deferred or declined sabbatical. Faculty are strongly encouraged to time fellowships, external grants, and other such activities, so that they coincide with their scheduled sabbaticals. Refer to the *Handbook* section on Grants, Contracts, and Fellowships for the procedure on applying for grants and fellowships.

Faculty may decline a scheduled sabbatical, with the next sabbatical to occur in the seventh year of service after the year of the declined sabbatical.

Leaves of absence do not count toward years of service without express written permission from the Provost.

(3) Early Sabbaticals

Under special circumstances scheduled sabbaticals may be awarded earlier than scheduled. Such circumstances may include but not limited to the timing of grants and fellowships. The

original schedule for the faculty sabbaticals will not change with the award of an early sabbatical. The dean in consultation with the provost office may approve early sabbaticals.

(4) Salary and benefits

For each scheduled sabbatical leave, faculty may choose to take either one semester with full pay and benefits or one full academic year (**12-month contract period**) with 70% pay and benefits. **Per Virginia Retirement System (VRS) rules, retirement calculations will be based on the percentage of pay received during the sabbatical for the academic year.**

Faculty may not accept other employment during the period of the scheduled sabbatical without obtaining express written permission from the Provost first.

(5) Process

Faculty must complete the sabbatical application through electronic workflow in the academic year immediately preceding the academic year in which the leave will occur. At a minimum, the sabbatical leave section will require faculty to indicate whether they choose to take, defer, or decline the sabbatical, and specify the requested timing and length of the sabbatical. Faculty who opt to take the scheduled sabbatical will write a statement of purpose that articulates the professional development goals to be achieved during the sabbatical and provide information about any external funding that will support the sabbatical.

The chair and dean will **review the proposal for quality, and, as appropriate, approve** the sabbatical leave information as part of the annual review process. Chairs will integrate the sabbatical leave into the department's course schedule for the next academic year. **Faculty taking one semester of leave must take leave in their lowest teaching-load semester inclusive of any course releases.** Provosts and Deans will appoint interim chairs and directors as needed.

Should a dean or chair not recommend a sabbatical, they must articulate their reasoning, provide feedback to the affected faculty member, and offer an opportunity for the faculty member to revise their submission to address the concerns raised by the dean and/chair. Should the revision not be successful, the faculty member will be given the opportunity to apply again off schedule in a subsequent semester or academic year.

In the event that the scheduled sabbatical program cannot be fully funded in any given year, the schedule will be extended to eight or more years. Faculty scheduled for the initial sabbatical will receive first priority, and faculty with seniority will receive second priority. When full funding is restored, chairs and deans will revise the schedule with these priorities and department needs in mind.

d) Unscheduled Sabbaticals

Unscheduled sabbaticals to support research, creative activity, and teaching enhancement may be awarded to Senior and Master Lecturers and teaching-emphasis tenured faculty through a competitive application process, under the conditions provided below. A rubric for evaluating applications is available on the Provost's website.

Senior and Master Lecturers are eligible to apply in their seventh year of academic service if no prior educational leave had been taken. If prior educational leave had been taken, faculty become eligible to apply in the sixth academic year after the year in which the previous leave was taken. In all cases at the time of application, the faculty member must have a minimum of two years remaining on the multi-year contract, the first to support the sabbatical and the second to

accommodate one academic year of service after the sabbatical. **Senior and Master Lecturers who are applying for a multi-year contract renewal are eligible to apply for an unscheduled sabbatical. If approved, their sabbatical is contingent upon successful renewal of their contract.** If an unscheduled sabbatical is awarded, the next application may occur no sooner than the sixth academic year after the year in which the previous leave was taken. The Dean, upon consultation with the Provost and department chair, may authorize exceptions should unique circumstances arise.

Teaching emphasis tenured faculty become eligible to apply for unscheduled sabbaticals in the seventh academic year of service, if no prior educational leave had been taken. If prior educational leave had been taken, faculty become eligible to apply in the sixth academic year after the year in which the previous leave was taken.

To apply, faculty must complete a sabbatical leave application through electronic workflow in the academic year immediately preceding the academic year in which the leave will occur. At a minimum, the sabbatical leave section will require faculty to indicate the requested timing and length of the sabbatical; provide information about any external funding that will support the sabbatical; and write a statement of purpose that articulates the professional development goals to be achieved during the sabbatical.

The chair will provide a recommendation through the electronic workflow review process. If the applicant is the chair, the immediate past chair or, if that chair is unavailable, a faculty member appointed by the Dean will write the recommendation.

The dean will serve as the final level of review and communicate the outcome to the faculty member.

Deans will appoint interim chairs and program directors as needed.

For each unscheduled sabbatical leave, faculty may choose to take either one semester with full pay and benefits or one full academic year (**12-month contract period**) with 70% pay and benefits. **Per VRS rules, retirement calculations will be based on the percentage of pay received during the unscheduled sabbatical for the academic year.** The Provost Office will determine the number of unscheduled sabbaticals that are available based on the annual Academic Affairs budget.

Faculty may not accept other employment during the period of the scheduled sabbatical without obtaining express written permission from the Provost and/or the dean.

3) Leaves of Absence for Other Than Educational Purpose

Leaves of absence without pay may be granted to a faculty member for other than educational purposes. Such leaves unrelated to teaching responsibilities may not count for purposes of promotion or tenure. Leaves of absence of this type must be approved by the provost and human resources, and all terms and conditions of the leave must be stated in writing in advance of the leave.

4) Part-time Status of Regular Faculty

From time to time, for reasons of health or leave of absence, regular faculty members may wish to change their full-time workload to part-time status. A number of State personnel guidelines apply to such changes, and faculty members contemplating a change of status should discuss their plans with the appropriate academic dean and the director of human resource operations. Changes in status, including

all terms and conditions of reduced status, must be approved by the provost and human resources in advance of the change.

5) Information on Faculty Development Grants

The objectives of the faculty development program are to improve instructional effectiveness and promote the professional development of faculty members.

a) Faculty members may apply for faculty development grants (one year in length).

b) Development Categories

(1) Professional Development

Activities to be supported in this category are those designed to expand the academic expertise of full-time faculty. This category includes such activities as: research and/or creative activity, preparation of a product of this research and/or creative activity, the presentation of this research and/or creative activity, writing, delivering academic papers, additional training, retraining to serve the University in a new area, supplemental funds for academic activities, and support of course reductions from the University to allow for research and/or creative activity time.

(2) Instructional Development

Activities to be supported in this category are those designed to increase teaching effectiveness and improve course content. This category includes such activities as innovations in pedagogy, application of Information Technology to course content, and activities directed at improving course content.

(3) Dissertation Grants

Grants may be awarded to help offset the expenses incurred in preparing doctoral dissertations.

c) Grant Priorities

Grants will be considered first taking into account the following priorities:

- (1) professional development;
- (2) instructional development; and
- (3) dissertation grants.

d) Guidelines for Levels of Support

- (1) The level of support for faculty development grants will be determined by:
 - (a) the financial sources allocated to this activity for the relevant budget period; and
 - (b) the substance of the application.

e) Procedures

- (1) The Faculty Senate is responsible for initial university-wide review of faculty development grants. The associate provost for research and dean of graduate studies will supply the Faculty Senate with a list of faculty who are not eligible for grants due to non-compliance with (6) below.
- (2) Applications for grant support are made via the designated electronic workflow.
- (3) Normally, the Faculty Senate will schedule fall and spring application periods.
- (4) The faculty member submits the application to the department chair, who will complete the appropriate section and forward the application package electronically to the college dean. The college dean will complete the appropriate section and forward the application package electronically to the Faculty Senate. The Faculty Senate will review all application materials, prepare funding recommendations, and forward all submitted application materials electronically to the associate provost for research and dean of graduate studies who reviews

the recommendations and ranks them for the provost's final approval. The Provost has the final discretionary authority over the disposition of applications and award amounts.

- (5) Dissertation grant awards may be subject to further requirements.
- (6) Each recipient of a Faculty Development Grant is required to submit a written report on the progress of the project or research within 30 days of the grant period to the associate provost for research and dean of graduate studies with copies to the academic department chair, the appropriate college/school dean, the provost and the Faculty Senate president. Future grant applications will not be considered from faculty members who fail to file a report regarding a previous grant. Any extensions beyond the grant period must be approved by the associate provost for research and dean of graduate studies.

6) Other Support

Traveling to Potential Sponsors (Deadlines: submit at any time) Meeting sponsors face to face can provide valuable insights into the goals, focus and interpretation of program announcements for potential Principal Investigators. CNU recognizes the importance of these meetings and will provide travel assistance to potential Principal Investigators. Working with the Office of Sponsored Programs, faculty may request funding to meet with a program officer once a relationship has been defined. There are limited funds available for this opportunity.

7) Retraining of Faculty

a) Rationale

During a period in which the University must undergo curricular change to meet student needs within the context of limited resources, a plan must be implemented by which personnel, as well as material resources, may be reallocated. This reallocation must be affected in an academically sound and efficient manner and should take cognizance of the unique relationship which exists in higher education between a tenured faculty member and an institution.

b) Overall Objective of Retraining

Retraining utilizes the services of full-time faculty members to the best advantage of the students, institution, and the individual.

c) Specific Objectives

- (1) To prepare a faculty member to teach a course(s) in another academic department when the faculty member's own department is overstaffed and the latter department is understaffed.
- (2) To prepare a faculty member to make a permanent change to another department, part-time or full-time.
- (3) To prepare a faculty member to assume an administrative faculty position within University.

d) Guidelines

- (1) Retraining is implemented only when one academic department is overstaffed with tenured faculty, or when another academic department is understaffed, or both.
- (2) The concept of retraining encompasses activities ranging from a relatively informal process to an academic degree program.
- (3) Academic integrity is of overriding importance.
- (4) The expertise of the retrained faculty member must be appropriate to the new duties to be assumed as determined by the academic dean; or, in the case of inter-college/school retraining, by the provost; or in the case of retraining for administrative faculty duties, by the appropriate vice president, chief of staff or president.
- (5) During the decision-making process relative to retraining, the participation of the following constituencies is to be solicited:
 - (a) the faculty member;

- (b) the department whose member is a candidate for retraining, the overstaffed department;
 - (c) the department, either academic or administrative, which will utilize services of the retrainee, the receiving department;
 - (d) appropriate dean(s); and
 - (e) appropriate vice president(s) provost or chief of staff.
 - e) Retraining begins only after a "retraining statement" has been approved by the appropriate vice president(s) after consultation with all concerned parties. This statement stipulates the following:
 - (1) person to be retrained, present affiliation, reason for retraining;
 - (2) specific competencies and level of skill attainment to be reached, particularly when an applied skill, as well as knowledge, is involved;
 - (3) specific retraining tasks to be performed include formal courses, degrees to be earned, informal learning, apprenticeships;
 - (4) a time schedule;
 - (5) location(s) of the retraining;
 - (6) compensation mode for the retraining process; i.e., payment of tuition, textbooks, relevant fees, services, or retainers;
 - (7) the financial obligation of the retrainee to CNU;
 - (8) released time and/or compensation to the retrainee during the period of the retraining; (In turn, the statement specifies the obligation of the receiving department, subject to the retrainee's completion of the required retraining.)
 - (9) the general duties for which the retrainee will be responsible in post-retraining assignment; and;
 - (10) the status of the retrainee in the receiving department upon completion of the requirements of their training will be specified, i.e., joint appointment, full-time, or less than full-time appointment.
 - f) Documentation
To ensure academic integrity or professional qualification, the retrainee is responsible for documenting formal retraining and expertise to the satisfaction of the appropriate vice president or provost.
4. Academic Freedom
Since a vital role of a college or university is to examine intelligently and carefully ideologies and institutions, it is essential that faculty members be able to express their views without fear of unlawful censorship or penalty. This statement is embodied in the Board Policy on Academic Freedom and Responsibility.
5. Faculty Workload Responsibilities
- a. General Requirements
The workload of full-time instructional faculty requires teaching, an ongoing program of professional development, student advising, and service to the department, college, university and professional and civic communities. The full-time teaching load for probationary and tenured faculty may consist of twelve (12) lecture hours or the equivalent per week in either the fall or spring term, and nine (9) lecture hours or the equivalent per week in the remaining semester, for a total of twenty-one (21) lecture hours per academic year. For restricted faculty, the full-time teaching load may consist of twelve (12) lecture hours or the equivalent per week, for a total of twenty-four (24) lecture hours per academic year. Teaching loads may be adjusted, however, when circumstances warrant including during the retirement year.
 - b. Specific Requirements
In the fulfillment of their duties faculty members must participate in a number of activities:
 - 1) Meeting of Classes

- a) Each faculty member's teaching assignment is determined by the academic dean upon the recommendation of the appropriate department chair(s).
 - b) Faculty members are required to meet their assigned classes at the times and places designated by the academic dean. Changes in established schedules must be approved by the department chair and the appropriate academic dean. If an emergency should prevent a member of the faculty from teaching a class, the faculty member must notify, at the earliest possible time, the department chair or the appropriate academic dean and must make every effort to arrange for a colleague to meet the class. In the case of a prolonged illness, the department chair is responsible for preserving the continuity of the class. Temporary adjustments may be made by the instructor with the knowledge and agreement of the class, so long as the department chair is informed.
- 2) Program Accessibility for Qualified Disabled Students
Program accessibility for qualified disabled students is described herein, the *University Handbook*, the *Student Handbook*, and on the CNU website. The *Student Handbook* is available through the Office of Student Life.
- 3) Residence During the Academic Calendar
The provost sets the date which faculty report to campus in late summer. The regular academic year concludes with spring commencement. Faculty members are in residence during the academic calendar of orientation, registration, classes, and examinations. They are, therefore, to be available to students and colleagues during this period.
- The beginning and end of each semester are especially critical times when student advising, registration, grade reporting, and decisions on academic or degree status may necessitate the ready availability of a faculty member. Requests for absences from required activities are made to the provost.
- 4) Office Hours
It is required that each member of the faculty be regularly available to students for consultation during the academic calendar of registration, classes, and examinations. As a convenience to students and colleagues, specific office hours will be posted by each faculty member on the door of the office. A copy of these office hours must be submitted each semester prior to the first day of classes to the department chair and the dean of the appropriate college/school.
- 5) Submission of Grades: Third-Week, Mid-Term and Final Grades
All grades must be submitted by the deadlines established by the Provost and communicated by the Office of the Registrar. Third-Week grades must be submitted for all students with a freshman class standing as well as students who are new first-time freshmen as indicated on the class roster. Mid-term grades must be submitted for all students with a freshman class standing as well as students who are new first-time freshmen as indicated on the class roster in all classes. Mid-term grades must be submitted for all other students who have a course grade of *D+* or below at the time of submission. Final grades must be submitted for all students.
- 6) Student Ratings of Instruction
Faculty members are required to administer the *Student Ratings of Instruction* instrument to class sections, and according to procedures, as specified by the provost.

7) Overload Teaching

- a) Overload teaching is a means of meeting student needs, serving the professional development of faculty, and supplementing faculty salaries. As such it is an important element in the academic scheduling and program development at Christopher Newport University. The possibility of some negative results from excessive hours of teaching must, however, be carefully guarded against. Teaching "burn-out" and inability because of lack of time or energy to meet daily responsibilities such as office hours and committee work are only the most obvious potential problems.
- b) The following policy guidelines will be observed by the academic deans in approving requests for approval of overload teaching.
 - (1) No instructional faculty member will be assigned more than four lecture hour equivalents (LHE) of overload courses per semester at Christopher Newport University.
 - (2) In addition, one course per academic year at another institution may be approved if the kind of teaching opportunity is not available at CNU (e.g., doctoral level courses, distinctive subject areas), or meets a need for a subject matter expert at that institution and is viewed by the dean of the college/school as being in the University's best interest to provide the instructor. This kind of possibility must be demonstrated to be a means of professional development. The chair of the department in which the faculty member is a member will also submit a report of the impact of such an overload on the department and on the individual faculty member.
 - (3) In no case shall overload teaching be considered to relieve a faculty member of involvement in areas other than teaching. Professional development in one's discipline, departmental and University responsibilities, and community service remain important in the evaluation process.
 - (4) In semesters when a full-time, salaried member of the instructional faculty has a regular-load teaching assignment of fewer than 12 LHEs (i.e., a teaching assignment of fewer than 12 LHEs under the faculty member's contract of salaried employment), overload teaching for additional compensation for that faculty member is prohibited. Exceptions may be granted only by the provost and only when they serve pressing University needs.
 - (5) Faculty members may teach an approved one-credit-hour study abroad course during spring break, supplemental to their normal spring semester teaching load, subject to the four-credit hour equivalent in item 1.

8) Commencement Ceremonies

The University holds commencement ceremonies in the course of the academic year. Full-time faculty members are required to attend each of these ceremonies unless their absence has been authorized in advance by the provost. Academic regalia is prescribed for the occasion. The Office of the Provost assists the faculty with the purchase, loan, or rental of academic regalia.

c. Regulations Pertaining to Professional Activity

1) Consultation, Research, and Public Service Requiring University Facilities, Services, or Personnel

- a) Faculty members wishing to use University facilities, services, or personnel to provide consultation, conduct research or to sponsor public service conferences must have the approval of the appropriate dean.
- b) Participating faculty members have the right to publish and copyright the results of these studies. Reference to the University, including names of faculty members, for commercial advertising purposes is prohibited unless approved in advance by the dean; reference made in research publications is allowed.

2) Grants, Contracts, and Fellowships

a) Philosophy

Faculty members are encouraged to seek support for professional development, research or public service projects from sources outside the University; federal agencies; state and local governmental

agencies; nonprofit foundations and agencies; businesses and industries. The Office of Sponsored Programs assists faculty in these efforts and provides guidance in the preparation, submission, negotiation, and administration of proposals and awards.

b) Definitions

Grants are a type of financial assistance awarded to an organization for the conduct of research or other program as specified in an approved proposal. A grant, as opposed to a cooperative agreement, is used whenever the awarding office anticipates no substantial programmatic involvement with the recipient during the performance of the activities.

Contracts are a mechanism for procurement of a product or service with specific obligations for both sponsor and recipient.

Fellowships are a mechanism that provide faculty support for scholarship aligned with the focus of a sponsoring agency. Most Fellowships are distributed in one of two ways: (1) directly to the faculty member, or (2) to the institution for distribution. Regardless of how the funds are distributed, fellowships provide support for wages, travel, lodging, etc. Fellowships may be sought to augment a sabbatical or as an independent proposal.

c) Institutional Approval and Certification

All proposals for grants, contracts, or fellowships require institutional approval prior to submission to the sponsor. The Office of Sponsored Programs (OSP) assists with this process using the Electronic Proposal Summary Form (ePSF). The ePSF contains an abstract of the proposed project, budget, information regarding compliance, cost sharing, release time and Conflict of Interest. The Electronic Proposal Summary form is located at the bottom of the Sponsored Programs website page.

Faculty members may be released for externally sponsored activities otherwise approved by the University for up to 50% of their time as a normally acceptable limit. Faculty members desiring to be released from their regularly assigned university duties for over 50% of their total time for engagement in externally sponsored activities must specifically justify in writing the benefits of released time of over 50% on the ePSF.

Prior to completing the ePSF, faculty should obtain an OSP approved budget and complete the Proposal Certification. Both forms need to be uploaded into the ePSF in order to submit. Once completed and the submit button is clicked the following approvals will be obtained: 1) Faculty member/s; 2) OSP; 3) Chair/s; 4) Dean/s; 5) Associate Provost for Research; and if necessary 6) the Provost. These electronic approvals indicate the proposed project is feasible and can be carried out within the scope of the University's mission and the faculty member's responsibilities.

d) Responsibilities

The project director is responsible for any duplicating and postage required for delivery of proposals to the sponsor. Once the project is funded, the director is responsible for performing the proposed activity within the guidelines of the award, - including adhering the approved budget. The principal investigator is to meet with the Office of Sponsored Programs at the outset of the approved projects, for a Principal Investigator Orientation.

The Office of Sponsored Programs assists the principal investigator in the preparation of forms required by the Commonwealth of Virginia; the Business Office prepares reports of expenditures and requests for funds to the funding agency. The Office of Sponsored Programs will assist, to the best of its ability, with any Post-Award activity.

e) Fiscal Management

Grants and contracts awarded to the University are usually made on a cost reimbursement basis. Expenditures charged to grant accounts are disbursed from the Business Office. Any salary and accompanying fringe benefits to be paid from such awards are included in the grant or contract budget and must be paid through routine University procedures. With the exception of summer salary, grants may pay a percentage of a faculty member's academic-year salary, equivalent to the effort that is applied to the funded project. The principal investigator (PI) is assigned a Banner grant number for each award. It is the responsibility of the PI to fiscally administer their grant using CNU Live. Resources have been developed by OSP to aid faculty in tracking their award and provide these resources during the PI Orientation.

f) Indirect Cost Recovery, Fund 0303

- (1) Indirect cost Recovery Funds, Fund 0303, are generated by the University's collection of 70 percent of indirect costs for grants programmed under Program 110-04, Sponsored Research.
- (2) The State mandates 100 percent recovery of indirect costs for grants awarded to the University. Prior to the transfer of funds to Fund 0303, the State collects a 30 percent share of indirect costs, as support to Educational and General Services.
- (3) During the current biennium, institutions of higher education may retain 100 percent of the indirect cost recoveries related to research grants and contract levels in excess of actual recoveries in the second year of the previous biennium. This provision is included as an additional incentive for increasing externally funded research activities.
- (4) Revenues to Fund 0303 are allocated to the following expenditure budgets:
 - (a) Grant Administration (20 percent)
Funds are used to support the work of the Office of Sponsored Programs. Requests for expenditures from this category are initiated by the director of sponsored programs with fund availability certified in accordance with University procedures.
 - (b) Departmental Research (25 percent)
Funds are used to support departmentally sponsored research. Requests for expenditures from this category are initiated by the department chair. The department chair will verify availability of funds in Banner (16XXX) and forward a recommendation to the appropriate dean. The dean will approve or disapprove the request. The budget office will certify fund availability within the allocation percentages above.
 - (c) Faculty Development (30 percent)
Funds are used to support faculty research and development. The provost determines the allocation of monies included in this category. The majority of funds will be used to support research and scholarship in accordance with criteria established by the University. The provost will consult with the Budget Office to determine available budget allocation for this purpose. Fund availability will be certified prior to grant award.
 - (d) Administrative Overhead (15 percent)
The University's administrative offices are responsible for the receipting, disbursing, accounting and financial reporting for all University sponsored programs. Offices providing administrative support include, but are not limited to, the Comptroller's Office, Human Resources, Office of Planning and Budget, and the Office of Materiel Management. This allocation assists in defraying the costs to process Sponsored program related transactions and the audit of these funds, as required by CFR Title 2: Grants and

Agreements Part 200. All expenditures will be approved by the vice president for finance and planning or comptroller.

(e) Principal Investigator Research (10 percent)

Funds are used to support research and developmental-research activities of the principal investigator. Requests for expenditures from this category are initiated by the principal investigator with fund availability certified in accordance with University procedures.

(5) Budget Allocation Procedures

Unexpended budget balances within the percentage allocations reflected above shall carry forward at the end of each fiscal year. On July 1, of each year the revenue collected during the previous fiscal year will be allocated in accordance with established percentages and added to each carry forward balance. The comptroller will notify the budget director of the revenue allocation each fiscal year and the expenditure budgets will be adjusted accordingly. When the combined total of the beginning fund balances and revenues to Fund 0303 exceed the appropriated expenditure plan, a request for an additional appropriation and allotment will be processed through the Office of Planning and Budget.

g) Conflict of Interest Policy

Some federal agencies require grantees employing more than fifty persons to maintain an appropriate written and enforced policy on conflict of interest. The University's conflict of interest policy is the State and Local Government Conflict of Interest Act of the *Virginia Code*. Questions concerning this policy should be forwarded to the provost, who will refer them to the University counsel.

3) Research Involving Human Subjects

The University safeguards the rights and welfare of subjects at risk in research activities conducted through the University. Where research involving human subjects is to be supported by a grant or contract, the Institutional Review Board for the Protection of Human Subjects (IRB) reviews, approves, and certifies that research benefits clearly outweigh risks to subjects and legal risks to the University, that the rights and welfare of subjects are adequately protected, and that the proposed project is in full compliance with all applicable laws. In undertaking this process, the Review Board for the Protection of Human Subjects will consult with the University counsel regarding legal issues and potential liability to the University.

To submit a request for approval of research proposals, surveys, etc. please follow these described procedures:

- a) Follow submission procedures described on the IRB webpage; submission is electronic.
- b) Write a proposal that includes the following:
 - (1) Name of faculty member sponsoring the research.
 - (2) Name of department and departmental approval of research proposal.
- c) Proposal also should explicitly address the IRB principles:
 - (1) Respect for subjects.
 - (2) Protection of subjects from danger.
 - (3) Research has some beneficial prospect.
 - (4) Researcher is just and impartial.
- d) Proposal should also describe how the specific research proposal meets the 7 RBPHS requirements:
 - (1) Fair selection of subjects
 - (2) Informed consent
 - (3) Confidentiality & Anonymity
 - (4) No coercion or exploitation
 - (5) Protection from physical & mental stress

- (6) Project benefits
- (7) Post research debriefing

4) Research Involving Animal Subjects

The University safeguards the humane use and treatment of animal subjects in teaching and research activities conducted through the University. The Institutional Animal Care and Use Committee (IACUC) is charged with the specific responsibility of regulating the humane use and treatment of animals used in teaching and research by the University as mandated by the Animal Welfare Act (AWA, and its subsequent amendments) and other relevant federal, state, and local authorities. and other relevant authorities. Where research involving animal subjects is to be supported by a grant or contract, the IACUC reviews, approves, and certifies that the treatment of the animal subjects is in accordance with the mandates of the AWA.

To submit a request for approval of research proposals using animal subjects, please contact the IACUC chair or the associate provost.

5) Misconduct in Research

Christopher Newport University is committed to actions and policies that support the responsible conduct of research, that provide for prompt and fair investigations of alleged misconduct, and that appropriately protect the work and reputations of any faculty, staff, or students involved in such allegations or investigations. The policy for allegations of misconduct in research is located in the *Office of Sponsored Programs Handbook* located on the OSP website.

6. Administrative Leaves and Reduced Loads for Non-Academic Reasons

a. Extended Sick Leave with Full Pay and Benefits

- 1) Medical related extended sick leave will correspond with the Department of Labor Family and Medical Leave Act (FMLA), the Department of Human Resource Management (DHRM) policy 4.20, the Virginia Sickness and Disability Program (VSDP) policy 4.57 and the University Faculty Extended Sick Leave policy. Instructional faculty members with at least a year of service can be eligible for both extended sick leave and FMLA. The University, upon approval of the provost, may grant Extended Sick Leave with Pay and Benefits when this becomes necessary during the period covered by the faculty member's contract when eligibility criteria are met. Prior to approving such a request, the provost requires the instructional faculty member to submit medical records and/or a physical examination by a licensed, treating physician to Human Resources. The maximum period of such leave is the remainder of the current semester and one additional semester during a seven-year period. It is the policy of CNU, if a faculty member meets the criteria for Sick Leave with Full Pay and Benefits and for FMLA leave, these leave types will be applied concurrently. Please note, FMLA leave will not exceed 12 weeks. FMLA for faculty is established as a rolling academic year from the start of the leave once approved by Human Resources after reviewing the physician FMLA certification. When a faculty member initiates a FMLA claim for extended sick leave with pay and benefits, they must contact the Human Resources Office for additional information on benefit provisions whether the leave is with or without pay.

NOTE: When possible, the faculty member should provide certification in advance of the requested leave. When that is not possible due to an emergency situation, certification must be provided as soon as practical after the leave begins. The faculty member is responsible for completing all necessary paperwork and obtaining approvals from the department and the Office of the Provost prior to sending paperwork to the Office of Human Resources for processing. The request for Extended Sick Leave with Pay and Benefits should be sent to and approved by the provost and the FMLA paperwork should be received and approved in Human Resources.

- a) Instructional Faculty members who participate in the Virginia Retirement System Plan (VRS)

must apply for VSDP short-term disability when the sickness or disability is to care for themselves. Short-term disability, when approved, is for income replacement up to 125 workdays after meeting a 7-calendar day waiting period. Long-term disability benefits may apply after the expiration of the maximum period for which the employee is eligible to receive short-term disability benefits. FMLA will run concurrently with any VSDP claim. VSDP provides income replacement based on years of service and may be up to 100%. The Provost does not participate in the approval process for this benefit. The third-party VSDP administrator determines the length and duration of the approved leave and income replacement. If the employee is unable to return to full duty at the end of their short-term disability claim, they may apply for long-term disability. To be eligible for long-term disability, the employee must have exhausted short-term disability first and be approved by the third-party VSDP administrator.

- b) Instructional Faculty members who participate in the Optional Retirement Plan for Higher Education (ORPHE) are not eligible for VSDP disability and will need to apply for FMLA which will run concurrently with their leave and will work with their department and the Office of the Provost for paid or unpaid leave approval. Employees participating in the ORPHE Retirement Plan must purchase long-term disability through the Hartford in order to have coverage for long term disability. NOTE: Employees migrating to long-term disability plans will be separated from the university.
- 2) Reduced Load when Returning from Sick Leave - A full-time faculty member who returns from sick leave *may* be given a one-course reduction in teaching load, while still maintaining full-time employment status (and therefore, in particular, full benefits), either for one full academic year or for one semester. Such reduction, if awarded, must commence in the semester immediately following the return from leave.

Such reduction must be approved by the provost upon the recommendation of the appropriate dean. Prior to approving such a request, the provost may require the submission of medical records and/or a physical examination by a licensed, treating physician to be sent to Human Resources.

No faculty member shall be granted more than four full semesters of reduced load when returning from sick leave in a lifetime, regardless of the number of years the employee is employed by Christopher Newport University.

b. Family and Medical Leave (FMLA)

- 1) FMLA provides job-protection to eligible employees for certain family and medical reasons. The University, in accordance with the federal Family and Medical Leave Act, grants Family and Medical Leave to eligible full-time faculty members for up to 12 weeks in a rolling academic year from the start of the leave once approved by Human Resources after reviewing the physician FMLA certification looking back to the first day of approved previous leave. Although federal law does not require that the University provide full pay and benefits, the University may choose to grant full pay and benefits during the period of Family and Medical Leave and will attempt to adapt the application of the FMLA to the rolling academic calendar year to meet the faculty member's needs. Pursuant to federal law, Family and Medical Leave is used for the birth of a child or placement of a child with the employee for adoption or foster care, because the employee is needed to care for an immediate family member (to include a minor child, spouse, or parent) with a serious health condition, or because the employee's own serious health condition makes him or her unable to perform the duties of their job. It is the policy of CNU, that if a faculty member meets the criteria for Sick Leave with Full Pay and Benefits, and FMLA leave, these leave types will be applied concurrently. The use of Family and Medical Leave has no effect on retention, promotion, or completion of the probationary period of service except as provided in (2) below.

- 2) A faculty member requesting Family and Medical Leave submits such a request to the provost at the earliest possible time and provides such documentation as required by the University. The faculty member may include in the request that the probationary period of service be extended by a year and that a new review schedule be set. Such arrangements must be determined by the provost, who will normally seek input from the faculty member's chair and dean. Mandatory tenure review may not be delayed by the faculty member for more than two years under this policy. If approved by the provost, the appropriate academic dean then creates contingency plans to assure that all assigned classes and other pertinent responsibilities of the requesting faculty member are met as scheduled and forwards this information to the provost.
- c. Leave without Pay and Benefits
A full or partial leave of absence for illness, disability, family, or educational and/or research purposes without pay may be granted by the provost after submission of the required documentation. Please contact the Human Resources Office for additional information on benefit provisions for leave without pay status. Please visit the Office of Human Resources website at <https://my.cnu.edu/hr/benefits/>.
- d. Paid Parental Leave
 - 1) Purpose: CNU faculty are expected to provide high quality teaching and produce high quality scholarship in the same years that they may be or wish to be starting families. Professional success as a CNU faculty member, however, is not expected to be at the expense of family life. Indeed, CNU is a community that celebrates and supports family. Consistent with that overarching value, paid parental leave is adopted to support faculty parents as they adjust to the arrival of new children into their families, whether by birth or placement or adoption, by providing them with paid leave for that purpose.
 - 2) Eligibility
 - (a) All full-time instructional faculty members who have been continuously employed by the university for at least one year prior to the birth or placement or adoption of the child, who have a contract for the academic year in which the leave will be taken, who are assuming substantial and sustained responsibility for the care of a newborn or newly placed or adopted child, who have worked at least 1,250 hours in the previous 12-month period prior to birth or placement or adoption, and who are FMLA eligible based on the rolling 12-month year look back. Eligibility for this paid leave is the date of the birth, placement or adoption or after. Parental Leave is normally taken within the first 6 months from birth, placement or adoption. NOTE: Faculty members holding one-year term appointments and those who are temporary or visiting appointments are ineligible.
 - (b) A faculty member must be the sole caregiver of the newborn or newly placed or adopted child for at least twenty hours during the work-week between the hours of 8 a.m. and 7 p.m., Monday through Friday. This policy is not intended for parents whose newborn or newly placed or adopted child is cared for more than half time by either a spouse/partner and/or a childcare provider.
 - (c) In the event both parents are members of the CNU faculty, and subject to the eligibility criteria outlined in (a) and (b), both parents shall be eligible to receive parental leave in sequential semesters for the same birth or placement or adoption.
 - 3) Terms of Leave
 - (a) An eligible faculty member is entitled to paid relief (parental leave) from all teaching, research and administrative responsibilities during one semester. Any change in externally funded research responsibilities should be negotiated with the appropriate sponsor through the office of sponsored programs.
 - (b) Parental leave will normally be taken during the semester of the birth, placement or adoption, or the semester immediately following (see Sec. 4 - Process, below).
 - (c) A faculty member taking parental leave is entitled to an automatic one-year extension of his or her current contract. Ordinarily, if an appointment is extended by a year due to parental leave, any

promotion review will be automatically postponed by a year as well. However, if parental leave is taken after a review is already underway, the review will not be postponed. A review also will not be postponed if a postponement would move the review into the final year of an appointment.

4) **Process**

- (a) Parental leave will normally be taken during the semester of the birth, placement or adoption. For expected delivery or placement or adoption dates after November 1 or after April 1, parental leave may be taken during the following semester. For expected delivery or placement or adoption dates during the summer parental leave will normally be taken during the following fall semester.
- (b) To enable planning for parental leave, it is essential that sufficient notice be provided to the department chair, dean, and provost to allow for teaching duties to be covered. Therefore, a faculty member who intends to take parental leave must provide notice to the department chair, dean, provost, and Human Resources of that intent at least 3 months in advance of the semester during which the leave will begin; and a parental leave form must be sent to the provost.
- (c) The federal Family & Medical Leave Act provides for up to 12 weeks of unpaid job protected leave (to be taken and completed during a 12-month period) to care for a child within 12 months of birth, placement or adoption or the initiation of foster care. For the purposes of this parental leave policy, the period of FMLA will run concurrently with the semester in which paid parental leave is taken. To take this leave, the employee must be FMLA eligible for the semester the leave is taken based on the 12-month rolling academic year look back.
- (d) Employees must contact Human Resources to discuss impacts to pay and benefits. Employees have 60 days after the birth or adoptions to add a new dependent to their healthcare.
- (e) An individual faculty member is limited to two semesters of semester-long paid parental leave during any six-year period. NOTE: FMLA (non-paid) leave and VSDP short-term disability (paid leave based on years of service if applicable for delivery) may be taken for additional births, placements or adoptions.

7. Administrative Actions for Inappropriate Conduct on the Part of Instructional Faculty Members

a. Purposes

- 1) These sanctions are designed to protect the rights of faculty members and to assure compliance with University rules and policy and public law.
- 2) The sanctions provide chair, deans, and the provost with a process to follow when it is deemed that a faculty member's conduct is inappropriate or in violation of the policies of the University.
- 3) This process also defines the measures which are appropriate in relation to the offense.

b. Sanctions

1) Introduction

There are four types of sanctions short of dismissal. These do not represent a process wherein one must always begin with an admonition. The seriousness of the offense(s) will determine the sanction, which is initiated. Dismissal, furthermore, need not be preceded by any of these sanctions.

2) Examples of Unsatisfactory Behavior

- a) Excessive tardiness to required activities to include assigned classes;
- b) Repeated absence from class, repeated failure to meet classes at assigned times, or repeated early release of classes;
- c) Unauthorized use of University/State equipment or facilities; and
- d) Failing to comply with established policy.

- 3) Admonition
 - a) An admonition is warranted when a faculty member's behavior is of such a nature that is likely to or does reflect unfavorably upon the department or the University or on the faculty member's professional status.
 - b) The departmental chairman, dean or provost is responsible for orally admonishing the faculty member and keeping a memorandum of the substance and date of the discussion.
- 4) Written Warning
 - a) A written warning is issued when unacceptable behavior continues after admonition or when a faculty member's misbehavior is of a more serious nature to such a degree that a written warning is appropriate.
 - b) The chair, dean, or provost is authorized to issue written warnings.
 - c) An appeal is permitted to the next higher level.
 - d) The written warning will include descriptions of the unacceptable behavior and those actions necessary to correct or eliminate the problem, a reasonable time within which those actions must be taken, and the consequences of failure to take those actions.
- 5) Suspension
 - a) Suspension, with or without loss of pay, occurs when a faculty member's misconduct continues after written warnings or when the conduct is of such a nature that immediate suspension is warranted to protect the interests of the University, the faculty members, students, or other members of the University community.
 - b) The dean or provost is authorized to impose this sanction.
 - c) An appeal is permitted to the next higher level.
 - d) The president has the final authority.
 - e) Suspension with loss of pay is a sanction that may be imposed only with the approval of the president. No loss of pay will be incurred until the faculty member has had an opportunity for a hearing.
8. Evaluation, Process for Promotion, Tenure and Reappointment of Probationary Faculty, and for Unscheduled and Annual Reviews
 - a. Introduction
 - 1) The University requires review of faculty performance for the purposes of granting promotion, awarding tenure, reappointing probationary faculty, and determining merit salary increases. The University considers promotion, tenure, and reappointment to be privileges to be sought by the evaluatee. Reviews are of the following types:
 - a) annual,
 - b) unscheduled,
 - c) reappointment of probationary faculty,
 - d) tenure, and
 - e) promotion.

Promotion, tenure, and reappointment of probationary faculty reviews determine an individual's contractual relationship with the University. Annual reviews evaluate a year's worth of work for the primary purpose of determining merit pay. Unscheduled reviews of tenured faculty occur following unsatisfactory annual review scores in any two of three consecutive years as outlined in Section XII.8.c. The unscheduled review is designed to be a helpful process aimed at faculty development and improvement, although this review also has the potential to lead to sanctions. All reviews are intended to provide evidence of sustained commitment to and ability to support the University's fundamental mission.

- 2) The University adheres to the principle that peers have first-hand familiarity with a candidate's record, performance, and potential. Peer review is thus an integral part of the administrative decision in cases of promotion, tenure, reappointment of probationary faculty, and when necessary, unscheduled reviews in the years following tenure.
- 3) An annual evaluation of all full-time faculty members will be conducted by their respective chair and their dean. This annual evaluation may lead to a full-scale peer review (called an unscheduled review) in the case of a tenured faculty member when the faculty member's performance is considered to be unsatisfactory as defined in Section XIII.8.c. in any two of three consecutive years.
- 4) The general process for all reviews is department-based, college-based, and provost-based. Promotion and tenure decisions require approval of the president and the Board of Visitors. All reviews excluding the annual review utilize the peer review process. The annual review is an administrative review.
- 5) It is a condition of the evaluative process that the recommendations or decisions of DRCs, committees, and administrative officers be accepted by the evaluatee unless the evaluatee can demonstrate that the recommendation or decision has been rendered in a fashion that violates applicable policy, regulations, or law. Candidates have the right to respond in writing to each level of peer review recommendations and to have that response included in the record prior to the next level of review. Annual Review assessments may be appealed as described in section XIII.8.b.1.
- 6) Evaluation Criteria and Procedures
 - a) The general criteria for all reviews are effectiveness in teaching, professional development, and service. At Christopher Newport University the first, teaching, is of paramount importance, and poor teaching cannot be redeemed by superiority in the other two areas. The University standard for weights of the three activities may be found on the provost's website: <https://my.cnu.edu/facultyresources/>. The weighting formula may be adjusted to recognize specialized roles, e.g. department chair, program director, or grant principal investigator. Such reweighing must be completed prior to the start of the review year, with the approval of the department chair, college dean, and provost; it must be done in writing and signed by the faculty member. While the opportunity for reweighing is intended primarily for tenured faculty, the weighting formula may also be adjusted for probationary faculty in special circumstances. Weights of restricted faculty activities are to be determined in advance by the department and the college.
 - b) University promotion qualifications and evaluative standards may be found at XIII.8.f.3); tenure qualifications and evaluative standards may be found at XIII.8.e.2). The University Eval-4 available on the Office of the Provost webpage, <https://my.cnu.edu/facultyresources/> provides evaluative standards for all reviews. The Departmental EVAL-4 provides additional guidance.

Consistent with the general standards described in XIII.8.e.2) and XIII.8.f.3) and in the University EVAL-4, each department delineates the specific criteria and procedures it will use in evaluating its members. The criteria are submitted to the appropriate dean for review of the initial statement or amendments thereto. In the absence of departmental action, the dean writes the departmental criteria. Such departmental criteria supplements the evaluation criteria contained in this *University Handbook* or in the University EVAL-4.
- 7) By the end of January, the provost publishes the EVAL-1 PEER REVIEW AND ANNUAL EVALUATION CALENDARS of deadlines for each step of the peer review and annual evaluation process. All evaluation forms, including this calendar, are available on the provost's website.
- 8) Except as required elsewhere in this section, evaluation of faculty members holding restricted or part-time appointments is conducted entirely within the department by a committee appointed by the chair, or, if circumstances prevent this, by a committee appointed by the appropriate dean. Such evaluation

provides information for the chair or the dean for future decisions; it does not constitute an intention to renew these restricted or part-time appointments.

b. Research Emphasis

Faculty on a research emphasis (formerly known as Research Triennium) will receive a one-course teaching reduction per year. All probationary faculty will receive this reduction and will be considered research emphasis upon earning tenure. Tenured, teaching emphasis faculty can apply to be research emphasis.

- 1) Tenured faculty can apply any fall. Research emphasis status is granted by academic deans. Tenured faculty interested in applying to be research emphasis submit their CV, a summary of their scholarly activity for the past three years (publications, presentations), and a research plan for the next three years to their academic dean. Materials must be submitted by October 1.
- 2) After initial appointment to being research emphasis,
 - a. Research emphasis faculty are expected to publish and/or present their scholarly and creative work on a regular basis and this productivity is expected to be reflected in their annual review.
 - b. In the Research Emphasis section of the EVAL-6, research emphasis faculty need to summarize their research/creative activity for the year and articulate how that work fits within their larger plan of work.
 - c. With evidence from the last 3 years of AR's or with evidence of unsatisfactory AR in research/creative activity, the department chair and dean may re-evaluate whether a research emphasis is appropriate if research/creative activity is not evident.
 - d. Research emphasis faculty may request a voluntary reversion to teaching emphasis status in consultation with their chair and dean.

c. The Annual Review

The Annual Review is required of all continuing full-time faculty members. Its annual activities report, the EVAL-6, prepared by the evaluatee, provides the foundation for other reviews. The EVAL-AR records the assessments of the department chair and the dean; the provost renders a judgment on appeals of these assessments by the date specified on the EVAL-1AR Calendar. The primary purpose of the EVAL-AR is to determine any merit salary increases; a secondary purpose is to assess performance. It then becomes part of the faculty member's personnel record. An unscheduled review is initiated when in any two of three consecutive years, a faculty member receives one or more of the following (see Section XIII.8.c): (1) an unsatisfactory rating in the area of teaching for the year under review; (2) unsatisfactory ratings in any two areas for the year under review; and (3) an overall unsatisfactory rating for the year under review. Distinguished professors and faculty who will retire at the end of the evaluation period may elect to waive the Annual Review by so indicating in writing on an annual basis to their department chair, dean, and provost.

1) Step-by-Step Procedure for Annual Evaluation of Faculty Members and Evidence to be Considered

By the end of January, the vice provost publishes the PEER REVIEW AND ANNUAL EVALUATION CALENDAR with deadlines for each step of the evaluation process.

- a) Each faculty member shall generate an annual activities report (EVAL-6) by entering their annual activities into the scholarly activity database. The EVAL-6 shall be submitted through the designated electronic workflow by the faculty to the department chair. Copies of the IDEA Student Ratings of Instruction for the past year shall be reviewed with the EVAL-6.
- b) The department chair's evaluation is recorded on the EVAL-AR via the designated electronic workflow and is forwarded to the dean.
- c) The dean reviews the chair's recommendation and supporting materials, rendering their evaluation on the EVAL-AR via the designated electronic workflow. At this point in the electronic workflow

process the faculty will be notified via email through the electronic workflow that their annual review is complete and available for their acknowledgement.

- d) Faculty members may appeal their assessments by the dean and/or department chair by submitting an appeal in writing to the provost by the deadline specified on the EVAL-1 calendar. The provost's decision will include consideration of any appeal materials submitted. The provost's decision on the appeal is final.
 - e) If the faculty member fails to submit the evidence referenced in a) above, the department chair and dean will complete the EVAL-AR on the basis of such information as is available to them.
- 2) Possible Results of the Evaluation Process include:
- (a) Judgments of satisfactory performance as indicated by the rating scale, and
 - (b) Judgments of unsatisfactory performance
 - (c) Judgments of unsatisfactory performance for any two of three consecutive years may place tenured faculty into an unscheduled peer evaluation track, as explained in Section XIII.8.c, "The Unscheduled Review."
- 3) Evaluation Standards
- The University EVAL-4 and Department EVAL-4 provide a list of activities to be considered in this review.

d. The Unscheduled Review

An unscheduled review is initiated when in any two of three consecutive years a faculty member receives one or more of the following: (1) an unsatisfactory rating in the area of Teaching for the year under review; (2) unsatisfactory ratings in any two areas for the year under review; and (3) an overall unsatisfactory rating for the year under review. This process is a performance review process conducted in the peer group format according to the applicable parts of section XIII.8.g.; it is not a dismissal process. The unscheduled review process has the potential to lead to sanctions but it is designed to be a helpful process aimed at improvement. The process will not impinge upon academic freedom. The outcome of the first phase of this process will be a judgment of satisfactory or unsatisfactory offered by a peer group and will include a summary statement explaining its judgment. Subsequent judgments will be rendered by the dean, the Faculty Review Committee, the provost, and the president. If the final judgment is unsatisfactory, administrative sanctions may follow, possibly including initiating the dismissal process.

- 1) Evaluation under the peer group format required as a result of an unsatisfactory Annual Evaluation will take place in the next (spring) evaluation cycle immediately following the Annual Evaluation. What follows outlines the procedures and general schedule leading to and including an unscheduled review. The EVAL-1-U UNSCHEDULED PEER REVIEW EVALUATION CALENDAR prepared by the provost's office indicates the schedule for these reviews.
 - a) Tenured faculty receiving unsatisfactory ratings as described in XIII.8.c. above will precipitate a recommendation on the EVAL-AR from the dean to the provost to begin an unscheduled review. The dean will include specific reasons for this recommendation. The provost may choose against an unscheduled review. If the provost decides that an unscheduled review is appropriate, the dean and Faculty Review Committee are notified and an unscheduled review takes place the following spring semester according to the steps of section XIII.8.g. and the timetable for the spring peer evaluation cycle specified on form EVAL-1-U. In addition to the other materials specified in step XII.8.h.2), the dossier must include a draft performance improvement plan prepared by the evaluatee.
 - b) The Departmental Review Committee (DRC) for the unscheduled spring review will judge the faculty member's performance as either satisfactory or unsatisfactory and will provide a summary

statement on form EVAL-7 explaining its judgment. Judgments by the dean, the Faculty Review Committee, the provost and the president are subsequently rendered on the appropriate EVAL-8 form.

- c) If the final judgment on the performance review is “satisfactory,” the unscheduled peer review process ends.
 - d) If the final judgment on the performance review is “unsatisfactory,” the unscheduled review process continues into the next academic year and the DRC remains intact. The intention is that this peer group will retain the same membership throughout this process although individual members may find it necessary to leave the peer group. If that occurs, replacements will be named by the same procedures that established the original peer group.
 - e) Following the spring performance review (during the latter part of the spring semester), a Faculty Development Committee (FDC) will be constituted and will meet with the evaluatee to review the DRC’s findings and the evaluatee’s draft performance improvement plan. Ideally, the FDC shall consist of the evaluatee’s department chair, one tenured department member of equal or higher rank than the evaluatee selected by the evaluatee, and one tenured member of the evaluatee’s college of equal or higher rank selected by the provost in consultation with the appropriate college dean. When the evaluatee is the department chair, the appropriate college dean shall serve on the FDC. Working with the evaluatee, the FDC will create a two-year plan for professional growth and improvement. This plan shall include specific goals designed to address identifiable problems, specific recommendations for improvement, and mechanisms for measuring success. The plan will be submitted to the college dean (or the provost, if the dean served on the FDC) for evaluation in accordance with the performance expectations of the college and University. The dean (or provost) should sign the plan to acknowledge receipt and return it to the evaluatee along with any comments.
 - f) The faculty member will next undergo an annual review as usual the following fall semester. The faculty member will submit an EVAL-6 with the standard documentation and the performance improvement plan created by the FDC in step d), carrying the dean’s acknowledgement. Progress made on the performance improvement plan in the interim may be indicated on the EVAL-6. The EVAL-AR that the faculty member receives as a result of this review serves as interim feedback.
 - g) The unscheduled review process continues into the fall semester review cycle of the next academic year. At that time, the faculty member is required to undergo a peer evaluation in the fall cycle according to the steps in section XIII.8.g. with his/her DRC. The review dossier should include the performance improvement plan created in step d) and an explanation of how well the goals of the plan have been met, with reference to specific indicators of success.
 - h) The DRC will judge the faculty member’s performance as either satisfactory or unsatisfactory, and will provide a summary statement explaining its judgment. Subsequent judgments will be rendered by the dean, the Faculty Review Committee, the provost and the president.
 - i) A final judgment of unsatisfactory or satisfactory will end the unscheduled peer review process. However, a final judgment of unsatisfactory may lead to administrative sanctions, possibly including initiating the dismissal process.
- 2) Evaluation Standards
The University EVAL-4 and Departmental EVAL-4 provide a list of activities to be considered in this review.

e. Reappointment Reviews of Probationary Faculty

1) Evaluation Schedule

- a) Probationary faculty receive an initial appointment letter that provides employment through their third year and specifies that a review for reappointment will be scheduled in the second year. In the spring of the first year, and during the fall or spring of the third- and fifth-years probationary faculty meet with the department chair to receive verbal formative assessment and share any concerns. Chairs assign probationary faculty members a faculty peer mentor during the first year.
- b) Probationary faculty are evaluated in the peer group format in the fall of their second year for reappointment to a new three-year probationary contract for years three, four, and five starting in the fall of the third year (the third year of the first probationary appointment is thus superseded). Possible outcomes of this peer review include:
 - (1) recommendation to reappoint to a third, fourth and fifth year, and
 - (2) recommendation not to reappoint to a fourth year.
- c) Probationary faculty members are evaluated in the peer group format in the fall of their fourth year for reappointment to a new three-year probationary contract for years five, six and seven starting in the fall of the fifth year (the fifth year of the second probationary appointment is thus superseded). Possible outcomes of this peer review include:
 - (1) recommendation to reappoint to a fifth, sixth, and seventh year, and
 - (2) recommendation not to reappoint to a sixth year.
- d) Probationary faculty are evaluated in the peer group format in the fall of their sixth year for promotion (if applicable) and reappointment with tenure. Possible outcomes of this peer review include:
 - (1) recommendation to reappoint with tenure and promote (if applicable), effective the following fall term, and
 - (2) recommendation to offer a terminal contract in year seven.

2) Evaluation Standards

The University EVAL-4 provides evaluative standards for this review. Each department also delineates the specific criteria in its Departmental EVAL-4 that it will use in evaluating its members. Such departmental criteria supplement but do not supersede evaluation criteria contained in this *University Handbook* or in the University EVAL-4. The University EVAL-4 is available on the Office of the Provost website: <https://my.cnu.edu/facultyresources/>

f. Tenure Decisions

1) Introduction

- a) Christopher Newport University accepts the principle of tenure as stated in the Policies of the Board of Visitors. No reference to other documents is intended or implied. An appointment with tenure may be terminated by the University as provided by Board policy and university regulations.
- b) An appointment with tenure is granted to a faculty member only after the grantee has demonstrated excellence of professional performance during a probationary period and only upon clear and compelling demonstration of a continuing need by the University for the faculty member's services. For assistant professors, the tenure and promotion review will occur at the same time and as part of a single process. These reviews are conducted in the peer group format.

2) Standards for Awarding Tenure

a) Minimum Qualifications

(1) Type of Service

Tenure is granted only to full-time faculty who hold rank in an academic department. Part-time positions and T&R administrative positions do not, in themselves, qualify the holder for tenure. However, a faculty member who earns tenure in an academic department does not relinquish tenure because of the acceptance of an administrative position on a part- or full-time basis. Faculty on restricted, term, visiting or research contracts are not eligible for tenure consideration.

(2) Years of Service

- (a) The normal probationary period at CNU is six years, and can be extended for exceptional circumstances only by the provost.

Service at one or more other academic institutions will ordinarily be counted as satisfying no more than two years of the CNU probationary period. If such credit is granted to assistant professors, the tenure and promotion reviews will occur simultaneously. Faculty joining CNU with two years credit will undergo the fourth-year review in their second year with the tenure review scheduled in their fourth year. When one year of credit is given or when faculty begin their contracts in the spring term, the faculty member will undergo evaluation in the second and third years, with the tenure evaluation scheduled in the fifth year. Exceptions to this schedule can be approved only by the provost. Tenure of an associate professor does not assume promotion in rank.

- (b) One-year leaves of absence delay the tenure decision by one year; one-semester leaves do not pause the tenure clock. Exceptions to this practice are arranged in writing with the provost, who will seek advice and recommendations from the department chair and the dean.

- a) Tenure clock extension for professional reasons: Faculty may request a one-year extension of their tenure clock due to exceptional professional circumstances beyond the faculty member's control that have impacted specific projects or research productivity the faculty member anticipated submitting as part of their promotion and tenure review. Examples of such circumstances include significant delays in the availability of resources needed for scholarship productivity or creative activities, and a lack of access to lab or studio spaces.

A clearly stated rationale for the request must be submitted in writing to the Dean no later than April 1 of the academic year preceding a scheduled review. If the dean supports the request it is passed to the Provost, who makes the final decision and communicates it by May 1. A request for an extension does not imply it will be granted. Only one extension for this reason may be granted during the probationary period.

Under no circumstances may the probationary period be extended beyond nine years.

The faculty member will be reviewed for promotion and tenure according to the standards in place at the time of the review, which will be the same for all faculty under review. No additional productivity is expected of a faculty member who extended their tenure clock. Faculty cannot be retaliated or discriminated against for extending the tenure clock.

- (3) Candidates for tenure are normally required to hold the terminal degree in their field. Exceptions must be justified on the basis of the standards in XIII.8.e.2)b) and XIII.8.f.2).

b) Evaluation Standards

A decision on tenure is based on two judgments: the long-range needs of the department and the University, and the overall performance of the candidate as determined by fulfillment of evaluation standards set forth in the University EVAL-4 and the Departmental EVAL-4, departmental criteria supplement but do not supersede evaluation criteria contained in this *University Handbook* or in the University EVAL-4. These judgments of long-range need and overall performance are independent and tenure is awarded only if both judgments are positive. Since a tenure decision carries long-range implications for all concerned, this decision is made with great care. The DRC, dean, FRC, and provost consider all previous recommendations and supporting evidence, as well as information for the current year. Particular attention is given to the long-term needs of the department, college/school, and University, and to the need for the candidate in fulfilling the mission of the University.

g. Promotion Decisions

1) Academic Rank

The faculty is arranged in a hierarchical system of academic ranks, representing successively higher experience, accomplishments, expectations and recognition. For faculty members holding other than adjunct appointment, these ranks in ascending order are: instructor, **senior instructor**, **master instructor**, lecturer, senior lecturer, master lecturer, assistant professor, associate professor, professor and distinguished professor. Within each rank are listed first the minimum qualifications that a person in that rank must possess and second (where appropriate) the evaluation standards that must be satisfied before promotion to that rank will be considered. The University EVAL-4 available on the Office of the provost website, along with the Departmental EVAL-4s, provides amplification of the evaluation standards listed in this section. Promotion reviews are conducted in the peer group format.

2) Terminal Degree

The expression "terminal degree" is defined to mean an earned doctorate other than a first professional degree that is acceptable to the University as being suitable for the position held by the holder of the degree. Examples of terminal degrees are Ph.D., Ed.D., D.B.A., D.A., Sc.D., D.S.W.; examples of doctorates that are not terminal are J.D., M.D., D.D.S., D.M.D., V.M.D. Non-terminal doctorates may be considered terminal if held in conjunction with certain master's degrees. Such exceptions must be individually authorized by the provost.

3) Rank Qualification and Evaluation Standards for Retention and Promotion

These standards apply to rank qualification, retention and promotion only, not annual review for the purpose of merit pay. Academic rank is bestowed by the Board of Visitors, consistent with the following requirements:

a) Instructor

(1) Minimum Qualifications

An instructor normally holds at least the master's degree with a minimum of 18 hours of graduate level work in the academic discipline in which service is rendered, preferably having completed work toward the accepted terminal degree in this discipline, **or be able to justify their qualifications in the discipline taught through other means (with provost approval).**

(2) Evaluative Standards

A university instructor will be evaluated according to standards found in the University EVAL-4 and Departmental EVAL-4 which include relevant activities recognized by the University as indicative of exemplary performance. Faculty should demonstrate achievement with evidence

of valued, highly valued, and highest valued activities. Instructors are evaluated first as teachers where they must show competence and promise. Scholarship and service are expected of faculty at the rank of instructor.

b) **Senior Instructor**

(1) **Minimum Qualifications**

A senior instructor normally holds at least the master's degree with a minimum of 18 hours of graduate level work in the academic discipline in which service is rendered, preferably having completed work toward the accepted terminal degree in this discipline, or be able to justify their qualifications in the discipline taught through other means (with provost approval). A senior instructor has rendered no less than seven years of service to the University.

(2) **Evaluative Standards**

A senior instructor will be evaluated according to standards found in the University EVAL-4 and Departmental EVAL-4 which include relevant activities recognized by the University as indicative of exemplary performance. Faculty should demonstrate achievement with evidence of valued, highly valued, and highest valued activities. Senior Instructors should have demonstrated excellence in teaching and service, while maintaining a relevant basis of scholarly proficiency in their field.

c) **Master Instructor**

(1) **Minimum Qualifications**

An master instructor normally holds at least the master's degree with a minimum of 18 hours of graduate level work in the academic discipline in which service is rendered, preferably having completed work toward the accepted terminal degree in this discipline, or be able to justify their qualifications in the discipline taught through other means (with provost approval). A master instructor has rendered no less than fourteen years of service to the University.

(2) **Evaluative Standards**

A university instructor will be evaluated according to standards found in the University EVAL-4 and Departmental EVAL-4 which include relevant activities recognized by the University as indicative of exemplary performance. Faculty should demonstrate achievement with evidence of valued, highly valued, and highest valued activities. Master Instructors should have demonstrated excellence in teaching and service, while maintaining a relevant basis of scholarly proficiency in their field.

d) **Lecturer**

(1) **Minimum Qualifications**

A lecturer normally holds the terminal degree in the academic discipline in which service is rendered.

(2) **Evaluative Standards**

A University Lecturer will be evaluated according to standards found in the University EVAL-4 and Departmental EVAL-4 which include relevant activities recognized by the University as indicative of exemplary performance. Faculty should demonstrate achievement with evidence of valued, highly valued, and highest valued activities. Lecturers are evaluated first as teachers where they must show competence and promise. Scholarship and service are expected of faculty at the rank of lecturer.

e) **Senior Lecturer**

(1) **Minimum Qualifications**

A senior lecturer normally holds the terminal degree in the academic discipline in which service is rendered, and has rendered no less than seven years of service to the University.

(2) Evaluation Standards

A senior lecturer will be evaluated according to standards found in the University EVAL-4 and Departmental EVAL-4 that include relevant activities recognized by the University as indicative of exemplary performance. Faculty should demonstrate achievement with evidence of valued, highly valued, and highest valued activities. Senior lecturers should have demonstrated excellence in teaching and service, while maintaining a relevant basis of scholarly proficiency in their field.

f) Master Lecturer

(1) Minimum Qualifications

A master lecturer normally holds the terminal degree in the academic discipline in which service is rendered, and has rendered no less than fourteen years of service to the University.

(2) Evaluation Standards

A master lecturer will be evaluated according to standards found in the University EVAL-4 and Departmental EVAL-4 that include relevant activities recognized by the University as indicative of exemplary performance. Faculty should demonstrate achievement with evidence of valued, highly valued, and highest valued activities. Master lecturers should have demonstrated excellence in teaching and service, while maintaining a relevant basis of scholarly proficiency in their field.

g) Assistant Professor

(1) Minimum Qualifications

An assistant professor normally holds the terminal degree in the appropriate field of expertise.

(2) Evaluative Standards

A candidacy for appointment to assistant professor will be judged according to:

- (a) evidence of or clear promise for exemplary performance in teaching;
- (b) evidence of or clear promise for professional development;
- (c) evidence of or clear promise for academic service;
- (d) evidence of or clear promise for a history of predominantly positive evaluations;
- (e) educational level;
- (f) length of relevant professional experience, both academic and non-academic; and
- (g) length of service to CNU.

h) Associate Professor

(1) Minimum Qualifications

An associate professor must have:

- (a) a terminal degree in the appropriate field of expertise, or the functional equivalent authorized by the provost;
- (b) at least four years of college/university teaching and/or relevant research/creative activity experience at the rank of assistant professor;
- (c) at least two years of service at CNU; and
- (d) a total of five years college or university teaching and/or relevant experience.

(2) Evaluation Standards

A candidacy for promotion to associate professor will be evaluated according to standards found in the University EVAL-4 and Departmental EVAL-4 which include relevant activities recognized by the University as indicative of exemplary performance. Faculty should demonstrate achievement by showing evidence of valued, highly valued, and highest valued activities spread across the three areas of teaching, professional development, and service in

accordance with weights established by the University provost. The University understands the above evaluation standards as minimal qualifications for promotion with the understanding that candidates should expect to exceed these benchmarks in one or more areas:

- (a) evidence of successful compliance with the expectations of the rank of assistant professor;
- (b) evidence of exemplary performance in teaching;
- (c) evidence of continuing professional development;
- (d) evidence of outstanding academic service;
- (e) history and promise of being a strongly contributing member of the department, college or school, university and academic discipline; and
- (f) evidence of a history of predominantly positive evaluations.

i) Professor

(1) Minimum Qualifications

To earn the rank of Professor, faculty members will have attained exemplary and enduring achievement as teacher-scholars in addition to making major contributions to the University community.

- (a) the terminal degree in the appropriate field of expertise;
- (b) at least seven years of teaching and/or relevant research experience at the rank of associate professor;
- (c) at least twelve years of teaching and/or relevant research experience; and
- (d) at least four years of service to Christopher Newport University;
- (e) faculty members holding administrative-professional positions are eligible candidates.

(2) Evaluation Standards

A candidacy for promotion to professor will be evaluated according to standards found in the University EVAL-4 and Departmental EVAL-4 which include relevant activities recognized by the University as indicative of exemplary performance. Faculty should demonstrate achievement by showing evidence of valued, highly valued, and highest valued activities spread across the three areas of teaching, professional development, and service in accordance with weights established by the University provost:

- (a) evidence of successful compliance with the expectations of the rank of associate professor;
- (b) evidence of consistently outstanding teaching effectiveness;
- (c) evidence of a continuing program of professional development leading to widely respected peer reviewed products of scholarship;
- (d) evidence of continuing leadership and high achievement in academic service;
- (e) evidence of great stature as a member of the department, college/school, university, and academic discipline; and
- (f) the extent to which minimum qualifications are exceeded.

j) Distinguished Professor –The provost publishes the Eval-1-D Distinguished Professor Calendar by the end of January.

(1) Criteria and Eligibility

The academic rank of distinguished professor is an extraordinary honor that may be accorded only those few teacher-scholars who have attained the rank of professor and who have excelled to an exceptional degree in the areas of teaching, scholarship/creative activity and service. In exceptional circumstances, extraordinary administrative service may be considered as a criterion for award of this rank. It is the intent of the University that promotion to the rank of distinguished professor will be a rare event and that it will be a capstone of recognition for a highly distinguished academic career. Specific criteria for this rank include a record characterized by:

- (a) superior teaching skills of recognized breadth and depth in the discipline;
 - (b) creative and extensive scholarly publication or creative activity, establishing the nominee as a scholar of exemplary national or international reputation; and
 - (c) distinguished public service, typically, but not exclusively, exemplified by the application of scholarship and/or creative and artistic endeavors in addressing the needs of the University, local, regional, or national communities.
- (1) Only full-time, salaried members of the faculty holding rank in one of the University's academic departments may hold the rank of distinguished professor. No more than three percent of such faculty may hold the rank of distinguished professor at any given time. No more than one member of any department may hold the rank of distinguished professor at any given time. Because the professional record of a distinguished professor must be one of extraordinary achievement sustained over time, any person recommended to hold this rank shall have first held the rank of professor for at least seven years at CNU.
- (3) Review Procedures and Protocols
- (a) Initiation and Departmental Action
 - i. The person initiating a nomination for promotion to the rank of distinguished professor will inform the nominee and submit to the department chair of the nominee's department a letter of nomination accompanied by the nominee's current *vita*. The department chair will share the nomination, in confidence, with all full-time, salaried members of the department. Self-nominations will not be considered.
 - ii. The department will review the letter of nomination and the *vita*, and will request supporting materials from the nominee. The nominee shall compile these materials into an orderly, organized dossier.
 - iii. If the department supports the nomination, the department chair will write a letter of support and forward this along with the nominee's dossier to the Faculty Senate. The Faculty Senate may establish and promulgate deadlines each academic year for receipt of all nominations to be considered in that academic year.
 - iv. If the nominee is the department chair, then the dean of the nominee's college or school replaces the department chair in the processes described in this section.
 - (b) Peer Committee Action
 - i. The Faculty Senate will form a peer committee and designate its chair. This committee will be composed of five sitting distinguished professors. If insufficient numbers of distinguished professors are available, individuals holding the rank of professor will complete the committee.
 - ii. The peer committee will meet and consider the merits of the nomination. In the course of this consideration, the peer committee will seek written commentary from the nominee's dean and from the Faculty Senate. The peer committee shall make such commentary a part of the dossier.
 - iii. If the peer committee affirms that the rank of distinguished professor should be awarded, it will forward that recommendation, with the dossier, to the provost. Each academic year, any such recommendation must be received in the office of the provost no later than March 1, so as to make possible action by the Board of Visitors at its April meeting. Recommendations received after this deadline will be considered in the following academic year.
 - (c) Administrative and Board of Visitors Action

The provost will consult as he or she might deem appropriate and make a recommendation to the president. The president, in turn, will make his or her recommendation to the Board

of Visitors. If approved, the promotion becomes effective at the date specified by the Board of Visitors.

When extraordinary University administrative service serves as a criterion for appointment, the process begins with the Office of the President or the Board of Visitors and involves consultation with the department chair, college dean, Faculty Senate Executive Committee, provost and president (modified if any member of the process is the candidate).

If at any point (department, DRC, provost, or president) the action of the reviewing body or office is not supportive of promotion, then the review process will cease, and the nominee and those who have previously reviewed the candidacy will be so notified. In such an event, the nominee may not be considered again for promotion to the rank of distinguished professor until at least two complete (August to May) academic years have passed.

h. Step-by-Step Procedure for a Peer Review for Probationary and Tenured Faculty

All questions of interpretation or consistency that may arise concerning these procedures are decided by the provost. The vice provost has responsibility for guiding the peer review process as described in this section. Faculty members with concerns about the process should contact the vice provost immediately upon their recognition.

The provost publishes the EVAL-1-R PEER REVIEW EVALUATION CALENDAR for the next academic year by the end of January, with deadlines for each step. NOTE: “Should there be any failure to act in Steps 1-15 in any required peer review, the dean, upon the request of the faculty member(s) to be reviewed, proceeds to develop a file and a recommendation for timely presentation to the provost or president”.

Step 1

The vice provost generates and provides to the deans the initial EVAL-2 FACULTY PEER REVIEW LIST and notifies candidates, chairs, and deans of upcoming review.

Step 2

The department chair requests the names of eligible faculty wishing to be considered for promotion to full professor. The department chair submits to the dean a list of faculty requesting consideration for promotion along with any other changes to the EVAL-2.

Step 3

The dean notifies the vice provost of any changes to the EVAL-2. The vice provost prepares and distributes the final EVAL-2 list of candidates for peer review to the FRC and the deans; deans distribute the final EVAL-2 to chairs by department. The vice provost notifies all faculty scheduled for peer review.

Step 4

The department chair (or, in the event that the evaluatee is a department chair, the dean) in consultation with the vice provost organizes the Department Review Committee (DRC). The DRC should be composed of at least four and no more than seven members. The department chair submits the appropriately completed EVAL-5 CONSTITUTION OF DEPARTMENT REVIEW COMMITTEE FOR INSTRUCTIONAL FACULTY EVALUATION to the vice provost for review, who may consult with the dean. General guidelines regarding DRC formation:

- a) The department chair is a member of the DRC (except the chair's own), and acts as chair of the DRC or appoints a chair. The chair of the DRC for the department chair is appointed by the vice provost. When the requirements, provisions, or restrictions of this paragraph (Steps 4 b – g) conflict with the requirement or provision that the department chair serve as a member or chair of the DRC, the requirement for the department chair membership on the DRC or service as DRC chair always takes precedence.
- b) For tenure and promotion decisions and any decisions involving tenured members of the faculty, all DRC members are tenured; for promotion decisions, DRC members are also of the same or higher rank as that sought by the evaluatee. For reappointment decisions, ideally all DRC members are members of the tenured faculty. For unscheduled reviews of tenured faculty, all members are tenured and ideally of the same or higher rank as the evaluatee.
- c) When the number of tenured faculty in a department is four or fewer, it is expected that all such members will serve on the DRC. When the number is greater than four, the chair will work with the vice provost to determine the DRC membership. When the number is fewer than three, additional DRC members will be selected according to the procedure outlined in paragraph d), below.
- d) The DRC will include one member from outside the department, selected as follows: The evaluatee generates a list of at least four tenured faculty members who are in the evaluatee's college but not in the evaluatee's department. The evaluatee may not approach colleagues to serve on their DRC. The department chair consults with the vice provost to prioritize this list of nominees; consensus is to be sought but the vice provost's decision carries forward. The vice provost contacts the nominees in the order of approved preference. While non-departmental DRC members ideally are chosen from within the department's academic college/school, the vice provost can approve a faculty member outside the college/school when circumstances warrant and with the permission of the evaluatee. In the event that no members of the evaluatee's generated list are able or willing to serve, the evaluatee will be asked to generate more nominees until a DRC member is appointed (thus identification of outside members must always begin with the evaluatee's nomination).
- e) Departments may approach the review process in a number of ways. For example, they can create a review committee that is expected to follow the candidate through the tenure/promotion reviews, or they can create a standing DRC for all reviews that year in the department.

Each member of the DRC must be a full-time member of the instructional faculty serving in an instructional capacity at the time of the formation of, and throughout the life of, the DRC.

Step 5

The provost reviews the EVAL-5 for consistency with university-wide requirements, effects any necessary changes (including appointing the non-departmental member as described in d) above), certifies the membership, and forwards copies of the completed EVAL-5 to the evaluatee, the dean, the FRC chair, and all DRC members. The final membership of each DRC must be certified by the provost before any subsequent steps occur.

Step 6

The DRC holds its first (organizational) meeting and establishes timetables and procedures for the conduct of its business.

Step 7

The evaluatee submits his or her required EVAL-6 PROFESSIONAL ACTIVITIES REPORT and updated dossier to the DRC chair via the designated electronic workflow and according to the directions outlined in the EVAL-10.

- a) The DRC will use the University EVAL-4 and the Department EVAL-4 guidelines for evaluation.
- b) Consistent with University and departmental standards and procedures, the DRC may solicit and accept for consideration written, signed, dated information from the academic dean and other sources, including DRC members' firsthand knowledge about the evaluatee and any information from other members of the department not serving on the DRC. Such information may be added to the dossier as long as the faculty member has, at the same time, the opportunity to include a written response to the new information prior to the next step in the review process period. Examples of information to be considered are classroom visitation reports, discussions with students and colleagues, and information from chairs of committees on which the evaluatee has served. In the special case of information from a source requesting anonymity, the evaluatee may request verification of the source, without revealing the identity, by a third party mutually acceptable to the evaluatee and the DRC. If agreement cannot be reached, the third party is selected by the FRC. The DRC may recommend to the evaluatee the inclusion of additional information or clarification concerning any submissions.
- c) In its deliberations the DRC may call upon other members of the academic community to contribute written statements concerning the evaluatee and/or to participate in part or all of the deliberations. However, the decisions are those of the DRC.
- d) The DRC meets to combine the individual findings of each member. Using the designated electronic workflow, the DRC reports its recommendation, along with an accompanying statement justifying that decision.
- e) Each member electronically certifies that the decision of the committee as a whole has been accurately conveyed. Members dissenting from the EVAL-7 recommendation of the committee or the summary statement may attach minority reports within the designated workflow.

Step 8

On behalf of the DRC, the chair electronically submits the signed EVAL-7 PEER GROUP RECOMMENDATION AND SUMMARY STATEMENT to the evaluatee for review and acknowledgment.

- a) The recommendations are provided electronically to the evaluatee for acknowledgement. The evaluatee must confirm that they have read the recommendations by indicating such in the electronic workflow.
- b) If in disagreement with the recommendation or with any minority statement, the evaluatee may submit an electronic statement concerning the areas of disagreement.

Step 9

The DRC chair electronically forwards the completed EVAL-7, including the evaluatee's acknowledgment; the EVAL-6; and the dossier to the FRC and the respective dean to begin their reviews.

The vice provost acts as custodian of the dossier once it leaves the DRC chair. Thus, any materials added to the dossier from that moment forward must have the authorization of the vice provost, who will consult with the DRC chair. It may be necessary these approved additions and responses outside the established

electronic workflow because of limitations of the electronic workflow system. The vice provost will transmit the approved new materials to the candidate and/or the relevant reviewers via e-mail attachment at the earliest possible opportunity. The vice provost will ensure that the faculty member has the opportunity to respond to such additions, that any such written response is included with the new information, and that the written response is available to subsequent reviewers in the process.

Step 10

The FRC and deans shall conduct separate, independent evaluations using the University EVAL-4 and the Departmental EVAL-4 as guidelines. Completed EVAL-8 forms will include 1) a recommendation and 2) brief comments as appropriate; a written explanation is required when the dean's and/or FRC's recommendation differs from the DRC's. In case of questions during the review, the FRC chair and the dean may consult with the vice provost, DRC chair, department chair and authors of any minority report. No other DRC or FRC committee members are authorized to consult or to be consulted. Members of the FRC shall not participate in any review of a member of their own academic department or of any faculty members on whose DRC peer evaluation group they have served during that academic year. FRC members are obliged not to participate in any review in which they have a conflict of interest (see index: Faculty Review Committee).

Step 11

The EVAL-8/FRC and the EVAL-8/Dean will be made available to the candidate and DRC Chair via the electronic workflow. Candidates may submit written responses to the provost using the electronic workflow, within the timeframe specified on the EVAL-1. The electronic workflow stops at this point with the provost's review.

Step 12

The provost reviews the dossier and associated documents, including comments submitted regarding FRC and dean recommendations. The provost will use the University EVAL-4 and the Departmental EVAL-4 as guidelines for evaluation. The provost forms a final recommendation, and completes the appropriate section of the EVAL-8/provost. In case of questions, the provost may consult with the vice and associate provosts, the deans, the FRC chair, the DRC chair, the department chair, and authors of any minority report.

Step 13

The provost makes available to the president the completed EVAL-8 forms.

Step 14

The president makes the University decision by completing the EVAL-8/President.

Step 15

The Office of the Provost will send to the candidate, in a confidential envelope, a copy of the completed EVAL-8/provost and EVAL-8/president, without any attending letter or comment. The provost may also present these copies directly to the evaluatee during a scheduled meeting. The completed EVAL-6, EVAL-7 and EVAL-8 become part of the evaluatee's official file. Copies of the EVAL-8 are made available to the department chair (who will share the results with the DRC chair, when different) and the dean. A copy of the EVAL-8 will be shared with the FRC chair as part of a permanent record for the FRC that the Office of the Provost maintains.

Step 16

The Board of Visitors acts on the resolution in Step 15.

Step 17

The University EVAL-4 for the following academic year is approved by the Faculty Senate and provost.

Step 18

Each department chair submits for the review of the appropriate dean a completed EVAL-4 DEPARTMENTAL STANDARDS AND PROCEDURES FOR FACULTY EVALUATIONS for the following academic year. Departments shall base their EVAL-4 criteria in teaching, professional development, and service on the broad values articulated in the University EVAL-4 and on expectations appropriate to the discipline.

Step 19

The deans and chairs work together to ensure that Department EVAL-4s are consistent with University wide standards and procedures, resolve outstanding questions and issues and notify the department of any changes.

i. Evidence to be Considered in Promotion, Tenure, Reappointment, and Unscheduled Reviews

1) Annual Activities Report (EVAL-6)

Each probationary and tenured faculty member prepares an annual activities report for the preceding academic year highlighting activities for the three major areas of evaluation--teaching, professional development and service. The report should provide guidance for the DRC and the chair to areas the member considers of primary importance. It provides the starting point for the evaluation at the departmental level for those members being evaluated that year and provides information from each member for the Departmental Annual Report.

2) Dossier

Those charged with rendering judgments on faculty candidacies undertaken in the course of the University peer evaluation process (DRC, dean, FRC, provost, and president) must rely heavily on the dossier offered in support of such a candidacy for information used in rendering those judgments. It is therefore essential that dossiers have a uniform organization.

Each dossier submitted in support of such a candidacy must have a label on its spine identifying the candidate and must be arranged in the order given below with appropriately-labeled tabs as dividers between sections. The evaluatee and the DRC chair must verify that the following *required* items are in the dossier in the order indicated.

Those who review the dossier are responsible for preserving this organization before sending it on to the next level of consideration.

- (a) Current form EVAL-7 (including DRC summary statement) and EVAL-6 (in that order). These items are to be either clipped to the inside front cover of the dossier or placed in the pocket of the inside front cover. When form EVAL-8 is completed by the dean, it is to be placed on top of the form EVAL-7 in the same location.
- (b) The dossier checklist (form EVAL-10, available on the Office of the Provost website) of dossier contents, as the very first page of the dossier. This document must be executed by both the evaluatee and the DRC chair, certifying that all required components of the dossier are present and in the proper order.
- (c) A current *curriculum vitae* for the candidate.

- (d) All previous annual activities reports (form EVAL-6) from the candidate's entire evaluation history at CNU (not to exceed six years, although candidates for professor or distinguished professor may choose to do so), arranged in descending order by year (most recent year first).
- (e) Copies of *all* summary statements, recommendations and decisions generated by previous evaluations (forms EVAL-7 and EVAL-8). These materials are to be grouped together *by academic year*, with EVAL-8 preceding EVAL-7 for each year and then arranged in descending order by academic year (most recent year first).
- (f) For tenured faculty, all **Anthology Evaluate**/IDEA reports, including student comments gathered as part of the **Anthology Evaluate**/IDEA survey, *for individual class sections* for the period of the *six most recent complete academic years and preceding summer sessions* prior to the evaluation. (For example, an evaluation taking place in 2008-2009 would require these reports for all classes in which IDEA was administered in the 2002-2003, 2003-2004, 2004-2005, 2005-2006, 2006-2007, 2007-2008 academic years.)

For non-tenured faculty, all **Anthology Evaluate**/IDEA reports, including student comments gathered as part of the **Anthology Evaluate**/IDEA survey, *for individual class sections* generated since the date of initial appointment. These reports are to be arranged in reverse chronological order (most recent first).

- (g) Documentation related to *teaching*, such as course syllabi and examinations, for the same period and in the same order as in item (f). Data collected for assessment purposes cannot be used for faculty review.
 - (h) Documentation related to *professional development*. Tenured faculty are to include such materials for the most recent six years, and may also include materials from the period since the last successful evaluation. All other faculty are to include such material for the period since their initial appointment. Preprints or reprints of published papers, papers presented at academic meetings, copies of manuscripts in progress, or other evidence of scholarly activity (e.g., jury reports on exhibitions or performances) *must be included* if the activity is claimed on a form EVAL-6 or any other relevant document present in the dossier.
 - (i) Appropriate documentation pertaining to the nature and quality of *service* for the same period as in (h). "Service," as the term is used here, pertains to service to the University, to the profession, to the candidate's discipline, or to the region, the Commonwealth, or the nation. Service that is external to the University should be of such a nature as to clearly be related to one's status as a professional in the faculty member's discipline and/or one's status as a member of the faculty of the University.
 - (j) Other materials may be included, but they should be grouped separately *and not integrated into the materials referenced above*. If other materials are included, their role in supporting the candidacy should be clearly identified and their bulk should be kept to a minimum.
- 3) Departmental Enrollment Patterns and Projections
For decisions involving retention of a faculty member or the award of tenure to a faculty member, the recommendation or decision which is made at each level (DRC, dean, FRC, provost, president) of consideration must take cognizance of the continuing need that the University will have for the evaluatee's services. Recommendations for retention or tenure must be compatible with the long-term instructional needs of the University.

j. Evaluation Areas

The evaluatee supports the statements in the EVAL-6 Annual Activities Report through inclusion of relevant materials in the dossier. These relate to the three major areas of evaluation, which the peer group considers in reaching its recommendation.

1) Teaching Effectiveness

Teaching effectiveness is the most important element in the evaluation process. Consistent with the University EVAL-4, teaching effectiveness includes meeting classes regularly and keeping posted office hours. Materials included should provide evidence of course planning, selection of course materials, and other indicators of effectiveness as a teacher. Documentation may include examples of course syllabi, tests, handouts, self-description of teaching methods, statement of colleagues following class visitation, or other statements by colleagues. IDEA Reports for class sections rated using the *Student Rating of Instruction* are included in this section of the dossier. Data collected for assessment purposes cannot be used for faculty review.

2) Professional Development

Professional development includes participation in professional societies, including presentations; formal and informal interaction with university peers in professional matters; participation in short courses and additional course work in professionally related areas; completion of additional degrees; research in progress and publications; attainment of honors and awards.

Faculty members serving on probationary appointments are expected to either already hold a terminal degree acceptable to the University for the position held or else to be making satisfactory progress toward the completion of such a degree according to a timetable that can realistically (in the judgment of the University) result in the actual conferring of such a degree upon the faculty member in advance of tenure considerations, if any.

The professional development of every faculty member is expected to include contributions to the fund of knowledge in the appropriate discipline. Such contributions will ordinarily take the form of scholarly publications in the refereed literature of the faculty member's discipline but may, in certain disciplines (for example, the visual or performing arts), take the form of exhibitions, performances, etc. that are subject to critical and scholarly review. This area of evaluation will be given special emphasis in evaluations of members of the graduate faculty.

Documentation includes copies of transcripts, certificates, or diplomas; copies of research proposals and awards of research grants; preprints or reprints of scholarly publications; reports of referees or reviewers; and summaries of citations of the faculty member's scholarly work. A current vita is included in this section of the dossier.

3) Service

Service includes service in the department, including advising, carrying out departmental assignments, meeting deadlines, and interpersonal effectiveness with colleagues; to the University, including attendance at faculty meetings, performance on committees, cooperation with university policies and meeting deadlines; and to the community in providing professional expertise in any way that makes the community aware of the presence and concern of the University. Documentation of the above may be in the form of statements by department chair, administrative personnel, community people or a self-report.

4) Other Considerations

In addition to evaluating a faculty member's performance, the DRC considers those departmental trends which are likely to change the expectation of a continuing need for the member's service. These trends

are enrollment patterns, especially within the faculty member's areas of specialization, and projections of need for services.

k. Student Rating of Instruction

- 1) Student Rating of Instruction serves two distinct functions: providing data to help evaluate teaching effectiveness and providing guidance for improving instruction. The former function is served by the **Anthology Evaluate**/IDEA Student Ratings of Instruction survey, which is administered University-wide in each class section as directed by the provost. Note that, the **Anthology Evaluate**/IDEA is not the sole instrument for evaluating faculty teaching effectiveness.

- 2) **Anthology Evaluate**/IDEA Student Rating of Instruction are carried out by each department at a time specified by the provost, during the last two weeks of instruction each semester (excluding days the University is closed and final exam period). Other evaluations of teaching will be carried out by the departments at a time specified by the provost. **Anthology Evaluate**/IDEA Student Comments are returned to the instructor with the **Anthology Evaluate**/IDEA reports.

- 3) **Anthology Evaluate**/IDEA Survey Review Procedures

Step 1:

A faculty member who wishes to challenge the accuracy of any part of an **Anthology Evaluate**/IDEA report shall file a written request for review with the chair of the Faculty Review Committee. Any such request should state with reasonable specificity the nature of the alleged discrepancy. All such requests must be received by the committee chair within thirty days of the first day of classes of the next regular semester. No action need be taken on requests filed after that date.

Step 2:

The chair of the Faculty Review Committee shall within seven days of the deadline prescribed in item Step 1 above:

- a) notify the appropriate department chair, the appropriate academic dean, and the provost that the challenged **Anthology Evaluate**/IDEA survey results should not be used as a basis for any action or decision concerning that faculty member's welfare until notification has been received regarding the disposition of the challenge; and
- b) appoint three (3) members of the committee to serve as a review team for the particular request. The members of the review team appointed by the chair shall be selected from departments other than the department of the requester; and
- c) acknowledge in writing to the faculty member concerned of the receipt of the request; and advise the faculty member of the membership of the review committee. Notice sent by campus mail to the requester shall be sufficient for this purpose.

In no event shall the requester serve on the committee appointed to review the request.

Step 3:

The review team shall schedule a meeting date with the requester to review any alleged discrepancies within fourteen (14) days of its appointment. At least ten (10) days advance notice shall be given the requester of the meeting date. Notice sent to the requester by campus mail shall be sufficient for this purpose. At the meeting so scheduled, the review team shall be available to answer any questions regarding the formulation of the report.

Step 4:

It will then be the responsibility of the review team to investigate the accuracy of the **Anthology Evaluate**/IDEA report. Should any discrepancy be discovered it shall be the responsibility of the review team to determine the effect, if any, that said discrepancy has or might have upon the requester's report.

Step 5:

It shall be the responsibility of the review team to prepare and submit to the chair of the Faculty Review Committee, within fourteen (14) days of the review meeting, a statement of the finding and any recommended action to be taken. A copy of this report shall be sent simultaneously to the requester. If the opinion of the review team states that a discrepancy does exist, the team's findings shall include therein a statement regarding the effect that said discrepancy has or might have upon the particular evaluation together with the recommended action to be taken.

Step 6:

The Faculty Review Committee shall, by majority vote, either accept or reject the team's findings no sooner than seven (7) days and no later than fourteen (14) days after its submission to the chair. A copy of the committee's decision shall be sent to the requester, the appropriate department chair and dean, and the provost. Should the committee conclude that a discrepancy does exist, it shall specify in its decision the means by which to correct said discrepancy.

Step 7:

Should the requester be dissatisfied with the decision of the Faculty Review Committee, the faculty member may file a written appeal, to the provost. Should an appeal reach this stage, it will be with the understanding that in no event shall the requester have access to any original data. The provost will act on any such appeal within thirty (30) days of its receipt.

Step 8:

Should the FRC, its chair, and/or Review Team fail to meet the responsibilities detailed above, the provost shall, by such means as the provost deems most appropriate to the circumstances, decide and rule upon all aspects of the challenge in question - such decision to be rendered within ninety (90) days of the date on which the provost determines in writing that the responsibility has not been met.

- 4) The **Anthology Evaluate**/IDEA Student Ratings of Instruction report and the original electronic comments of participating students shall be kept for five years by the Office of the Provost as they have potential relevance to an appeals process:

- Step 1. Written challenge initiated by faculty member. *
- Step 2. The chair of FRC appoints review team with seven days. Requester notified by the chair of FRC of membership of Review teams. *
- Step 3. Review Team schedules meeting with requester within fourteen days, with ten days' notice of meeting. *
- Step 4. Review Team investigates accuracy of report.
- Step 5. Review Team reports to the chair of FRC within fourteen days. *
- Step 6. FRC votes by majority on acceptance or rejection of Review Team's Report no sooner than seven days and no later than fourteen days of its submission to the chair. *
- Step 7. Written Appeal to the provost is initiated by requester.

*Dated copy sent at same time to (1) chair of the Faculty Review Committee and (2) provost.

1. Policy for Adjunct Observation and Evaluation

Adjunct faculty are reviewed by department chairs or graduate program directors (GPDs) at least once per academic year using the following procedure, and in consultation with the college's dean.

- 1) Each adjunct faculty member who is the instructor of record for a CNU course must undergo an evaluation of teaching annually. Such evaluation must take place during the first semester of employment, and then annually thereafter.
 - 2) The annual evaluation of teaching must involve a review of the faculty member's **Anthology Evaluate**/IDEA report(s) if available, and may also include other instructional materials, such as syllabi, assignments, and/or other items as requested by the chair or GPD.
 - 3) Each adjunct faculty member must also undergo a peer observation of at least one class session no less than once every three years. Such an observation must take place during the first semester of employment, and then in intervals of no less than once every three years.
 - 4) The department chair or GPD may elect to conduct the peer observation or appoint a departmental colleague. Ideally the peer observer would be a long-term faculty member. Because expertise and instructional skill is of paramount importance, an untenured faculty member may conduct peer observations only if that person is in a full-time teaching line (tenure track or restricted) and has five years of teaching experience, at least two of which have been served at CNU.
 - 5) The peer observer and the adjunct faculty member must agree upon the date of the classroom visit in advance. Prior to the date of the classroom visit, the adjunct faculty member must provide a syllabus and description of the day's activities.
 - 6) Following the visit, the observer completes the *Adjunct Classroom Evaluation Form* maintained by the relevant college or, for a graduate program, by the dean of graduate studies (facultyresources.cnu.edu). The observer submits the form to the department chair or GPD.
 - 7) The department chair or GPD composes a brief (one- or two-paragraph) evaluation of the adjunct's overall work based upon the results of the **Anthology Evaluate**/IDEA student survey and any other metrics outlined in point 2 above. The chair or GPD also considers the completed *Adjunct Classroom Evaluation Form* when obtained. The department retains a copy of the evaluation and sends a copy to the Dean's or Graduate Studies Office by the first week of the following semester.
 - 8) The dean's or graduate studies' office will be the main repository for purposes of audit. Upon request, deans may be required to provide such forms to the Provost's Office for SACSCOC reaccreditation reports.
 - 9) The chair or GPD must communicate feedback, which may be formative, resulting from the review with the adjunct faculty member, who may be continuing with the University.
 - 10) While preparing an adjunct contract in subsequent semesters, the academic dean or dean of graduate studies will review the employee's file and notify the chair or GPD if a review is needed during the contract period.
9. Evaluation of Sponsored Research Appointment Faculty
- a. Introduction
Sponsored research faculty do not have tenure, and their appointments depend on research opportunities and available funds. However, these faculty who are in continuing appointments or whose appointments are to be renewed shall undergo annual evaluations, as required by our regional accreditor, SACSCOC.
 - b. The Annual Review
The Annual Review is required of all continuing sponsored research faculty members. A self-evaluation report prepared by the evaluatee provides the foundation for this review. This self-evaluation shall include progress on relevant goals, aims, and general scope of work articulated in grant and identification of any scholarly contribution to the discipline. The self-evaluation is to be submitted to, and reviewed by, the sponsored research faculty member's supervisor, i.e. principal investigator. If the sponsored research faculty member is the principal investigator, the review will be conducted by the chair of the department. When the evaluation is conducted by the principal investigator, the evaluation must be submitted to the chair of the department. All evaluations shall be forwarded by chairs to the dean. The dean reviews the chair's recommendation and supporting materials, rendering their evaluation, and sends a copy to the individual and the provost's office. Sponsored Research Faculty may appeal their assessments by the dean and/or

department chair by submitting in writing an appeal to the Office of the Provost two weeks after a decision is made by the dean. Possible outcomes of the evaluation include judgements of (1) satisfactory performance or (2) unsatisfactory performance. *Should a judgement of unsatisfactory be rendered, the University may consider termination pursuant to the terms and conditions of the grant/contract agreement and will proceed according to its terms.* The annual review process must be completed prior to the issuance of contracts for these faculty members.

10. Termination of Appointments

a. Tenured Faculty Appointments

The employment of a faculty member with a tenured appointment may be terminated at any time as a consequence of:

- 1) retirement;
- 2) resignation;
- 3) failure of the faculty member to execute and return a new employment contract within the time period specified by the University, such failure to be deemed a voluntary resignation;
- 4) physical or mental incapacity;
- 5) financial exigency as declared by the Board of Visitors;
- 6) non-continuance of positions compensated by wages;
- 7) elimination or reduction of a program, department, or college/school;
- 8) declaration of an emergency, as made by specified Board resolution;
- 9) dismissal for one or more of the following causes:
 - a) incompetence in one or more areas of assigned responsibilities;
 - b) continuing neglect of duty in one or more areas of assigned job responsibilities;
 - c) academic misconduct in one or more areas of teaching, research, public service, or administration;
 - d) physical or mental incapacity in one or more areas of assigned job responsibilities;
 - e) fraud or falsification of official documents, credentials, or experience;
 - f) violation of Board policies;
 - g) violation of the terms of the employment contract;
 - h) violation of the rights and freedom of students, Board members, or employees of the University; and
 - i) conviction of a felony after initial employment.

b. Non-Tenured Faculty Appointments

1) General

There are seven (7) types of instructional faculty appointments other than tenured appointments:

- a) part-time;
- b) temporary;
- c) restricted;
- d) probationary;
- e) terminal;
- f) adjunct; and
- g) sponsored research.

Each of these instructional faculty appointments is for the term specified in the employment contract and terminates automatically at its expiration date, subject to the right of tenured faculty members only to be offered new employment contracts for the succeeding academic year and the right of faculty members holding probationary appointment to receive reasonable notice in the event they are not to be offered new employment contracts. The University is not obligated to show cause when a nontenured faculty member is not offered a new employment contract.

2) Probationary Faculty Appointments- Reasonable Notice

Although a new appointment may be made for probationary faculty members in writing at the University's discretion, the University is not obliged to show cause or state reasons when no new appointment is made. When hired at the assistant professor rank, all probationary faculty are offered three-year contracts that include a terminal year in case of non-reappointment. When hired at the associate or professor rank, probationary faculty are offered a single four-year contract, with the tenure review scheduled in the third year. The fourth year serves as a terminal year in a negative tenure decision; a positive decision voids the fourth year as the faculty member begins tenured status in the fourth year.

3) Termination within a term of employment

Employment of a faculty member with a nontenured faculty appointment may be terminated at any time as a consequence of the circumstances under which a tenured faculty member may be terminated at any time (see index: termination of non-tenured appointments).

c. Procedures for Termination Due to Financial Exigency and Elimination or Reduction of a Program, Department, or College/School

For faculty members with tenured faculty appointments and for faculty members with other than faculty tenured appointments within the term of their contract, terminations may be made as a result of financial exigency or elimination or reduction of a program, department, or college/school. For such terminations the following procedures are to be followed whenever reasonably possible and with reasonable timetables established for steps (1) through (7) as determined by the provost. In the event a step is not completed on schedule, that step is omitted and the next step is begun.

- 1) The Faculty Hearing Committee (FHC) is notified by the president or the president's designee that one or more terminations are being considered in accordance with the provisions of this subsection.
- 2) Within two calendar weeks of the date of the presidential notification, the provost presents to and discusses with the FHC all information pertinent to the possible termination(s).
- 3) The FHC considers the information, formulates written recommendations concerning the proposed termination(s), and forwards its recommendations to the provost within four calendar weeks of the presidential notification. In formulating its recommendations, the FHC may request additional relevant information and call upon other members of the University for advice.
- 4) If, after reviewing the FHC's recommendation, the provost decides to continue the termination process, then the provost notifies, in writing, within seven calendar weeks of the presidential notification, those individuals immediately affected, specifying the reason(s) for the termination. A copy of the FHC's written recommendations accompanies this notification. Should the provost decide not to continue the termination process, those individuals who would have been affected are notified and the process terminates at this point.
- 5) Following receipt of the provost's recommendation, the president decides whether the termination(s) being considered will be carried out. If the president's decision is not to recommend termination to the Board of Visitors, the termination procedure ends. If the decision is to proceed with the termination(s), the president prepares a resolution of termination for presentation to the Board of Visitors. Termination results from passage of the resolution by the Board and becomes operative on the date specified in the resolution. Notification by certified mail is made by the president or the president's designee to the last known address of the terminated faculty member.
- 6) The Board of Visitors, at its discretion, may hold a hearing upon the written request of the affected faculty member(s). A request for a hearing must be filed within ten (10) calendar days of the certified

mailing date of the president's notification of intent to present a resolution of termination to the Board. Absent such written request, all hearing rights are waived.

- 7) The University's grievance procedures do not apply to decisions concerning or resulting in termination under this section.
- 8) Order of Consideration of Positions
 - a) The order in which positions are normally considered for termination is:
 - (1) part-time;
 - (2) temporary;
 - (3) terminal;
 - (4) restricted in order of rank: instructor, **senior instructor**, **master instructor**, lecturer, senior lecturer, master lecturer;
 - (5) probationary; and
 - (6) tenured.

However, in all cases, the order of termination must be consistent with the academic needs of the department(s) in which reduction is made as determined by the provost, with the approval of the president.

- b) If a decision involves more faculty members holding like appointment that are to be considered for termination, discrimination among such members is based upon the results of the evaluations of these members for the past six years and other relevant documented evidence.
 - d. Procedures for Termination Due to Physical or Mental Incapacity

Termination for physical incapacity under section XII.9.a.4) or section XII.9.a.9)d) is based upon evidence that the faculty member will be unable to meet the faculty member's responsibilities for a period exceeding that covered by existing university regulations on leaves of absence for illness or other disability. Appropriate evidence of physical or mental incapacity is required. In considering termination of a faculty member under this subsection, the University will comply with applicable law(s) protecting the employment interests of handicapped individuals. If medical evidence establishes that the incapacity is likely to be temporary in nature, the University, as an alternative to termination, may, at its discretion, extend the leave period, with or without pay, for a reasonable period of time beyond its normal expiration. If the University initiates termination proceedings for physical or mental incapacity, the faculty member has access to the procedures for dismissal due to termination for cause set forth herein.

e. Procedures for Termination due to Dismissal for Cause

1) Preliminary Proceedings

When reason arises to question the fitness of a tenured faculty member or one whose nontenured appointment has not expired, the provost of the University, in consultation with the faculty member's dean, decides whether formal dismissal proceedings shall be initiated or whether some lesser sanction shall be imposed. If the provost concludes that formal dismissal proceedings are appropriate, the provost shall prepare and communicate to the faculty member a statement of charges, with reasonable particulars. This communication shall also advise the faculty member that, if the faculty member so requests, a hearing shall be conducted by a faculty committee. If within seven (7) calendar days of receipt of the statement of charges, the faculty member does not so request in writing to the provost or the provost's designee, the hearing is waived.

If the faculty member does wish a hearing, the faculty member's written response to the provost's notification should include an answer to the charges upon which the hearing will proceed. The hearing shall be conducted in accordance with the procedure outlined in Sec. XII. 9.e.2.b-f. If the faculty member waives a hearing, the provost shall forward a recommendation to the president that the faculty member

be dismissed. The faculty member may submit objections to this recommendation within five (5) calendar days. The president shall decide whether dismissal is appropriate in accordance with the Sec. XII. 9.e.2.f.

(Note: In this and all other steps in the formal dismissal procedure, if the day on which an act is to be done falls on a Saturday, Sunday, or University holiday, the next regular business day becomes the operative date.)

2) Formal Dismissal Procedures and Information

a) Faculty Dismissal Hearing Panel (DHP)

The Faculty Dismissal Hearing Panel (DHP) hears dismissal cases and advises the president on dismissals. The DHP consists of five (5) members of the Faculty Hearing Committee not previously concerned with the case who are selected by lot by the FHC chair. The provost and the faculty member are each allowed one peremptory challenge to the resulting membership on the DHP, and each is allowed one additional challenge for cause. Rulings on challenges for cause are made by the unchallenged members of the DHP, a majority being required to sustain a challenge for cause. Replacement of any member of the DHP excluded from service is by lot from among the remaining members of the FHC. If this process does not yield five (5) members eligible to serve on the DHP, the remaining places on the panel shall be filled by tenured faculty members not previously concerned with the case selected randomly from the roster of full-time instructional faculty. Once empaneled, the DHP elects one of its members as chair.

b) Notice of Hearing

If the faculty member has made a timely request for a hearing, the DHP, within three (3) working days of being empaneled, establishes a time, date, and place for the hearing and so notifies the faculty member, the president, and the provost at least ten (10) calendar days before the hearing date.

c) Pre-Hearing Conferences

The DHP chair may initiate pre-hearing conferences with the DHP, the provost, and the faculty member for the purpose(s) of:

- (1) establishing relevant facts which are not in dispute;
- (2) exchanging and providing to the DHP copies of documentary or other evidence;
- (3) clarifying the grounds upon which dismissal is being sought and the responsive answer of the faculty member; and
- (4) achieving such other objectives as will make the hearing fair, effective, and expeditious.

d) Hearing

- (1) The formal hearing shall commence within twenty (20) calendar days from the date the DHP is empaneled. However, this period may be extended for a reasonable additional time at the discretion of the president if, in the president's judgment, commencing the hearing within this period would create undue hardship for a party to the proceeding or a member of the DHP or unreasonably interfere with the ordinary operation of the University.
- (2) The faculty member has the right to be present at the hearing to present arguments and evidence against the charges and/or may submit written documentation in the faculty member's defense. During the hearing procedures, the faculty member and the provost will be permitted to have an academic adviser and/or counsel present.
- (3) At the request of either party, one representative of each of one or more educational/professional associations may attend the proceedings as observers.

- (4) A record of the hearing will be made and a copy made available to the faculty member at no charge.
 - (5) The recommendation of the DHP will be limited to addressing the charges which have been brought against the faculty member and will be based upon evidence presented.
 - (6) The faculty member and the provost (including their counsels and advisers) have the right to confront and cross-examine all witnesses present. If a witness cannot or will not appear, the DHP may consider a written, notarized statement for whatever probative value it might have in the absence of an opportunity for cross-examination. The DHP chair will assure in general that witnesses are treated with an order of respect appropriate to an academic hearing and will assure, in particular, that witnesses are not subjected to intimidation through hostile questioning or other means.
 - (7) The University administration will cooperate to the extent reasonable under the circumstances with the available documentary and other evidence. Although all witnesses and evidence should be available at the time set for the hearing, in extraordinary circumstances, the chair of the DHP may grant brief and reasonable adjournments, not to exceed two (2) working days, to prevent substantial prejudice to either party.
 - (8) In a hearing on charges of incompetence, the testimony may include that of qualified faculty members from this or other institutions of higher learning.
 - (9) The DHP is not bound by strict legal rules of evidence, discovery, or procedure and may consider any evidence, which is of probative value in formulating its recommendation concerning the dismissal. Deviation from these procedures is not grounds for reconsideration or reversal of the DHP's recommendation so long as the faculty member has received a fundamentally fair hearing and neither the faculty member nor the University has been unduly prejudiced as a result of technical error in the proceedings.
 - (10) The chair of the DHP rules on all questions of procedure and is responsible for conducting the hearing as expeditiously as possible without undue prejudice to the parties.
 - (11) When the DHP has heard the testimony and received the evidence on the dismissal charges, the hearing terminates. Deliberations of the DHP after the close of the hearing are in private conference.
- e) Recommendation of the DHP
- (1) The DHP submits its judgment on each specific charge and its recommendation of dismissal or no dismissal to the president within thirty (30) days of being empaneled, unless the president, at the president's discretion, extends the time period for good cause. For the recommendation of the DHP to be considered by the president, it must be submitted within the authorized time. The DHP is dissolved at the end of the time or at the end of submission of its recommendation, whichever comes first. The hearing record and all evidence are forwarded to the president.
 - (2) The recommendation of the DHP must be supported by a majority of its members. Any member of the DHP who disagrees with the majority recommendation may prepare a minority report, which will be attached to the DHP recommendation submitted to the president.
 - (3) The president sends a copy of the DHP's recommendation and minority report, if any, to the faculty member and to the provost. Any claim that the DHP recommendation or any previous

aspect of the dismissal proceedings has been affected by prejudicial impropriety or unlawful discrimination must be presented in writing with specificity for the president's consideration within five (5) calendar days of receipt from the president of a copy of the DHP recommendation.

f) Decision by the President

If the president decides that dismissal is appropriate, the president prepares a letter of dismissal and notifies the faculty member or the faculty member's representative of the president's decision by sending this letter by certified mail to the last known address. This letter will advise the dismissed faculty member of the faculty member's right to appeal, the dismissal by requesting of the president, in writing within thirty (30) days of the date of posting of the president's letter of dismissal, a hearing by the Board of Visitors. If no timely request for a Board hearing is made, the hearing right is waived.

g) Appeal to the Board of Visitors

In the event that a timely request for a Board hearing is made, the president shall so notify the rector of the board; and the rector will establish the time, date, and place for the hearing and will notify the appropriate parties accordingly. The Board may proceed in whatever manner it deems appropriate to provide the dismissed faculty member a reasonable review of the dismissal action.

h) Status of the Faculty Member During Dismissal Proceedings

During dismissal proceedings a faculty member may be suspended or assigned other duties in lieu of suspension at the discretion of the president. Such suspension or reassignment may occur at any time after reason has arisen to question the fitness of the faculty member. If, in the opinion of the president, the presence of a suspended faculty member on campus would present a threat to property or persons or disrupt any of the University's operations, the president may bar the faculty member from all or part of the University buildings and grounds. Any person so barred may request permission to return to campus to retrieve personal property while accompanied by a University official designated by the president. Salary continues during the period of suspension; however, no salary will be paid for periods of time during which a suspended faculty member is employed elsewhere or is self-employed in a substantially full-time capacity.

i) Confidentiality

Dismissal proceedings are considered confidential, and publicity or public statements are avoided unless authorized by the Dismissal Hearing Panel in order to gather information before or during its hearing.

j) Discontinuance of Compensation

The compensation of any faculty member, tenured or non-tenured, who is dismissed under this section will be discontinued as of the date of posting of the president's letter of dismissal. If the faculty member timely requests a Board hearing, and as a result of such hearing the dismissal decision is reversed, the faculty member will be compensated for the time period between posting of the president's letter of dismissal and any subsequent reversal of the dismissal decision.

k) Suspension of Notice of Termination/Employment Schedules

The schedules for notice of termination or intent to offer new employment contracts are not applicable to the affected faculty member during dismissal proceedings.

If, during the course of dismissal proceedings, an operative notification date passes without the University's offering an employment contract or giving notice that no employment contract will be

offered for the following academic year, the affected faculty member does not thereby automatically become entitled to be offered further employment or compensation.

If the proceedings result in a decision not to dismiss, the faculty member will be entitled to whatever employment considerations the faculty member would have received in the absence of the dismissal proceedings.

l) Caveat to Nontenured Faculty Members

The procedural due process described in this section applies only to tenured faculty members and to non-tenured faculty members whose dismissal is sought for stated cause during the term of a non-tenured appointment. The existence of these procedures should not be construed by non-tenured faculty members as limitation on the University's right to decline, without stating reasons, to offer new employment beyond the expiration of the non-tenured appointment.

- m) The grievance procedures provided below are neither applicable to the dismissal process nor available to faculty who have been dismissed.

11. Faculty Grievance Procedures

A grievance is an allegation by a faculty member that the faculty member has suffered direct material or professional injury as a result of a decision or action by an administrative officer of the University or a colleague that either misinterprets or misapplies existing policy, regulation, or law. The redress sought must be of a nature the University has the authority to provide. The grievance process is not intended to provide a means for challenging the merits of a lawfully promulgated policy or regulation or for reviewing the merits of a decision or action without substantial evidence that applicable policy, regulation, or law has been violated to the detriment of the grievant. For a grievance to be properly considered, therefore, the grievant must clearly identify: 1) the decision or action in question; 2) the policy, regulation, or law allegedly misinterpreted or misapplied; 3) the facts supporting the allegation; and 4) the redress sought.

Termination of appointments and questions concerning salary, wages or other compensation are not grievable matters under this section (Faculty Grievances Procedures).

a. Informal Grievance Procedures

The grievant presents to the person who made the decision or took the action in question a written request for reconsideration in light of the criteria for a proper grievance as set forth above. This request must be made within fifteen (15) calendar days of notification of the decision or action.

b. Formal Grievance Procedures

- 1) If the grievance has not been resolved through the informal procedures to the satisfaction of the grievant, the grievant may petition the Faculty Grievance and Hearing Committee for consideration of the grievance. If a petition is not filed with the Faculty Grievance and Hearing Committee (FGHC) within fifteen (15) calendar days after notification of failure of the grievance to be resolved informally, the grievance is terminated without recourse. The petition is directed to the chair of the FGHC and must clearly identify, in writing: 1) the decision or action in question and the person against whom the grievance is being filed; 2) the policy, regulation, or law allegedly misinterpreted or misapplied; 3) the facts supporting the allegation; and 4) the redress sought.
- 2) The chair of the FGHC acknowledges in writing to the grievant and the person against whom the grievance has been filed receipt of the petition within three (3) working days of receipt.
- 3) The chair of the FGHC may then call upon other members of the FGHC or the University community to assure that the petition has been timely filed and contains grievable matters and that the Informal Grievance Procedures have been completed.

Only if these requirements are met is a grievance properly before the FGHC. The chair of the FGHC notifies the petitioner of the acceptance or rejection of the petition; this determination should normally be determined within one week. If the grievance petition is rejected, the reason for rejection is stated in the notification, which is also reported to the Committee members at that time.

- 4) If the grievance is properly before the FGHC and remains unresolved, the chair selects, by lot from among the membership of the FGHC, a Faculty Grievance Panel (FGP) consisting of three members. If any member of the FGP is a member of the department of the faculty member filing the grievance or if the FGP member feels that he or she has a conflict of interest, that member must state that and be removed from the panel and another committee member will be chosen by lot. The party defending against the grievance and the grievant are, in turn, allowed one (1) peremptory challenge to the membership of the panel, and each party is allowed one (1) additional challenge for cause. Challenges for cause are decided by the unchallenged members of the FGHC, and replacement of any member excluded from the panel is by lot from among the remaining members of the FGHC. The FGP elects one of its empaneled members to chair the panel.
- 5) The chair of the FGP arranges with the concerned parties the time(s), date(s), and place(s) of meetings(s) to consider the matters alleged in the grievance. The panel seeks initially, through informal discussions, to assist the parties in reaching a resolution. If, however, resolution cannot be reached through informal discussions, the panel may examine written statements and documents submitted by both parties and interview individuals that may possess information relevant to the grievance. If at any time during its consideration of the grievance a majority of the panel concludes that the petition does not meet the requirement for proper consideration by the FGHC, the panel may recommend to the full FGHC and its chair that acceptance be revoked. Alternatively, the FGP may state such conclusion in its final report.
- 6) The FGP shall complete its operations within thirty (30) calendar days of the date the grievance petition was filed with the FGHC unless the time period is extended under the provisions of subsection 7) below. Within this time period, the FGP submits its signed report and recommendations to the grievant and the party against whom the grievance is directed. The FGP report is also transmitted to the administrative officer immediately above that against whom the grievance was directed or, in the case of a grievance against the president, to the Board of Visitors. The officer receiving the recommendation (or the Board, as appropriate) takes final action and notifies all concerned of that action. Failure by the FGP to transmit its report within the 30-day limit (or extended time period if applicable) dissolves the FGP and refers the case to the president for disposition.
- 7) The time periods set forth in the informal and formal grievance procedures may be extended at the discretion of the president in extraordinary circumstances where adequate consideration of the grievance would be impaired if limited to the time periods established in this section.
- 8) Independent of these grievance procedures, the Board of Visitors may hear appeals, of full-time faculty on decisions of the president on matters of initial employment, promotions, tenure, or terminations other than dismissal at its discretion. In order to request a discretionary Board hearing, a written petition containing the particulars of the grievance and the grounds for seeking reversal of the president's decision must be delivered to the president not later than five (5) working days from the date of notification of the president's decision. The president will promptly transmit the petition to the Board.
- 9) The grievance procedures described in this section are available to a faculty member with regard to a particular decision, action, or recommendation only once. Once the opportunity for recourse through these procedures has passed, or once the processes of this section have been initiated, they cannot be initiated again relative to the same decision, action, or recommendation. Further decisions, actions, or recommendations taken under the provisions of this section are not themselves grievable in any fashion.

12. Emeritus Status

Upon retirement, a faculty member who has served with distinction and with at least ten (10) years of service at Christopher Newport University (or seven years at Christopher Newport University if the faculty member has at least 20 years of teaching/research service to academe or professional service and has attained the academic rank of professor) may be awarded the rank of professor emeritus upon nomination and supporting statement of the faculty member's department and dean, the recommendation of the Faculty Senate, the recommendation of the provost and the president, and the approval of the Board of Visitors. Emeritus faculty enjoy many of the rights and privileges of full-time, salaried instructional faculty. Emeritus faculty will be issued an *Emeritus Faculty* CNU identification card that will enable them to access certain services available to full-time salaried faculty. These include faculty library privileges, access to the Freeman Center and Triesmann Fitness Center, a cost-free CNU email account, a one-course-per-semester tuition waiver, and standard faculty discounts at the Captains Locker, Ferguson Center for the Arts, and athletic events, and a cost-free parking decal for on-campus parking.

13. Personnel File

Every faculty member has the right to access and review his or her permanent personnel file during normal business hours. If any document is placed in this file that has the potential to do harm to the faculty member's personal or professional reputation, including but not limited to letters of complaint, reprimand or admonition, the faculty member will be notified in writing. The faculty member has the right to respond in writing and have the response placed in the personnel file. Unsubstantiated complaints or accusations will be removed.

SECTION XIV
Library Information

Information on the CNU Library may be obtained through the University librarian or the CNU website.

SECTION XV
General Personnel Information

1. Introduction

- a. Changes in general personnel policies and practices are authorized by the president after adequate consultation with the provost or the appropriate vice president(s) and constituencies of the University, and are communicated to all affected parties at the earliest reasonable time.
- b. The basic policies for administration of university personnel matters are established by state law and regulation.

2. Equal Employment Opportunity Policy

Christopher Newport University is committed to providing an environment that emphasizes the dignity and worth of every member of its community and that is free from harassment and discrimination based on race, color, religion, sex, national origin, age, disability, genetic information, gender identity, marital status, military/veteran status, political affiliation, or any other status protected by law.

Such an environment is necessary to a healthy learning, working, and living atmosphere because discrimination and harassment undermine human dignity and the positive connection among everyone on campus. In pursuit of this goal, any question of impermissible discrimination on these bases will be addressed with efficiency and energy in accordance with this policy. Complaints or reports of retaliation against those who have opposed practices prohibited by this policy, those who have filed complaints or reports under this policy, and those who have testified or otherwise participated in the enforcement of this policy are also addressed under this policy.

Christopher Newport University does not discriminate in admission, employment, or any other activity on the basis of race, color, religion, sex, national origin, age, disability, genetic information, gender identity, marital status, military/veteran status, political affiliation, or any other status protected by law.

Christopher Newport University, an equal opportunity employer, is fully committed to access and opportunity for all persons.

3. Health and Safety

Christopher Newport University is committed to maintaining a safe working, learning, and living environment for all members of the University community. University activities will be conducted in a manner that minimizes the likelihood of accidents, illnesses, and injuries and meets or exceeds the requirements of state and federal health and safety laws, regulations, and standards.

4. Substance Abuse Policy for Employees

Christopher Newport University is committed to protecting the health, safety, and welfare of the citizens it serves by assuring that a drug-free workplace is maintained and that employees perform their duties unimpaired by the effects of drugs or alcohol. In compliance with this commitment and federal law, Christopher Newport University established a Substance Abuse Policy for Employees.

The unlawful manufacture, possession, use or distribution of illicit drugs and controlled substances and the unlawful possession, use, or distribution of alcohol on Christopher Newport University property is prohibited. Violations of the policy will be handled according to existing personnel policies and procedures governing the conduct of administrators, faculty and staff. Please contact the Office of Human Resources for additional information.

University Handbook 2026–2027 Edition

5. Freedom of Information/Privacy Act The University complies with the Virginia Freedom of Information Act and the federal Family Educational Rights and Privacy Act. Because these laws and their implementing regulations are ambiguous and constantly changing, it is difficult to definitely state what is and is not covered. Nevertheless, members of the University community are advised that as a general matter, it is illegal to disclose information concerning a student's academic performance to anyone other than the student including the student's parents. Similarly, it is illegal to disclose the specific details of an employee's personnel file. Of course, this specific information is available to the student concerned and to the individual employee. However, the University community should also know that certain general information must be disclosed. Any questions or concerns about these laws should be directed to the University Counsel. Faculty members should not release any information about students to persons other than the student without first consulting with the University Counsel.
6. Conflict of Interest (Nepotism)
Christopher Newport University adheres to the State and Local Government Conflict of Interest Act. Questions concerning this policy should be directed to the Director of Human Resources.
7. University Name, Official Seal, and Tax Payer Identification Number
The name, address, phone number, and official seal of the University may be used only when conducting authorized University business. Under no circumstances may individuals represent to others that they are acting on behalf of the University when conducting personal business. In addition, official University accounts are authorized by the president or the president's designee and are the only accounts that may use the aforementioned information and the University's taxpayer identification number. Questions concerning this policy should be directed to the vice president for finance and planning.
8. Telephone Usage
University telephones are intended for the business needs of the University. Personal use of University telephones is to be kept to a minimum. Personal long-distance calls are prohibited. When answering and/or conversing on a University phone, employees are expected to use a telephone manner that reflects the dignity of the University.
9. University Equipment and Facilities
University communication and computing resources are intended to support the educational, research, and public service missions of the University. The acceptable use of these resources must be in accord with the policies and regulations established by the Information Technology Services and the University Library, and relevant local, state, federal, and international laws and regulations. When using electronic communications tools and social media, users should follow all applicable Commonwealth policies. Users may not violate any provision of this policy, any supplemental policy adopted by agencies, or any other policy, regulation, law or guideline as set forth by local, State or Federal law. This may include but is not limited to copyright laws, trademark laws, and other legislated requirements. Unauthorized personal use that conflicts with state policy of any University equipment or facilities is therefore prohibited, including the disallowed access of "Sexually explicit content" as defined in the Code of Virginia §2.2-2827.
10. Gifts, Gratuities or Rewards
State employees are in a position of public trust and cannot accept gifts, gratuities, favors or rewards for any service performed in connection with State employment. In addition, it is unlawful to solicit, offer or accept money or anything of value in exchange for appointment, promotion, or special privilege with the State agency in which employed or with any other State agency. Questions concerning this policy should be directed to the Director of Human Resources.
11. Outside Employment
 - a. The primary obligation of full-time employees is to fulfill the duties of their positions with the University. Limited extra employment, including consulting, may be undertaken so long as it does not conflict with the individual's responsibility to the University, affect the employee's performance of University duties, reflect

University Handbook 2026–2027 Edition

adversely on the University, or create a conflict of interest. Individuals must request and receive permission from their supervisor in writing prior to being so employed. Because of the community relations benefits, consulting services by Faculty and staff members are encouraged so long as the foregoing limitations are observed.

- b. Because of their special expertise, salaried Faculty members (both instructional and administrative) are likely to be sought after for outside employment. To avoid demands on faculty members that might interfere with the performance of University duties, all administrative and professional faculty must seek prior approval from the provost, chief of staff or division vice president for outside employment, if compensation for that employment exceeds \$1,000 per semester. Any compensated work that would involve missing classes must also be approved by the provost. Such approval, once given, expires automatically at the end of each contract period. For non-teaching administrative positions, the approval expires at the end of each fiscal year.
- c. Faculty members (both instructional and administrative) on an approved paid or unpaid leave, such as FMLA, parental, leave without pay, or sabbatical must still report and request approval for outside employment. Failure to do so may result in disciplinary action up to and including termination.
- d. A copy of the written permission granted in writing for outside employment will be kept in the employee's personal file in the Human Resource Office.

12. Political Activity

State employees, within limitations, may take part in the political activities conducted on their own time. Employees who wish to use annual leave to participate in political activities must obtain prior approval from their supervisors for time off. Contingent upon workloads and schedules, time off should be permitted except in cases of a work emergency where schedules cannot be adjusted.

- a. The Federal Hatch Act places restrictions on employees whose salary is federally funded in part or in whole. CNU employees are encouraged to read this Act carefully and seek competent counsel for the interpretations and applicability of this or any other federal requirements.
- b. Concerning state law and regulations, employees are advised to seek competent counsel for interpretations and applicability of various Virginia codes and regulations.

13. Attire

Personal attire should be appropriate for the activity of the department, office or activity in which the individual is engaged.

14. Training

It is the policy of Christopher Newport University to provide training for its personnel which will benefit both the employee and the agency. The training program will be created, facilitated and managed through the Office of Human Resources. Employees will provide input as to training and development needs.

15. Resignation

If an employee chooses to separate employment from the University, at least a two-week notice is expected. This notice should include the reason for leaving. The employee must contact the Office of Human Resources to resolve matters relating to benefits and other related issues. Full-time employees who are terminating will be furnished information relative to their employment concerning payment for accrued leave, withdrawal of contributions for retirement, conversions of their group life insurance, and other benefits to which they may be entitled.

16. Educational Qualifications

Christopher Newport University reserves exclusively to itself the right to establish criteria for minimum educational qualifications for any individual position of employment at the University or for categories of such positions. In so doing, the University reserves to itself the sole discretionary authority to determine (by awarding institution, by name of degree, by the nature of the academic program that led to the degree, or by any other criterion or criteria it deems appropriate) those earned degrees or other indicators of educational achievement that are acceptable in meeting these qualifications. When the University establishes new criteria for minimum educational qualifications for any position or category of positions, it reserves to itself the sole discretionary authority to determine the future employment status, if any, of the incumbent or incumbents in such position or category of positions.

17. Fringe Benefits

The Commonwealth of Virginia provides a number of statewide fringe benefits for full-time employees. Although listed here, state benefits are subject to change by the Commonwealth without University consultation or approval. Additionally, the University provides several local benefits for full-time employees. HR provides detailed benefits information at the time of hire. A yearly Benefits Fair, printed information and individual consultations are available anytime thereafter. This section is not meant to provide details for understanding or using programs, but is only designed to enhance awareness of program availability. Additional details may be obtained from the Office of Human Resources (HR) by visiting, calling 594-7145 or referring to the website at cnu.edu/hr/benefits.

SECTION XVI
Schedule of Classes

The Schedule of Classes is available on the CNU website under the Office of the Registrar.

SECTION XVII
Student Handbook

The *Student Handbook* may be obtained through the dean of students or the CNU website.

http://cnu.edu/public/studenthandbook/_pdf/studenthandbook.pdf

SECTION XVIII
University Administration

The University's Administrative Organizational Chart

https://cnu.edu/whoweare/_pdf/cnu-organizational_chart.pdf

Description of Administrative Positions

President

The president of the University is the chief executive officer of the University, appointed by the Board of Visitors, and serving at its pleasure. The president is responsible for the total operation of the University, with all official actions of the University under the president's authority, which authority may be specifically delegated to constituencies of the University at the president's discretion. The president is the official channel of communication between the Board and all University constituencies, and is the final institutional authority on all matters of policies and procedures, subject to Board review.

Chief of Staff

The chief of staff represents the president to external and internal constituencies, and handles routine operations of the President's Office. The chief of staff is responsible for and has delegated authority over all administrative affairs of the University. The chief of staff acts for the president in the president's absence on non-academic issues. The chief of staff has signature authority for the provost in the provost's absence on matters where the provost is empowered to act for the president. The chief of staff is selected by, reports to, and serves at the pleasure of the president.

Provost/Executive Vice President

The provost/executive vice president is the chief academic officer (CAO) of the University. The provost/executive vice president is the head of the division and supervises its administrative staff. The provost/executive vice president is responsible for and has delegated authority over all academic affairs of the University, including the academic management and organization of the institution, over academic centers, over the development and approval of the University's curriculum, enrollment, academic success, and over the participation of the faculty in matters of university governance. The provost has oversight over the budgets of academic affairs, hires and reviews the faculty, resolves faculty issues, and establishes the faculty's responsibilities in the areas of teaching, research, and service. The provost is the ranking member of the faculty, and an ex officio member of all committees which report to the instructional faculty. The provost acts for the president, on academic matters, in the president's absence. The provost is selected by, reports to, and serves at the pleasure of the president.

Positions that report to the Board of Visitors:

a. Director of Internal Audit

The director of internal audit is responsible to the Board of Visitors for ensuring that adequate internal controls are practiced in the financial and operational management of the institution and provides assistance and advice to the University president on a continuing and routine basis. The director is selected by and reports to the Board of Visitors and reports to the chief of staff for day-to-day operations.

b. University Counsel

The university counsel is the attorney for the University and all persons acting on behalf of the University. University counsel is responsible for the development and implementation of legal policy and for ensuring that the University's activities conform to all applicable laws. (University counsel is appointed the Attorney General of the Commonwealth of Virginia, in consultation with the president, and serves at their pleasure.) University Counsel reports to the Attorney

University Handbook 2026–2027 Edition

General of the Commonwealth of Virginia on matters of legal advice and representation and to the Board of Visitors on matters involving the implementation of legal policy.

2. Office of the Chief of Staff

Chief of Staff

The chief of staff represents the president to external and internal constituencies, and handles routine operations of the President's Office. The chief of staff is responsible for and has delegated authority over all administrative affairs of the University. The chief of staff acts for the president in the president's absence on non-academic issues. The chief of staff has signature authority for the provost in the provost's absence on matters where the provost is empowered to act for the president. The chief of staff is selected by, reports to, and serves at the pleasure of the president.

The following positions report to the chief of staff:

a. Deputy Chief of Staff

The deputy chief of staff for the president's office is responsible for assisting the chief of staff and president in carrying out the president's duties by performing such tasks as the chief of staff directs. The deputy chief of staff is selected by, reports to, and serves at the pleasure of the chief of staff.

b. Director of Athletics

The director of athletics is responsible for all operations, policies, and practices of the department of athletics, including intercollegiate sports, their support, facilities, and resources. In addition, the director is responsible for the office of recreational services which includes the intramural sports program and the sports clubs, which are registered student organizations. The director is selected by, reports to, and serves at the pleasure of the chief of staff.

c. Chief Communications Officer

The chief communications officer is responsible for developing and implementing a communications strategy that increases the University's profile while fostering and educating the community on university objectives. The chief communications officer leads the branding, public relations, and communications functions, collaborating with internal and external partners, and supports an array of university activities including admission, fundraising, alumni relations, student life, and academic affairs. The chief communications officer is selected by, reports to, and serves at the pleasure of the chief of staff.

d. Associate Vice President for External Relations

The associate for external relations leads the university's federal, state and local government relations program, community engagement program, economic development collaborations, and other private-sector partnerships. Works closely with the president, chief of staff, and senior leadership to develop and implement the university's legislative priorities, along with community and economic development initiatives, to leverage existing resources and drive new resources to the University. The associate vice president for external relations is selected by, reports to, and serves at the pleasure of the chief of staff.

e. Executive Director of University Events

The executive director of university events provides direction, coordination and oversight of presidential initiatives, special projects and events. Supports the President and establishes a broad network at all levels of the University to advance and ensure consistency with the University's mission and goals. The executive director of university events is selected by, reports to, and serves at the pleasure of the chief of staff.

f. Executive Director of the Ferguson Center for the Arts

The executive director of the Ferguson Center for the Arts is responsible for the coordinated and operational leadership/management for the Center including booking performances and events. The executive director of the Ferguson Center for the Arts is selected by, reports to, and serves at the pleasure of the chief of staff.

g. Executive Director of the Torggler Fine Arts Center

The executive director of the Torggler Fine Arts Center is responsible for the coordinated and operational leadership/management for the Center including booking exhibits and events. The executive director of the Torggler Fine Arts Center is selected by, reports to, and serves at the pleasure of the chief of staff.

3. Division of Academic Affairs

Provost/Executive Vice President

The provost/executive vice president is the chief academic officer (CAO) of the University. The provost/executive vice president is the head of the division and supervises its administrative staff. The provost/executive vice president is responsible for and has delegated authority over all academic affairs of the University, including the academic management and organization of the institution, over academic centers, over the development and approval of the University's curriculum, enrollment, academic success, and over the participation of the faculty in matters of university governance. The provost has oversight over the budgets of academic affairs, hires and reviews the faculty, resolves faculty issues, and establishes the faculty's responsibilities in the areas of teaching, research, and service. The provost is the ranking member of the faculty, and an ex officio member of all committees which report to the instructional faculty. The provost acts for the president, on academic matters, in the president's absence. The provost is selected by, reports to, and serves at the pleasure of the president.

The following positions report to the provost:

a. Vice Provost

The vice provost assists the provost with curriculum development, faculty communications, faculty recruitment, faculty evaluation, and the development of a long-term academic plan. Serves as the academic dean of the Honors Program and interdisciplinary studies. In addition, the vice provost performs other tasks as designated by the provost. In the absence of the provost, the vice provost will act for the provost. The vice provost is selected by, reports to, and serves at the pleasure of the provost.

b. Vice Provost for Academic Success, Research and Dean of Graduate Studies

The vice provost for academic success, research and dean of graduate studies assists the provost with sponsored research, undergraduate research and creative activities, and graduate studies. In addition, the vice provost performs other tasks as designated by the provost. In the absence of the provost, the vice provost will act for the provost. The vice provost is selected by, reports to, and serves at the pleasure of the provost.

c. Vice Provost for Enrollment Management

The vice provost for enrollment management serves as the chief enrollment officer of the, and provides the strategic direction and leadership for the Offices of Admission, Financial Aid, Registrar, and School Partnerships and Outreach in pursuit of enrollment and retention goals as set by the Board of Visitors and President. The vice provost is selected by, reports to, and serves at the pleasure of the provost.

University Handbook 2026–2027 Edition

d. Associate Provost for Assessment and Accreditation

The associate provost for assessment and accreditation assists the provost with academic and administrative assessment. The associate provost is the University liaison to SACSCOC. The associate provost is selected by, reports to, and serves at the pleasure of the provost.

e. Dean of the College of Arts and Humanities

The dean of the College of Arts and Humanities is responsible for the overall organization, administration, and fiscal management of the college. The dean is responsible for the coordination of the academic programs and instructional activities of the college. The dean is selected by, reports to, and serves at the pleasure of the provost.

f. Dean of the College of Natural and Behavioral Sciences

The dean of College of Natural and Behavioral Sciences is responsible for the overall organization, administration, and fiscal management of the College. The dean is responsible for the coordination of the academic programs and instructional activities of the College. The dean is selected by, reports to, and serves at the pleasure of the provost.

g. Dean of the College of Social Sciences

The dean of College of Social Sciences is responsible for the overall organization, administration, and fiscal management of the college. The dean is responsible for the coordination of the academic programs and instructional activities of the college. The dean is selected by, reports to, and serves at the pleasure of the provost.

h. Dean of the Luter School of Business

The dean of the Luter School of Business is responsible for the overall organization, administration, and fiscal management of the school. The dean is responsible for the coordination of the academic programs and instructional activities of the school. The dean is selected by, reports to, and serves at the pleasure of the provost.

i. University Librarian

The university librarian is responsible for the development of the library collection; for all library services (including instructional media services); and for the administration, organization, and fiscal management of the library. The university librarian is selected by, reports to, and serves at the pleasure of the provost.

j. Assistant Provost for Finance and Administration

The assistant provost for finance and administration assist the provost with the development and management of the academic affairs operating and capital budget. The assistant provost also serves as the administrative liaison for academic affairs to the business office, information technology services, procurement and human resources. The assistant provost is selected by, reports to, and serves at the pleasure of the provost.

k. Associate Dean, Graduate, Professional and Special Programs

The associate dean of graduate, professional, and special programs oversees, implements and monitors the admissions process, facilitates communications with program directors, and manages all aspects of the graduate studies office. The associate dean leads recruitment for graduate, professional, and special programs and interfaces with recruiters and the community for individual programs. The associate dean works with dean and graduate studies program coordinator and serves at the pleasure of the provost.

University Handbook 2026–2027 Edition

4. Division of Finance and Administration

Chief Financial Officer/ Vice President for Finance and Administration

The chief financial officer/vice president for finance and administration is responsible for the overall financial management of the institution and is responsible for oversight of planning and budget, business office, procurement services, and auxiliary services. The chief financial officer/vice president for finance and administration is selected by, reports to, and serves at the pleasure of the chief of staff.

The following positions report to the chief financial officer/vice president for finance and administration:

a. Executive Director of Auxiliary Services

The executive director of auxiliary services is responsible for providing coordinated fiscal and operational leadership/management to a variety of auxiliary services for the University, including: Dining Services; Catering Services; **Conference and Event Services**; Parking Services; Captains Card Services; and DSU Welcome Desk. In addition, the executive director of auxiliary services is responsible for a variety of outsourced auxiliary services including the Captains Locker (CNU Bookstore), campus-wide beverage vending, campus-wide snack vending, and laundry vending in student housing facilities. The executive director is selected by, reports to, and serves at the pleasure of the chief financial officer/vice president **for finance and administration**.

b. Director of Procurement Services

The director of procurement services provides oversight and management of procurement strategy and operations for the office of procurement services, warehouse operations and university mail services. The director serves as the chief procurement officer. The director is selected by, reports to, and serves at the pleasure of the chief financial officer/vice president for finance and administration.

c. Executive Director of Planning and Budget

The director of planning and budget is responsible for the preparation, monitoring, and reconciliation of the annual operating budget of the University, and the recommendation for reallocation of resources as required. The director is responsible for monitoring the appropriation and allotment status of all funds for the University, the development of annual revenue projections, and the development of tuition and fees recommendations for review by executive management and approval by the Board of Visitors. The director is selected by, reports to, and serves at the pleasure of the chief financial officer/vice president for finance and administration.

d. University Comptroller

The university comptroller directs and manages the financial operations of the university and serves as the chief accounting officer. The university comptroller manages accounts receivable and cash services, accounts payable, general accounting, financial accounting and reporting, financial systems, capital outlay and fixed assets accounts, and research grant accounting. The university comptroller is responsible for preparing the annual financial statements and coordinating all financial and compliance audits. The university comptroller is selected by, reports to and serves at the pleasure of the chief financial officer/vice president for finance and administration.

University Handbook 2026–2027 Edition

e. Director of Institutional Research

The director of institutional research is responsible for providing access to reliable, useful, quality data, and conducting needed research and analysis of the characteristics and performance of the University. The director coordinates data collections supporting internal, external, state, and federally mandated reporting as well as supporting compliance with other governing and accrediting agencies. The director also facilitates institutional improvement and university progress by providing information to support decision-making and planning for the administration. The director is selected by, reports to, and serves at the pleasure of the chief financial officer/vice president for finance and administration.

5. Division of Facilities and Campus Operations

Vice President for Facilities and Campus Operations

The vice president for facilities and campus operations provides leadership and direction to achieve initiatives consistent with the vision and goals of the university and in support of the president. The vice president provides guidance, supervision, and oversight to facilities management (including auxiliary building operations), capital outlay, campus police, emergency management, environmental health and safety, and grounds. The vice president for facilities and campus operations is selected by, reports to, and serves at the pleasure of president and reports to the chief of staff for day-to-day operations.

The following positions report to the vice president for facilities and campus operations:

a. Assistant Vice President for Facilities and Campus Operations

The assistant vice president of facilities and campus operations is a key leadership role responsible for assisting the vice president in strategic planning, development, management of all physical facilities and campus operations. Assists with ensuring a safe, efficient, and well-maintained environment that supports the institution's mission and enhances the overall campus experience. The assistant vice president for facilities and campus operations is selected by, reports to, and serves at the pleasure of the vice president for facilities and campus operations.

b. Chief of University Police

The chief of university police is responsible for campus safety, security and property protection, including law enforcement activities and traffic control. The chief of university police is responsible for maintaining a well-structured database for the Campus Security Act (Clery Act) reports, state police reports (IBR), police logs and other reporting responsibilities. The chief of university police manages the University's emergency communication center and works closely with various constituencies regarding safety and emergency response and management. The chief of university police is selected by, reports to, and serves at the pleasure of the vice president for facilities and campus operations.

c. Director of Emergency Management

The director of emergency management provides strategic, university-wide leadership and coordination in crisis and emergency preparedness and serves as principal advisor to the president and senior leadership in the event of an emergency situation or disaster. The director is responsible for developing and implementing an all-hazard approach to emergency management and for management of the Emergency Notification System. The director is selected by, reports to, and serves at the pleasure of the vice president for facilities and campus operations and reports to the chief of staff for activation of the emergency operations center.

d. Director of Capital Outlay Management

The director of capital outlay management administers all campus construction-related projects to include both capital outlay and in-house projects, provides technical consultation working with consulting architects and engineers and assists the vice president for facilities and campus operations in the development of recommendations to the governing

University Handbook 2026–2027 Edition

board and the president on long range capital development issues. The director of capital outlay management is selected by, reports to, and serves at the pleasure of the vice president for facilities and campus operations.

e. Director for Facilities Operations & Maintenance

The director for facilities operations and maintenance is responsible for providing leadership of the trades' facilities operations and maintenance; for complying with all rules and regulations affecting maintenance and safety; and for ensuring optimum efficiency and effectiveness in the use of workforce resources to achieve the university's goals. The director is responsible for recommending, planning, developing, and implementing tactical and strategic initiatives to maintain and expand services that meet the needs of the University. The director for facilities operations and maintenance is selected by, reports to, and serves at the pleasure of the vice president for facilities and campus operations.

f. Director of Buildings Operations

The director of buildings operations is responsible for providing leadership and expertise in all aspects of maintenance, housekeeping, and overall buildings operations for a variety of buildings assigned within auxiliary services. The director of building operations will be responsible for overseeing university housing housekeeping and housing maintenance operations for all residence halls on campus. The director of buildings operations is responsible to ensure compliance with appropriate and effective internal controls in directing these services as well as preparing proposed budgets and participating in developing multi-year strategic and/or financial business models/plans, developing outcomes assessments and reporting results. The director for building operations is selected by, reports to, and serves at the pleasure of the vice president for facilities and campus operations.

g. Director of Facility Planning and Sustainability

The director of facility planning and sustainability performs complex professional and administrative work leading and managing large capital projects, facilities maintenance projects and plans, and develops and implements projects to enhance the environmental sustainability of buildings and systems at the university. The director is responsible for recommending, planning, developing, and implementing tactical and strategic initiatives to maintain and expand services that meet the needs of the university. The director for facility planning and sustainability is selected by, reports to, and serves at the pleasure of the vice president for facilities and campus operations.

h. Director of Grounds

The director of grounds provides leadership and guidance to maintain university grounds including turf, trees, shrubs, flowers, and gardens. The director designs and coordinates campus landscaping projects and is responsible for preparing the grounds for special events and weather emergencies. The director of grounds is selected by, reports to, and serves at the pleasure of the vice president for facilities and campus operations.

i. Director of Environmental Health and Safety

The environmental health and safety director is responsible for the development and implementation of safety, health, and environmental programs and training to promote a safe and healthy campus environment and to ensure compliance with federal and state laws and regulations. The director is selected by, reports to, and serves as the pleasure of the vice president for facilities and campus operations.

University Handbook 2026–2027 Edition

6. Division of People and Strategy

Deputy Chief of Staff/Vice President for People and Strategy

The deputy chief of staff/vice president for people and strategy supports the president and chief of staff, providing leadership and direction to achieve initiatives consistent with the University's vision, mission, and strategic plan. Provides guidance, supervision, oversight to the offices of Human Resources and Equal Opportunity, Inclusion and Belonging, Institutional Compliance and Title IX, and Information Technology. The deputy chief of staff/vice president for people and strategy is selected, reports to, and serves at the pleasure of the chief of staff.

The following positions report to the deputy chief of staff/vice president for people and strategy:

a. Executive Director of Human Resources Operations

The director of human resources operations is responsible for recruitment, hiring, compensation, employee benefits, employee relations, and training of university employees. The director of human resources operations is selected by, reports to, and serves at the pleasure of the deputy chief of staff/vice president for people and strategy.

b. Executive Director for Inclusion and Belonging.

The executive director for inclusion and belonging is responsible for the oversight of inclusion and belonging initiatives and implementation of the university's strategic objectives related to inclusion and belonging. The executive director for inclusion and belonging is selected by, reports to, and serves at the pleasure of the deputy chief of staff/vice president for people and strategy.

c. Director of Institutional Compliance/Title IX Coordinator

The director of institutional compliance/Title IX coordinator is responsible for the oversight of compliance efforts, design and delivery of educational materials and training, investigation and disposition of complaints and development, implementation, monitoring, maintenance and communication of the university's compliance and Title IX policies, programs and staffing, and resource initiatives. The director serves as the university's Title IX Coordinator and collaborates with other university offices to support the university's compliance with Title IX. The director is selected by, reports to, and serves at the pleasure of the deputy chief of staff/vice president for people and strategy.

7. Division of Information Technology Services

Chief Information Officer

The chief information officer is responsible for providing academic and administrative information technology services, including computing support, to the University's community and is responsible, in particular, for computer systems analysis and systems management. The chief information officer is selected by, reports to, and serves at the pleasure of the

The following positions report to the chief information officer:

a. Information Security Officer

The information security officer assists in maximizing the value derived from the university's information security environment by designing, implementing, and supporting all facets of information security with an emphasis on systems and network security, providing security training, and working with the campus community to maximize the security of all information resources. The information security officer is selected by, reports to, and serves at the pleasure of the chief information officer and chief of staff.

University Handbook 2026–2027 Edition

8. Division of University Advancement

Vice President for University Advancement

The vice president for university advancement serves as a key ambassador for the university, fostering strong partnerships with alumni, donors, community leaders, and other stakeholders to enhance the institution's reputation, financial sustainability, and overall impact. The vice president for university advancement serves as the chief administrative officer to the university's affiliated foundations. The vice president has the primary responsibility for planning and directing the fundraising and alumni programs for the university. The vice president provides strong, creative, and strategic leadership on all advancement initiatives, programs, and functions, both short and long-term, with responsibility for building a major-gifts-focused culture of philanthropy and significantly increasing annual contributed revenue. The vice president will serve as chief campaign officer for university campaigns. The vice president is responsible for the identification, cultivation, and solicitation of resources from individuals, corporations, and foundations in the continuing development of private support for the institution. The vice president is selected by, reports to, and serves at the pleasure of the president and reports to the chief of staff for day-to-day operations.

The following positions report to the vice president for university advancement:

a. Senior Associate Vice President for Gift Planning, Scholarships, and Endowment

The senior associate vice president for gift planning, scholarships, and endowment works to successfully cultivate, solicit, and close planned gifts, and new endowed funds as part of the overall Institutional Advancement strategy. The Senior AVP guides, advises, and oversees all scholarship programs for Advancement. The Senior AVP works to secure and properly steward new endowed funds for the University, focusing on scholarships. The senior associate vice president is selected by, reports to, and serves at the pleasure of the vice president for university advancement.

b. Assistant Vice President Senior Director for Alumni Engagement and Advancement

The senior director of alumni engagement is responsible for the cultivation of lifelong engagement between alumni and the university. The director provides leadership and vision for the office of alumni relations, develops and executes an annual plan, in consultation with the Alumni Society, to create and foster relationships among and between alumni locally, regionally, nationally, and internationally and develops current and long-term departmental initiatives that result in greater alumni involvement and attendance at alumni and university events. The director is selected by, reports to, and serves at the pleasure of the vice president for university advancement.

c. Executive Director of Advancement for the Arts

The executive director of advancement for the arts is responsible for planning, organizing, and soliciting gifts in support of the Ferguson Center for the Arts and the Torggler Fine Arts Center, in coordination with the Ferguson Center and Torggler Fine Arts Center administration, as well as for the academic programs in the fine and performing arts at the University. The executive director also provides staff support for the Friends of Music and the Theatre Guild programs. The executive director is selected by, reports to, and serves at the pleasure of the vice president for university advancement.

d. Senior Director for Foundation, Corporate, and Special Giving Programs and Faculty Staff Liaison

The senior director for foundation, corporate, and special giving programs and faculty staff liaison identifies private foundation and corporate giving opportunities, prepares grant requests and proposals, plans and organizes special gifts programs, and serves as the primary contact for faculty and all academic programs including academic centers. The senior director is selected by, reports to, and serves at the pleasure of the vice president for university advancement.

University Handbook 2026–2027 Edition

e. Director of Advancement Services

The director of advancement services is responsible for gift processing, advancement policy, data management, and advancement systems. The director is selected by, reports to, and serves at the pleasure of the vice president for university advancement.

f. Director of Prospect Management and Research

The director of prospect management and research is responsible for the development and implementation of a comprehensive and strategic program to sustain the individual, corporate, and foundation fundraising programs and to facilitate moving prospects and established donors along the giving continuum. The director identifies new prospects', develops prospect/donor profiles', analyzes data that defines, implements, and manages the process for assigning and rating donors and donor prospects', and oversees tactical plans for major gift prospect cultivation, solicitation and prioritization. The director is selected by, reports to, and serves at the pleasure of the vice president for university advancement.

9. Division of Student Affairs

Vice President of Student Affairs/Dean of Students

The vice president of student affairs is the senior student affairs officer of the University. The vice president of student affairs provides leadership on improving the quality of student life at the university working closely with departments across campus to support the academic mission and enhance the overall educational experience. The vice president of student affairs is responsible for services and activities focused on campus life, leadership, and student development as well as support for students with disabilities. The vice president is selected by, reports to, and serves at the pleasure of the president and report to the chief of staff for day-to-day operations.

The following positions report to the vice president of student affairs/dean of students:

a. Associate Vice President of Student Affairs

The associate vice president of student affairs is responsible for the offices of residence life, student activities, student engagement/orientation, and the Center for Honor Enrichment & Community Standards. The associate vice president of student affairs acts in the absence of the vice president of student affairs. The associate vice president of student affairs is selected by, reports to, and serves at the pleasure of the vice president of student affairs.

b. Associate Dean of Students

The associate dean of students is responsible for the offices of the president's leadership program, the Dr. James C. Windsor Center for Health and Counseling Services, and oversees work with students with disabilities. The associate dean of students is selected by, reports to, and serves at the pleasure of the vice president of student affairs.

c. Assistant Dean of Students for Care and Community Standards

The assistant dean of students for care and community standards has primary responsibility for ensuring a fair, consistent, and student-centered approach to upholding the institution's Honor Code and Code of Conduct as well as providing comprehensive oversight of student support services. Serving as the Chief Judicial Officer for the campus community, the assistant dean oversees the adjudication of all student violations. The assistant dean provides leadership and guidance for establishing and managing a university-wide case management system that coordinates care across academic and student support units. The associate dean of students for care and community standards is selected by, reports to, and serves at the pleasure of the vice president of student affairs.

University Handbook 2026–2027 Edition

d. Assistant Dean of Students for Transition and Connection

The assistant dean of students for transition and connection is responsible for the leadership, strategic management, and oversight of successful student transitions and integration into Christopher Newport as well as a comprehensive extracurricular program for undergraduate students. The assistant dean provides leadership and vision to advance divisional and university goals by facilitating and supporting student transitions that contribute to student success and engagement at the university. The assistant dean has primary responsibility for implementing and providing direction for a system of intentional outreach and individualized student support, particularly those navigating critical transition points and special populations. The assistant dean of students for transition and connection is selected by, reports to, and serves at the pleasure of the vice president of student affairs.

e. Executive Director of Health & Counseling Services

The executive director of counseling and health services is responsible for all oversight, strategic planning, management, and service integration of the Office of Counseling Services and University Health and Wellness. The executive director will provide ongoing consultation, support, and leadership in emergency response situations, student behavioral interventions, and workplace violence issues, and provides consultation and support to administrators, faculty, and staff when necessary. The executive director will also provide leadership and vision in the continuing development of Counseling and Health Services, and will offer insights and guidance to the overall student experience. The executive director of counseling and health services is selected by, reports to, and serves at the pleasure of the vice president of student affairs.

f. Director of Residence Life and Housing Administration

The director of residence life and housing administration is responsible for the administration, planning, and strategic management for residential students. The director has primary responsibility for ensuring that the residential student experience fosters a living/learning environment that complements the university's liberal learning academic focus and ensures the development of policies, protocol, programs, and services in support of the university mission. The director of residence life and housing administration is selected by, reports to, and serves at the pleasure of the vice president of student affairs.

g. Director of Student Accessibility and Care Team Support

The director of student accessibility and care team support is responsible for the oversight, planning, and strategic management of a comprehensive focused student support system within the Division of Student Affairs. The director is responsible for identifying accommodations, support services, and resources that provide qualifying students with disabilities access to educational programs. The director, has the primary responsibility of creating, implementing, and monitoring a care plan for students of concern. The director of student accessibility and care team support is selected by, reports to, and serves at the pleasure of the vice president of student affairs.

h. Director of Center for Honor, Enrichment and Community Standards (CHECS)

This position serves as the chief judicial officer for the campus community. The director oversees the infusion of honor into the campus community and is responsible for developing an awareness of what it means to be a member of an honorable society. The director oversees allegations of conduct violations for the Honor Code; Student Code of Conduct; the student judicial system; and staffs, trains and convenes judicial panels. The director of student accessibility and care team support is selected by, reports to, and serves at the pleasure of the vice president of student affairs. The director of CHECS is selected by, reports to, and serves at the pleasure of the vice president of student affairs.

University Handbook 2026–2027 Edition

i. Director of the President’s Leadership Program

The director of the president’s leadership program provides oversight and direction of one of the “flagship” programs of the University. The director is responsible for the empowerment of future leaders through the President’s Leadership Program (PLP) by creating outstanding programs, services and experiences, which develop and nurture leadership ethics, qualities, skills and experiences. The director of the president’s leadership program is selected by, reports to, and serves at the pleasure of the vice president of student affairs.

j. Director of Orientation and Student Involvement

The director of orientation and student involvement is responsible for the strategic management, planning, and oversight of successful student transitions and integration into Christopher Newport as well as a comprehensive extracurricular program for undergraduate students. The director will provide leadership and vision to meet the departmental and university goals of facilitating student transitions that contribute to a student’s successful engagement at the university. The director has primary responsibility for ensuring that the extracurricular student experience fosters a learning environment that complements the university’s liberal learning academic focus and ensures the development of policies, protocol, programs, and services in support of the university mission. The director of orientation and student involvement is selected by, reports to, and serves at the pleasure of the vice president of student affairs.

10. Additional Positions

Additional administrative positions may be created as needed. Existing positions may be left vacant or eliminated, consistent with the needs of the University

SECTION XIX
University Governance

The provisions of this section have been formulated through the process of shared governance. They do not, however, abrogate or supplement the overall authority of the Board of Visitors concerning the University's mission, oversight of educational programs, appointment of members of the administration, faculty, and staff, preservation and maintenance of the physical plant, and direction and control of financial assets. Subject to the reserve power of the Board of Visitors and the president, the following constituencies may participate in the University's governance through recommendations to the appropriate University officials.

1. The Faculty of the University

a. Definitions

- 1) The faculty of the University is composed of both instructional faculty and administrative and professional faculty who hold appointments with academic rank.
- 2) The instructional faculty of the University is the body of all persons holding teaching appointments as distinguished professor, professor, associate professor, assistant professor, lecturer, or instructor in an academic department. The president, the provost, the vice provost, associate provosts and the academic deans are *ex officio* members of this body.
- 3) The administrative and professional faculty of the University is the body of all persons holding administrative and professional appointments with faculty rank.

b. Responsibilities

- 1) The instructional faculty shall have the reasonable opportunity to participate in the formulation, development, review, and alteration of regulations and procedures affecting academics and the instructional faculty of the University. These regulatory and procedural areas shall include:
 - a) curriculum and transfer credit;
 - b) grading system, examinations, and appeals;
 - c) faculty development;
 - d) standards for retention, promotion, tenure, and the recognition of merit;
 - e) faculty personnel matters such as fringe benefits, outside employment, leaves of absence, and other working conditions; and
 - f) long and short range institutional academic and fiscal planning.
- 2) Regarding all matters within its jurisdiction, the instructional faculty makes the results of its deliberations known in the form of written recommendations to the provost. These written recommendations are transmitted to the provost by the chair of the instructional faculty.
- 3) The provost shall inform the instructional faculty, not later than thirty (30) days following receipt of the secretary's transmission, of the disposition of any recommendations thus made. Failing such notification, the instructional faculty may then forward the recommendation in question directly to the president.
- 4) The instructional faculty may delegate certain of its responsibilities to other bodies in a fashion approved by the president. These bodies include the graduate faculty (for all matters pertaining to the conduct of the graduate program), certain committees of the University (e.g., the Academic Status Committee), and the Faculty Senate.

University Handbook 2026–2027 Edition

c. Officers of the Instructional Faculty

- 1) The officers of the instructional faculty shall be a chair, a vice chair, and a secretary. The president of the Faculty Senate shall hold the office of chair and the vice president of the Faculty Senate shall hold the office of vice chair. The secretary of the Faculty Senate shall hold the office of secretary of the instructional faculty.
- 2) The chair or, in the chair's absence or at the chair's direction, the vice chair, shall preside at meetings of the instructional faculty. In the absence of both, the instructional faculty may elect a temporary presiding officer.
- 3) The secretary shall record the minutes of each meeting and distribute electronic copies of these to the members of the instructional faculty within one month. In addition, the secretary shall maintain a publicly accessible electronic archive of these minutes.

d. Meetings of the Instructional Faculty

- 1) Two regular meetings of the instructional faculty shall be held during each academic year, one in November and one in April. The chair will schedule these meetings and the secretary of the instructional faculty will publish an agenda for each at least one week in advance of the meeting date. In the absence of the chair, the vice chair of the instructional faculty shall preside at these meetings.
- 2) Certification of graduates occurs at the November and April meeting. At each of these meetings any other business appropriate to the body may be conducted.
- 3) Special meetings of the instructional faculty may be called by the president of the University, the provost, or the president of the Faculty Senate. Notice of such meetings shall be given at least three days in advance of the meeting date.
- 4) Special meetings of the instructional faculty may also be called upon the written request of a standing committee of the University which reports to the Instructional Faculty, or of twenty percent of the membership of the instructional faculty. The petition shall be presented to the president of the Faculty Senate. This procedure failing, a copy of the petition shall be presented to the vice president of the Faculty Senate; this failing, to the provost; this failing, to any academic dean. The meeting shall then be called within seventy-two (72) hours.
- 5) Referral of Faculty Senate Actions to the Instructional Faculty
Upon petition of at least twenty-five percent of the members of the instructional faculty to the president of the Senate, any action of the Faculty Senate shall be submitted within thirty days for deliberation by the instructional faculty. Any action of the Faculty Senate may be overturned by a 2/3 vote of the members of the instructional faculty present and voting at a meeting of the instructional faculty.
- 6) A simple majority of the voting members of the instructional faculty shall constitute a quorum at any meeting.
- 7) No motion or resolution concerning the educational policies of the University shall be voted upon in a meeting unless it shall have been submitted in writing to the chair of the instructional faculty and copies thereof sent by the chair to all members of the instructional faculty in sufficient time to be included on the agenda. In emergency situations, this provision may be waived only by the unanimous consent of the members present.

- 8) Except as otherwise provided for in this section, meetings shall be conducted in accordance with *Robert's Rules of Order*. At the request of any member of the instructional faculty, a secret paper ballot shall be taken on any motion before the body. The chair of the instructional faculty shall appoint a parliamentarian to advise him/her on matters dealing with the conduct of the business of the instructional faculty. Questions of interpretation will be decided by the chair of the instructional faculty in consultation with the Parliamentarian.

e. The Graduate Faculty

1) Purpose

The Graduate Faculty of the University exercises all faculty jurisdiction over graduate courses and programs; requirements for admission to, continuation in, and graduation from all graduate programs; and policies and plans for future development of graduate programs.

2) Membership

a) General

The Graduate Faculty comprises three kinds of members, namely regular members, associate members, and *ex officio* members. *Ex officio* members are the president of the University, the provost, the vice provost, the associate provosts, the academic deans, and the University registrar. Associate members are appointed to six-year terms of service by the dean of graduate studies.

b) Eligibility and Responsibilities

(1) General

Per SACSCOC requirements (2006) faculty members with terminal degrees are eligible to teach at the graduate level.

(2) Regular Membership

All CNU full-time faculty members with terminal degrees, including restricted positions at the visiting professor, associate professor, assistant professor, and lecturer ranks, are appointed as part of the Regular Graduate Faculty upon employment.

(3) Associate Membership

Associate graduate status may be granted to adjunct faculty, restricted faculty at the instructor level, or other faculty without the terminal degree who have exceptional experience. There must be a demonstrated need for an instructor that cannot be fulfilled by a regular Graduate Faculty member. Appointment to this position must be approved by the department chair, program director and the dean of graduate studies. The appointment is for six years, renewable.

2. Organizational Change Process for submission to SCHEV

To read the full SCHEV Organizational Changes at Public Institutions Policy visit:
<https://www.schev.edu/institutions/policies-guidelines/academic-affairs-policy/approval-of-organizational-changes-at-public-institutions>

Initiation of Process

1. The entity considering an organizational change contacts the affected Department, School, or College to determine the implications of the change on the unit's function and work together to assess whether the change is appropriate.
2. Departments, Schools, or Colleges considering an organizational change that meets the SCHEV criteria listed above should contact the university SCHEV liaison as soon as possible.

3. **Department/School/College develops a taskforce to research and vet a proposed organizational change. Each taskforce established to review proposed organizational changes, at whatever level of initiation, will have members from the affected Department, School, or College.**
4. **Department/School/College submits a proposal or memorandum to the Dean or Provost and SCHEV liaison requesting an establishment, reorganization, or closure.**
5. **Provost will assign a taskforce to research and vet the proposed organizational change. The affected departments must be part of this taskforce.**
6. **Taskforce presents findings to the Faculty Senate for review and approval.**
7. **Taskforce submits recommendation to the Provost.**
8. **Provost submits a recommendation to the President.**
9. **With President approval, a resolution is submitted to the Board of Visitors**
10. **Once approved, department chair/associate dean/dean, work with the SCHEV liaison on writing the proposal. Proposals are submitted during the SCHEV March, July, or October Submission Cycles.**

3. The Faculty Senate

THE FACULTY SENATE: CONSTITUTION AND BY-LAWS

CONSTITUTION

a. Name

The name of this body shall be the Faculty Senate of Christopher Newport University.

b. Purpose

The faculty of the University, by virtue of their particular competence and the principle of collegiality, are essential participants in the development and implementation of academic policy. The Faculty Senate is a representative body of the faculty, deriving its authority from the instructional faculty. As such, it shall exercise the authority of the instructional faculty with respect to policy on academic matters and the professional affairs of faculty, and perform such other functions as are delegated to it by the instructional faculty in recommending policies to the president and to other appropriate individuals and bodies on academic requirements; credit; faculty development; personnel policies, standards for retention, promotion, tenure, and merit; institutional planning; and all other concerns which affect the welfare of the University.

c. Membership

1) All full-time members of the instructional faculty are eligible to serve in the Faculty Senate.

2) The Faculty Senate shall consist of members from four academic areas of the University: The College of Arts and Humanities (Departments of English; Fine Art and Art History; History; Music, Theater and Dance; Modern and Classical Languages and Literatures; and Philosophy and Religion); College of Natural and Behavioral Sciences (Departments of Biology, Chemistry, Environmental Science; Mathematics; School of Engineering and Computing; and Psychology); College of Social Sciences (Communication Studies; Political Science; Leadership and American Studies; Sociology, Anthropology and Social Work; and Economics), and the Luter School of Business (**Accounting and Finance; Management and Marketing**).

Membership shall consist of five at-large members from each of the following colleges: The College of Arts and Humanities; College of Natural and Behavioral Sciences; and College of Social Sciences; and one at-large member from the Luter School of Business. Members shall be nominated and elected by the faculty of their respective colleges. All full-time instructional faculty members are eligible to vote for Senate members. Of the five senators from each college, four must be from different departments. Three of the five members in the College of Arts and Humanities, the College of Natural and Behavioral Sciences and the College of Social Sciences must be tenured; the fourth seat must be tenured, senior or master lecturer; the fifth seat is open to any full-time faculty rank. The member from the Luter School of Business may be either tenured or non-tenured and any non-tenured member may be either probationary or restricted.

3) The term of the office of Faculty Senators shall be two years beginning immediately after spring commencement. A faculty member is eligible for election to the Faculty Senate for no more than two consecutive terms.

4) Elections shall be held each spring by March 31. Seven members shall be elected in odd-numbered years and eight in even-numbered years, the respective terms for the initial election to be determined by lot. The president of the Faculty Senate notifies the voting body of the election and appoints a Senator to conduct the election. A quorum (51%) of the eligible voters in the voting body must participate in the balloting in order for the election to be official. Balloting may be conducted using paper or electronic ballots. Eligible voters are full-time instructional faculty.

- a) In the event the odd/even year election cycle is disrupted, the Faculty Senate is authorized to designate special one-year terms to resolve the disruption. If multiple seats are up for election in a college in this circumstance, the one-year seats will be determined by lot.

Voting Process:

- b) A slate of candidates can be determined before the meeting by the Nominating Committee, but additional names may be shared via email by members of the instructional faculty at any time prior to the deadline for submitting ballots. Write-in votes will also be permitted in all elections.
 - c) Senatorial ballots will indicate the slate of eligible nominees and the number of seats available for that college. A faculty member may cast votes equal to the number of open seats in his or her college. Each vote should be cast for a different individual. Votes may also be cast for write-in candidates. Those receiving the highest number of votes will be elected to the available senatorial seats. Thus, if there are three seats available, the top three vote getters will be elected to those seats provided that no eligibility rules (such as number of senators per department, balance of tenured and non-tenured per college) are violated. In the event of a conflict on eligibility grounds with the set of highest vote getters, the Faculty Senate will take measures to resolve the conflict which may in some instances include re-balloting for some of the open seats.
- 5) Vacancies shall be filled by the second regularly scheduled Senate meeting from the date which the vacancy occurred through election by the constituency from which the vacancy occurred. Should a vacancy occur when the University is not in regular session, the election shall be held by the second regularly scheduled Senate meeting of the following semester. The newly elected senator shall serve the remainder of the term of the departing senator. If this remainder is an academic year or less, the remainder shall not count to the two consecutive term limit.
- d. Officers and Duties
- 1) The officers of the Faculty Senate shall be the president, the vice president, the secretary, the parliamentarian, the *Handbook* liaison, and such other officers as the Faculty Senate deems necessary, to be elected annually by the Faculty Senate from among its membership at a meeting held prior to spring commencement. All officers shall be regular voting members of the body.
 - 2) The president of the Faculty Senate shall hold the office of chair of the Faculty, shall preside at all meetings of the Faculty Senate, shall represent the Faculty Senate and the instructional faculty to all constituencies of the University community, and shall coordinate the collection and publication in the appropriate University publications all reports to the instructional faculty.
 - 3) The vice president of the Faculty Senate shall perform the duties of the president in the president's absence and shall preside over faculty elections.
 - 4) The secretary shall prepare and distribute to the Faculty Senate and to the instructional faculty the agenda and minutes of all meetings of the Faculty Senate in electronic format. Additionally, the Secretary shall maintain a publicly accessible electronic archive of these agendas and minutes. The Faculty Senate secretary will circulate the Senate minutes as follows:
 - a) The secretary will send out a draft of the minutes to all senators within one week of the Faculty Senate meeting and create a ballot to register votes as they are received.
 - b) Senators are to "reply all" for any changes they wish to request.
 - c) Senators have one week from the receipt of the draft minutes to request changes and vote. The Secretary will log and make requested changes.

- d) Upon receipt of a simple majority (eight votes), the secretary will email all senators that a simple majority has been received and urge them to review and vote as soon as possible. An updated copy of the minutes as revised thus far will also be sent to the senators at this time.
 - e) Upon receipt of a larger majority (ten votes), the minutes will stand approved. If ten votes are not received, the minutes will be approved at the next regular Faculty Senate meeting.
- 5) The parliamentarian shall ensure that meetings of the Faculty Senate are conducted in accordance with *Robert's Rules of Order*, except where otherwise indicated.
- 6) The *Handbook* liaison shall present proposed *Handbook* changes to the Faculty Senate, record Faculty Senate comments to the proposed changes, record the Faculty Senate vote on each proposed change, and relay the Faculty Senate's comments to the University Handbook Committee.
- 7) The Executive Committee of the Faculty Senate shall consist of the president, the vice president, the secretary, and the parliamentarian, and the *Handbook* liaison. In addition, the immediate past president of the Faculty Senate, whether re-elected or not, will be invited to serve as an *ex officio*, non-voting member of the Executive Committee. The Executive Committee shall prepare the agenda for all Faculty Senate meeting, maintain liaison with the Administration, and perform such other duties as assigned to it by the Faculty Senate. In addition, the members of the Executive Committee, or in cases of their absence, alternates as designated by the Senate, shall represent the Faculty Senate and the instructional faculty on all appropriate matters at all times when the University is not in regular session and when a quorum of the Faculty Senate cannot be obtained, all decisions to be by a majority of the members of the Executive Committee. All alternates shall be members of the Faculty Senate. All deliberations and decisions of the Executive Committee shall be reported to the Faculty Senate at its regular meeting.
- e. Meetings
 - 1) Meetings of the Faculty Senate shall be held at least four times during each semester and, in addition, at the call of twenty percent of the members of the Faculty Senate to the president of the body.
 - 2) Meetings of the Faculty Senate shall be conducted by *Robert's Rules of Order*, except where otherwise indicated. Since *Robert's Rules of Order* strongly recommends against proxy or absentee voting, these types of votes will be prohibited in Faculty Senate meetings.
 - 3) All members of the University community have the right to observe Faculty Senate meetings. The Faculty Senate may invite members off the University community to participate in its meetings as non-voting guests.
- f. Liaison Representatives to the Board of Visitors

The Faculty Senate shall appoint faculty members to annually act as faculty liaison representatives to the standing committees of the Board of Visitors.
- g. Relationship to General Faculty Committees

instructional faculty committees as provided for in the *University Handbook* report to the Faculty Senate for action on their deliberations and recommendations, as appropriate to the purview of the Senate. The Faculty Senate elects faculty members to at-large positions on the standing committees of the University on which there is not already a senator serving as a duly elected or appointed member. The Faculty Senate shall have the right to establish its own committees.
- h. Faculty Senate Review

At the end of the fourth complete academic semester of regular functioning by the Faculty Senate and every five years thereafter, there shall be constituted a Faculty Senate Review Committee. It shall be composed of three faculty senators elected by that body and three members elected by the instructional faculty. This

committee shall review the working and effectiveness of the Faculty Senate and shall make any recommendations it deems necessary regarding it to the Senate and to the instructional faculty for their deliberation and action.

i. Amendments

This constitution may be amended by a majority vote of the members of the instructional faculty, providing the proposed amendment is made available to the members of the Instructional Faculty in writing at least two weeks prior to the voting. Amendments may be proposed by 2/3 vote of the Faculty Senate or by petition of ten percent of the Instructional Faculty to become the subject of a vote conducted by the Faculty Senate.

BY-LAWS

j. Election of Officers

Each spring, after the election of new members of the Faculty Senate and prior to spring commencement, the incumbent senate president shall convene the membership of the following year's Faculty Senate for the purpose of electing officers. The incumbent officers shall officiate at this meeting and shall distribute notices of the meeting and minutes as for regular meetings. Only the members of the following year's Faculty Senate are eligible to vote in this meeting.

k. Instructional Faculty Committees and the Faculty Senate

- 1) Recommendations of the standing committees of the instructional faculty and of ad hoc committees of the Faculty Senate are to be presented to the Faculty Senate for its approval except when such committees have been specifically empowered by the Faculty Senate to act without such approval.
- 2) Recommendations of committees to the Faculty Senate shall be electronically submitted motions to the Senate for its consideration, which include rationales for the specific recommendations made.
- 3) Each standing committee shall have at least one Faculty Senate member among its membership.
- 4) General Responsibilities
 - a) Committee chairpersons shall have the responsibility for keeping the secretary of the Faculty Senate informed of the current work of the committee.
 - b) The Faculty Senate reserves the right to require electronic copies of agendas and accurate minutes of any committee meeting and hearings, as appropriate to the purview of the Senate, to be filed with the secretary of the Faculty Senate.
 - c) When a committee is ready to bring a resolution to the Faculty Senate, the committee chairpersons will inform the Secretary of the Faculty Senate and submit an electronic copy of the resolution, with rationale, for consideration by the Faculty Senate. Resolutions and rationales shall accompany the agenda for the meeting at which the resolution is scheduled for action by the Faculty Senate.

l. Resolutions

All members of the academic community may submit matters for consideration to the Faculty Senate. All resolutions, petitions, suggestions, or other matters shall be submitted electronically to the Senate through the president of the Faculty Senate.

m. Voting

Voting on all motions will be conducted in accordance with *Robert's Rules of Order* with the following modification. When a motion comes to a vote, that motion will pass only if the majority of senators present (not simply the majority of those voting) vote yes.

- n. Attendance
Because absentee and proxy voting are not allowed in the Faculty Senate, attendance by senators is crucial. When a senator is unable to attend three or more regularly scheduled meetings in an academic year, that senator will be strongly encouraged by the Senate Executive Committee to consider vacating his or her seat.
 - o. Student Liaison
One student liaison, appointed by the Student Assembly in a manner established by that body, and in accordance with the election schedule of the Faculty Senate, may represent the Student Assembly at Faculty Senate Meetings.
 - p. Amendment
These by-laws may be amended at any meeting of the Faculty Senate by a 2/3 vote of the members present, provided the amendment has been submitted in writing and read at the previous regularly scheduled meeting.
 - q. Senate Standing Subcommittees
 - a) Sabbatical Committee: The Sabbatical Committee shall consist of three senate members appointed by the president of the Faculty Senate. These three members will be appointed from each of the three academic areas of the University: College of Arts and Humanities, College of Natural and Behavioral Sciences and College of Social Sciences. This subcommittee will prioritize requests for sabbaticals and make these recommendations to the Faculty Senate for further recommendation to the provost. Applications and criteria may be found at <http://provost.cnu.edu/devgrant.htm>.
 - b) Faculty Development Grant Committee: The Faculty Development Grant Committee shall consist of three senate members appointed by the president of the Faculty Senate. These three members will be appointed from each of the three academic areas of the University: College of Arts and Humanities, College of Natural and Behavioral Sciences and College of Social Sciences. This subcommittee will prioritize requests for faculty development grants and make these recommendations to the Senate for further recommendation to the provost.
 - r. Faculty Senate Budget
It shall be the obligation of the Faculty Senate President and SEC to prepare an annual budget and submit it to the Provost's Office by September of each academic year.
 - s. Recognition of Faculty Senate Executive Board Members
In recognition of their significant service to the University, the faculty member serving as president of the Faculty Senate will receive a reduction of nine LHE's per year and the secretary will receive a reduction of six LHE's per year in their respective teaching loads.
4. Standing Committees of the University
- a. Introduction: This introduction pertains to the Academic Affairs Committees (following).
 - 1) Membership: All members of the instructional faculty are eligible for membership on these committees, with the following exceptions:
 - a) no member may serve on more than one of the following standing committees at the same time: any college curriculum committee, Undergraduate Curriculum Review Committee, Undergraduate Degrees Committee, or Liberal Learning Council;
 - b) no member may serve on both of the following standing committees at the same time: Faculty Grievance and Hearing and Faculty Review;
 - c) no more than two members of each academic department may serve on any committee with elected membership at the same time.
 - d) In each case where there is no Faculty Senate member elected or appointed to an academic affairs committee, a member of the Faculty Senate shall be appointed by the president of the Faculty Senate

to serve a one-year term as an *ex officio* member of that committee to assure liaison between the two bodies.

- 2) Term of Office: The typical term of office for elected and appointed committee members shall be two years, with a limit of two consecutive terms, unless indicated otherwise by the committee charge.
- 3) Elections: The deadline for elections to all standing committees shall be March 31st, with each term of office beginning immediately after commencement. Prior to commencement the outgoing officer(s) of each committee with elected membership shall convene the membership of the following year's committee for the purpose of electing (an) officer(s). The outgoing officer(s) shall officiate this meeting and shall distribute notices of the meeting and minutes as for regular meetings. Only the members of the following year's committee are eligible to vote in this meeting.
- 4) Appointments: All appointments shall be made prior to the end of classes during the spring term. Prior to commencement the outgoing officer(s) of each committee with appointed membership shall convene the membership of the following year's committee for the purpose of electing (an) officer(s). The outgoing officer(s) shall officiate this meeting and shall distribute notices of the meeting and minutes as for regular meetings. Only the members of the following year's committee are eligible to vote in this meeting.
- 5) Mid-Term Replacements
 - a) Faculty who temporarily vacate a committee seat due to sabbatical, FMLA or other types of leave will be replaced for the period of absence either through election or appointment, as appropriate to the committee. Such elections and appointments should be completed within 30 business days of the notice of intent to vacate.
 - b) Faculty who permanently vacate a committee seat before their terms expire will be replaced for the duration of their terms either through election or appointment, as appropriate to the committee. Such elections and appointments should be completed within 30 business days of the notice of intent to vacate.
- 3) Upon request, the chairs of appointed committees will provide to the official(s) who has (have) appointed the committee and/or the Faculty Senate copies of each agenda in advance of all meetings and a report of the results of the meeting. Upon request all Academic and Faculty Affairs Committees with elected membership will provide the provost and/or Faculty Senate with a copy of the agenda in advance of the meeting and a report of the results of the meeting. All copies and reports must be in electronic format.
- 4) Voting Eligibility
 - a) All elected and appointed instructional faculty are voting members unless specified otherwise.
 - b) All *ex officio* members of academic standing committees and their designees are non-voting unless specified otherwise. *Ex officio* members include but are not limited to: provost, vice provost, associate provosts, vice presidents, deans, directors, associate directors, coordinators, University librarian, University registrar, chief information officer, and the Faculty Senate liaisons.
 - c) All appointed community members are non-voting unless specified otherwise.
 - d) All student representatives are non-voting members unless specified otherwise.
- b. Academic Affairs Committees
 - 1) The Academic Technology Advisory Committee (ATAC) shall consist of six faculty members (two from Arts and Humanities, two from Natural and Behavioral Sciences and two from Social Sciences and/or Luter School of Business) elected by the faculty of each area; the University librarian (non-voting); one student representative appointed by the vice president of student affairs or the vice president's designee (non-voting); the chief information officer(non-voting); and at-will representatives from academic computing (non-voting).

The committee:

- a) Works with the chief information officer and his or her associates in a consultative and advisory capacity regarding:
 - (1) all academic technology services, usage and support policies, and needs;
 - (2) the technological impacts of changes in academic requirements;
 - (3) the academic impact of changes in technologies and support;
 - (4) the development of long-range and strategic academic technology and support plans; and
 - (5) prioritization and allocation of resources, including budgets, for providing academic technologies and support.
 - b) Serves as that body within the University with responsibility for reviewing and recommending academic policies regarding technology usage and support to the provost prior to implementation;
 - c) Monitors and suggests the development and implementation of academic technology policies, initiatives and support;
 - d) Serves as a liaison among faculty, Information Technology Services, and students; and
 - e) Reports administratively to the provost, and reports to the Faculty Senate regarding policies and procedures and other issues as appropriate.
- 2) The Administrative and Professional Faculty Peer Review Committee (APFPRC) shall consist of five voting members of the Administrative and Professional Faculty of the University appointed by the provost. The committee:
- a) reports administratively to the vice president for enrollment and student success, and reports to the Faculty Senate regarding policies and procedures and other issues as appropriate;
 - b) recommends to the provost standards, criteria, and procedures for matters pertaining to academic rank for the administrative and professional faculty; and
 - c) reviews recommendations from the various administrative jurisdictions of the University concerning candidacies for promotion in academic rank on the part of Administrative and Professional Faculty, and makes recommendations to the provost as to the disposition of such candidacies.
- 3) The Center for Effective Teaching Advisory Board (CET) shall consist of six faculty members (two from Arts and Humanities, two from Natural and Behavioral Sciences, two from Social Sciences and/or Luter School of Business) appointed by the Faculty Senate in consultation with the CET director. Committee members may serve for up to two consecutive two-year terms. The advisory board:
- a) reports administratively to the CET director and to the Faculty Senate regarding policies and procedures and other issues as appropriate;
 - b) works with the CET director to develop the CET's strategic plan and achieve the CET's mission;
 - c) develops and evaluates CET programming and reviews procedures for providing formative feedback to faculty;
 - d) serves as a liaison between the CET and the faculty by promoting CET events, identifying faculty who can assist with CET programming, communicating faculty input to the CET director and other appropriate mechanisms.
- 4) The Council on Health Professions Preparation (CHPP) shall consist of the director of pre-health programs (voting), faculty members from varied disciplines appointed by the dean of natural and behavioral sciences, the dean of admission or designee (voting), the director of career planning or designee (voting), and at least two health practitioners (voting). There are no term limits for faculty serving on this committee. The council members:
- a) act as liaisons between pre-health students and the director of pre-health programs (DPP);
 - b) provide advice and guidance to the DPP with respect to the pre-med & pre-health program;
 - c) participate in the evaluation of all pre-med/pre-health students who request a "Committee Letter" for their application to professional schools or programs; and

- d) establish the criteria for selection and continuation in all health-career related programs at CNU, such as the Pre-med Scholars Program (PSP), the Riverside Scholars Program, and the BS-MD CNU-EVMS Joint Program.
 - e) reports administratively to the dean of the College of Natural and Behavioral Sciences, and reports to the Faculty Senate regarding policies and procedures and other issues as appropriate.
- 5) The Committee for Student Survey Support (CSSS) The Committee for Student Survey Support (CSSS) shall consist of at least six faculty (two from Arts and Humanities, two from Natural and Behavioral Sciences and two from Social Sciences and/or Luter School of Business) with one from each college appointed by the provost and one from each college appointed by the Faculty Senate. *Ex officio* members (all non-voting) shall include: the vice provost, one college dean, the coordinator of curriculum management & course evaluation, the academic technology manager, and one student member recommended by the Student Assembly and appointed by the vice president of student affairs or the vice president's designee. The committee:
- a) reports administratively to the vice provost, and reports to the Faculty Senate regarding policies and procedures and other issues as appropriate;
 - b) works with the coordinator of curriculum management & course evaluation to facilitate the administration of course surveys;
 - c) addresses faculty concerns regarding response rate, reliability, and related issues to ensure a fair student survey process;
 - d) studies the potential of the course survey for faculty development and curricular enhancement, including attending Anthology conferences when budgets permit;
 - e) offers announcements, presentations, workshops, and other meetings to educate faculty and students on the use and interpretation of course survey reports; and
 - f) maintains communication with the Anthology Evaluate and/or other relevant experts to promote best practices of student course evaluation.
- 6) The Council of University Chairs (CUC) shall consist of the University's department chairs and any academic program directors who wish to serve. All members of the CUC are voting members. The committee:
- a) reports to the Faculty Senate;
 - b) chair is elected by the members of the committee. Each spring, after new chair appointments have been made, the incumbent chair of the CUC shall convene the membership of the following year's CUC for the purpose of electing the chair. Any member of the CUC is eligible to be chair with the exception of any chair who is concurrently serving on the Faculty Senate;
 - c) chair will liaise with the academic deans on matters of mutual interest to the CUC and the administration;
 - d) meets at least three times during each semester or whenever at least 50% of the CUC members call for a meeting;
 - e) reviews matters of academic policy and academic life at the University; and
 - f) makes recommendations to the Faculty Senate regarding academic policy and, as appropriate, the academic deans or provost on matters of academic policy and academic life at the University.
- 7) The Faculty Diversity, Equity and Inclusion Committee (FDEIC) shall consist of seven faculty members (one from Arts and Humanities, one from Natural and Behavioral Sciences, one from Social Sciences, one from Luter School of Business, and three others) elected by the faculty of each area; one representative from the Provost's office *ex officio* (non-voting); one dean *ex officio* (non-voting); one designee recommended by the Executive Director for Inclusion and Belonging *ex officio* (non-voting); and one student representative appointed by the Vice President of Student Affairs *ex officio* (non-voting). The committee:
- a) represents the faculty in terms of diversity, equity, and inclusion (DEI) efforts at the University;

- b) develops, reviews, and makes recommendations on faculty related DEI initiatives in all academic affairs areas of the University;
 - c) collaborates and coordinates with the Executive Director of Inclusion and Belonging;
 - d) collaborates and coordinates with the President’s Council on Inclusive Excellence, with FDEIC chair serving as a faculty representative on that committee;
 - e) reports administratively to the Provost, and reports to the Faculty Senate regarding DEI policies, procedures and other issues as appropriate.
- 8) The Faculty Grievance and Hearing Committee (FGHC) shall consist of ten elected tenured faculty members: three from Arts and Humanities, three from Natural and Behavioral Sciences, three from Social Sciences and one from the Luter School of Business. A faculty member serving on the Faculty Grievance and Hearing Committee may not serve on the Faculty Review Committee (FRC). Faculty members may not serve on faculty grievance panels and/or dismissal hearing panels that concern that same faculty member and/or case. The FGHC
- a) reports administratively to the provost, and reports to the Faculty Senate regarding policies and procedures and other issues as appropriate;
 - b) serves as the source of members for all Faculty Grievance Panels (FGP) and Dismissal Hearing Panels (DHP); and
 - c) advises the provost and the president on termination matters.
- 9) The Faculty Mentoring Committee (FMC) shall consist of three members: one from Arts and Humanities, one from Natural and Behavioral Sciences, one from Social Sciences elected by the faculty of each college.
- The committee:
- a) administers the Faculty Mentorship Program (FMP);
 - b) establishes mentor-mentee partnerships; and
 - c) develops and implement an assessment of these mentorship partnerships; and reports administratively to the vice provost, and reports to the Faculty Senate regarding policies and procedures and other issues as appropriate.
- 10) The Faculty Review Committee (FRC) shall consist of ten elected tenured faculty members (three from Arts and Humanities, three from Natural and Behavioral Sciences, three from Social Sciences, and one from the Luter School of Business) and one at-large member appointed by the provost. At least five members of the committee must be full professors from different colleges/school. A faculty member serving on the Faculty Review Committee (FRC) may not serve on the Faculty Grievance and Hearing Committee (FGHC). The committee:
- a) consults with the provost on faculty personnel issues, and reports to the Faculty Senate regarding policies and procedures and other issues as appropriate;
 - b) reviews recommendations from the academic departments and the academic deans on standards for evaluation;
 - c) makes recommendations to the provost on matters of retention, promotion and tenure; the FRC will conduct reviews according to steps outlined in the *University Handbook* Section XII, 8, g. Step-by-Step Procedure for a Peer Review noting particularly step 10 which establishes the proper procedure for a review conducted simultaneously but independently of the appropriate dean of the candidate’s college.

NOTE: Members of the FRC shall not participate in any review of a member of their own academic departments or of any faculty members on whose DRC peer evaluation group they have served during that academic year. FRC members are obliged not to participate in any review in which they have a conflict of interest.

11) Graduate Council and Graduate Committees

The Graduate Faculty of the University participates in the governance of the graduate program through a Graduate Council. The Graduate Council consists of the Dean of Graduate Studies (chair), the academic deans, the University registrar, **the Associate Dean of Graduate and Professional Programs**, the Graduate Studies **Program Coordinator**, two graduate students appointed by the chair of the Graduate Council, the graduate program directors (voting), six regular members of the Graduate Faculty—elected to staggered two-year terms by the regular members of the graduate faculty, **and the associate provost for assessment and accreditation (non-voting) and the coordinator of curriculum management & course evaluation (non-voting)**. The Graduate Council makes the results of its deliberations known in the form of written recommendations to the provost. These recommendations are transmitted to the provost by the Dean of Graduate Studies along with a written recommendation as to the disposition of each. Descriptions of the Graduate Committees follow.

The Dean of Graduate Studies votes on curricular proposals only. The deans of each college and school vote only on curricular proposals that impact the College or School to which they belong. The educational support specialist and graduate students do not vote. All other members vote on all proposals.

- a) Graduate Assessment and Program Review Committee shall consist of three faculty members (one being a member of the Graduate Council) elected by the Graduate Council. The committee:
 - (1) plans and oversees evaluations of all graduate programs following policies detailed in The Assessment and Program Review Committee Statement of Criteria and Policy on the Graduate Council website;
 - (2) conducts studies and systematic reviews of all graduate program offerings;
 - (3) makes recommendations to the Graduate Council and the provost regarding continuation or discontinuation of graduate programs, related resource allocations, and curricular modifications.
- b) Graduate Curriculum and Planning Committee shall consist of three faculty members (one being a member of the Graduate Council) elected by the Graduate Council. The committee:
 - (1) reviews all graduate courses and recommends to the Graduate Council their acceptance or rejection;
 - (2) reviews all proposed graduate programs and recommends to the Graduate Council their acceptance or rejection;
 - (3) conducts long-range planning regarding new graduate courses and programs and reports periodically to the Graduate Council.
- c) Graduate Council Governance and Administration Committee shall consist of three faculty members (one being a member of the Graduate Council) elected by the Graduate Council. The committee:
 - (1) revises the Graduate Faculty Membership and Governance document as directed by the Graduate Council;
 - (2) appoints, if it wills, a subcommittee to review and write descriptions for positions of graduate study administration, any recommendations forthcoming being brought before the Graduate Council; and reviews periodically the committee structure of the Graduate Council to ensure that all responsibilities are delegated and that the structure continues to meet the needs of the graduate program.
- d) Graduate Admission, Graduate Assistantships, and Degrees Committee shall consist of three faculty members (one being a member of the Graduate Council) elected by the Graduate Council.
 - (1) Recommend to the Graduate Council standards for graduate admission.

- (2) Reviews appeals to denial of graduate admission and make appropriate recommendations to the Dean of Graduate Studies.
 - (3) Recommend to the Graduate Council policies with regard to terms, criteria, and procedures for graduate assistantships.
 - (4) Consider petitions of graduate students who have been denied course transfer or substitution credit. The Dean of Graduate Studies will render a final decision on the appeal based upon this recommendation.
- e) Graduate Council Nominations Committee shall consist of Graduate Council members whose terms are completed at the end of the academic year. The committee:
 - (1) provides a slate of nominations for vacant seats or for seats of members whose terms are expiring on the Graduate Council and Graduate Council Committees;
 - (2) presents the slate at the February meeting of the Graduate Council; and
 - (3) submits the slate of nominations for seats on the Graduate Council to the secretary of the Faculty Senate to be voted on in the spring faculty elections.
- 12) The Institutional Animal Care and Use Committee (IACUC) shall consist of seven voting members appointed by the associate provost for research in consultation with the Faculty Senate: (1) a committee chair, (2) a doctor of veterinary medicine, (3) a member of the community not affiliated with the University, (4) a faculty member who is a practiced scientist with experience in research involving animal subjects, (5) a faculty member whose primary concerns are non-scientific, and (7) members from areas not represented on the committee. Committee members may serve for up to three consecutive two-year terms. In conducting its business, the IACUC will consult with the University counsel regarding legal issues and potential liability to the University. The Committee:
 - a) reports administratively to the associate provost for research, and reports to the Faculty Senate regarding policies and procedures and other issues as appropriate;
 - b) reviews and approves research involving animal subjects;
 - c) safeguards the humane use and treatment of animal subjects in teaching and research activities conducted through the University in accordance with the mandates of the Animal Welfare Act (AWA, and its subsequent amendments) and other relevant federal, state, and local authorities. The committee:
 - (1) performs semiannual inspections of existing animal facilities and provides a report of findings to the provost or his designee;
 - (2) produces and submits to the associate provost an annual report on the maintenance of animal care and use protocols reviewed and approved by the committee as well as a summary of other committee activities during the year; and
 - (3) files an inspection certification report as applicable, in accordance with AWA guidelines.
- 13) The International Studies Advisory Committee (ISAC) shall consist of six faculty (two from Arts and Humanities, two from Natural and Behavioral Science, and two from Social Sciences and/or Luter School of Business) appointed by the Faculty Senate. All appointed members must have prior experience leading study abroad trips. *Ex officio* members (all non-voting) shall include: the vice provost, the coordinator for study abroad and international programs, and the registrar or designee. In addition, the immediate past chair of ISAC will be invited to serve as an *ex officio*, non-voting member. In conducting its business, the ISAC will consult with university counsel regarding legal issues and potential liability to the University. The Committee:
 - a) reports administratively to the provost, and reports to the Faculty Senate regarding policies and procedures and other issues as appropriate;
 - b) reviews and approves study abroad and domestic study away programs that are recommended by the appropriate dean and forwards the program proposal to the provost for final approval;
 - c) adopts policies of best practices for international study programs led by CNU faculty;
 - d) provides oversight for study abroad and international student orientation; and

- e) reviews and approves proposals that enhance the internationalization of the curriculum and forwards proposals to the provost for final approval.
- 14) The Honors Faculty, recommended by the Director and appointed by the vice provost with the approval of the provost, assists in overseeing the Honors Program. Academic deans, the Director, and the Faculty Senate may recommend faculty for Honors Faculty status. There are no term limits for faculty serving on this committee. The Faculty or committees thereof, meet regularly to sustain the academic integrity of the program by:
- a) developing and reviewing the goals and expectations of the program;
 - b) reviewing and approving proposed Honors seminars;
 - c) selecting winners of the annual Honors Program scholarships evaluating proposals for Honors Summer Research Stipends;
 - d) planning and participating in the extra-curricular activities of the program, such as lectures, presentations of study research, and ceremonies to recognize student achievement;
 - e) evaluating portfolios submitted for HONR 484 contributing evaluative narratives to Honors student portfolios; and
 - f) implementing the Honors Program assessment plan.
- 15) The Liberal Learning Council (LLC) shall consist of a representative elected from and by each academic department; and one student recommended by the Student Assembly and appointed by the vice president of student affairs or the vice president's designee (non-voting). The associate provost for assessment and accreditation is an *ex officio* (non-voting) member of the council. Members of the committee may not also serve on any college curriculum committee, the Undergraduate Curriculum Review Committee or the Undergraduate Degrees Committee. The chair of the council shall be a tenured faculty member. The council:
- a) reports administratively to the associate provost for assessment and accreditation, to the UCC, and reports to the Faculty Senate regarding policies and procedures and other issues as appropriate;
 - b) recommends changes in the Liberal Learning Core requirements;
 - c) considers courses for inclusion in the Liberal Learning Core; and
 - d) works with the Office of Assessment and Accreditation in assessing and evaluating the Liberal Learning Core.
- 16) The Library Advisory Committee (LAC) shall consist of six faculty members (two from Arts and Humanities, two from Natural and Behavioral Sciences, two from Social Sciences and/or Luter School of Business) and one other appointed by the Faculty Senate upon consultation with the deans; two students recommended by the Student Assembly and appointed by the vice president of student affairs or the vice president's designee (non-voting); and university librarian (non-voting). The committee:
- a) reports administratively to the University librarian, and reports to the Faculty Senate regarding policies and procedures and other issues as appropriate;
 - b) advises the University librarian on the library budget allotted for academic departments' use;
 - c) provides a liaison among the library and the faculty and the student body; and
 - d) is kept informed by the University librarian on matters of equipment, facilities, collection, services, and library policies affecting academic programs and advises the University librarian regarding such matters.
- 17) The Phi Beta Kappa Committee (PBK) shall consist of all faculty and staff members who are members of the Phi Beta Kappa Society. The vice provost is an *ex officio* member. Additional faculty and staff may be invited to liaise with the committee or support its work as necessary. An elected executive committee shall provide leadership to guide the committee's endeavors. The committee's work shall include:
- a) organization of activities designed to support student involvement with the liberal arts and to expand the understanding of Phi Beta Kappa and its mission;

- b) organization of activities that facilitate open dialogue and debate on the liberal arts on campus and in the community;
 - c) preparation of an application for a Phi Beta Kappa chapter, in conjunction with the relevant administrative offices;
 - d) collection of data necessary to support an application for a Phi Beta Kappa chapter;
 - e) maintenance of a chapter of Phi Beta Kappa should a future application be successful.
- 18) The Prestigious Scholarships Committee (PSC) shall consist of the CNU Fellowships coordinator (voting) who is appointed by the vice provost, and the faculty members serving as advisors for the major post baccalaureate scholarships and fellowships (voting). These include, but are not limited to, the Marshall, the Fulbright, the Rhodes, the Jack Kent Cooke, the Jacob Javits, the Barry M. Goldwater, the Harry S. Truman, the Morris K. Udall, the Hertz and the David Boren, the Gates Cambridge, the Mitchell, and the James Madison Scholarship and Fellowship Programs. Advisors will be contacted at the beginning of each academic year by the Fellowships coordinator. There are no term limits for faculty serving on this committee. The committee:
- a) reports administratively to the vice provost, and reports to the Faculty Senate regarding policies and procedures and other issues as appropriate;
 - b) selects and mentors students to compete for prestigious scholarships and fellowships; and
 - c) makes recommendations concerning scholarships and fellowships to the provost.
- 19) The Institutional Review Board for the Protection of Human Subjects (IRB) shall consist of the following voting members: six faculty members appointed by the associate provost for research, in consultation with the Faculty Senate; and one non-affiliated member of the community appointed by the associate provost for research. Members of the IRB shall have varying backgrounds to promote complete and adequate review of research activities commonly conducted by the institution. The IRB shall include at least one member whose primary concerns are in scientific areas and at least one member whose primary concerns are in nonscientific areas. Committee members may serve for up to three consecutive two-year terms. The director of the office of sponsored programs is an *ex officio* member (non-voting). In conducting its business, the IRB will consult with the University counsel regarding legal issues and potential liability to the University. The Board:
- a) reports administratively to the associate provost for research and reports to the Faculty Senate regarding policies and procedures and other issues as appropriate;
 - b) reviews and approves research activities which involve human subjects; and
 - c) safeguards the rights and welfare of subjects at risk in activities supported under grants and contracts.
- 20) The Teacher Preparation Council (TPC) shall consist of the director of the Teacher Preparation Program (chair, voting), the associate director of the field experience (voting), two staff members from the Newport News Public Schools (voting), one faculty member from each academic department teaching in the graduate MAT program and the undergraduate BAEd program (voting), the presidents of each of the two student education associations: SVEA, and NAFME (voting); the director of graduate and **professional enrollment**, the dean of the College of Arts and Humanities; the dean of the College of Social Sciences; the dean of the College of Natural and Behavioral Sciences; and the dean of Graduate Studies. The deans are non-voting members. Faculty members are appointed by the dean of the college in which they teach in consultation with the department chair and the dean of Graduate Studies. The committee:
- a) reports information about the MAT program to the dean of Graduate Studies and information about the BAEd program to the dean of the College of Arts and Humanities;
 - b) provides recommendations for program improvement when appropriate, and;
 - c) remains informed of the accreditation process and other program and curriculum changes.

- 21) The Undergraduate Academic Program Review Committee (PRC) shall consist of nine faculty members (three from Arts and Humanities, three Natural and Behavior Sciences, three from Social Sciences) two from each college appointed by the provost and one from each college appointed by the Faculty Senate; and a representative from the Office of Assessment and Accreditation (non-voting). The chair shall be a faculty member who has served on the PRC for at least one year. The committee:
 - a) reports administratively to the associate provost for assessment and accreditation, and reports to the Faculty Senate regarding policies and procedures and other issues as appropriate;
 - b) evaluates degree program offerings of the University for curriculum alignment and outcomes in a six-year cycle; and
 - c) makes recommendations to the provost and dean on program continuation/discontinuation, program related resource (re)allocation, and curricular modification within individual programs based on departmental, college, and university missions.
- 22) The Undergraduate Academic Status Committee (UASC) shall consist of six faculty members (two from Arts and Humanities, two from Natural and Behavioral Sciences, two from Social Sciences and/or Luter School of Business) elected by the faculty of each area; the senior director of transfer and student success services (non-voting); the faculty director of academic success (non-voting); the University registrar (non-voting). The committee:
 - a) recommends to the Faculty Senate standards for undergraduate student retention, dismissal, placement on probation, reinstatement, and for all other matters relating to undergraduate academic performance;
 - b) considers all appeals, pertaining to the academic status of undergraduate students and makes appropriate recommendations to the provost or the vice president for enrollment and student success as the provost's designee;
 - c) considers the requests of undergraduate students for exceptions to specific university catalog policies and makes appropriate recommendations to the provost or the vice president for enrollment and student success as the provost's designee; and
 - d) considers the requests of undergraduate students who wish to carry overload courses and makes appropriate recommendations to the provost or the vice president for enrollment and student success as the provost's designee;
 - e) reports administratively to the vice president for enrollment and student success, and reports to the Faculty Senate regarding policies and procedures and other issues as appropriate.
- 23) The Undergraduate Admission Committee (UADC) shall consist of six faculty members (two from Arts and Humanities, two from Natural and Behavioral Sciences, two from Social Sciences and/or Luter School of Business) elected by the faculty of each area; one faculty member appointed by the Senate; one student recommended by the Student Assembly and appointed by the vice president of student affairs or the vice president's designee (non-voting); the provost (non-voting); the vice president for enrollment and student success (non-voting); and the dean of admission (non-voting). The committee:
 - a) reviews all current and proposed changes to admission standards and makes recommendation to the Faculty Senate, on standards for undergraduate admission;
 - b) reviews a detailed annual report on the applications of admitted and denied students and makes appropriate recommendations to the provost;
 - c) reviews current recruitment strategies and policies and recommends to the Faculty Senate new policies guiding student recruitment; and
 - d) reports administratively to the vice president for enrollment and student success, and reports to the Faculty Senate regarding policies and procedures and other issues as appropriate.

- 24) The Undergraduate Curriculum Review Committee (CRC)) shall consist of ten tenured, senior lecturer, and/or master lecturer faculty members (three from Arts and Humanities, three from Natural and Behavioral Sciences, three from Social Sciences, and one from the Luter School of Business) elected by the faculty of each area, the academic deans, the vice provost (non-voting), the University registrar (non-voting), **coordinator of curriculum management & course evaluation (ex-officio, non-voting)**, **associate provost for assessment and accreditation (ex-officio, non-voting)** and the University librarian or designee (non-voting). Members of the committee may not also serve on the University Degrees Committee, the Liberal Learning Council, or any college curriculum committee. Committee members may serve for up to two consecutive two-year terms. The chair of the committee shall be a tenured faculty member. The committee:
- a) reports administratively to the provost, and reports to the Faculty Senate regarding policies and procedures and other issues as appropriate;
 - b) reviews and makes decisions and recommendations regarding proposals for curricular changes at the undergraduate level in accordance with the process outlined in Section VI of this *Handbook*;
 - c) oversees policies and procedures pertaining to the curricular process;
 - d) recommends priorities for the development of the undergraduate curriculum;
 - e) makes recommendations concerning the adoption and termination of undergraduate degree programs; and
 - f) maintains all undergraduate-level curricular proposal forms.
- 25) The Undergraduate Degrees Committee (UDC) shall consist of six members (two from Arts and Humanities, two from Natural and Behavioral Sciences, two from Social Sciences and/or Luter School of Business) elected by the faculty of each area; one faculty member appointed by Senate; the University registrar (non-voting); the senior director of transfer and student success services (non-voting); and the faculty director of academic success (non-voting). The committee:
- a) reports administratively to the vice president for enrollment and student success, and reports to the Faculty Senate regarding policies and procedures and other issues as appropriate;
 - b) reports to the instructional faculty its determination as to which students have completed the requirements for earned undergraduate degrees and recommends their names for certification by the instructional faculty;
 - c) reviews students' appeals concerning undergraduate degree requirements and makes recommendations thereon to the vice president for enrollment and student success who will consult the Provost as needed regarding committee recommendations; and
 - d) makes recommendations to the provost concerning undergraduate degree requirements.
- 26) The Undergraduate and Graduate Research Council (UGRC) coordinates with and advises the Office of Student Research and Creative Activity (ORCA) on operations and initiatives. Its charge is to integrate best practices in student research and creative activity at CNU. The UGRC shall consist of **14** members: **eight** faculty members (two from Arts and Humanities, two from Natural and Behavioral Sciences, **one from the School of Engineering and Computing**, two from Social Sciences and one from Luter School of Business) elected by the faculty of each area; one faculty member representing faculty teaching in the graduate programs; two faculty members (not from the same area) appointed by the director of student research and creative activity in consultation with the Faculty Senate; one student liaison (either a Sophomore or a Junior who has participated in at least one ORCA – sponsored program) recommended by the Student Assembly for consultation to the committee as needed (non-voting); the university librarian or designee (non-voting); and the director of student research and creative activity (non-voting). The UGRC shall elect co-chairs from different areas of the University. The UGRC:
- a) reports administratively to the associate provost for research,, and to the Faculty Senate regarding policies and procedures and other issues as appropriate;
 - b) works to advocate, develop, and foster a strong culture of student research and creative activity at the institution;

- c) advises the director of ORCA regarding the development of student research programs, ensuring that research and creative activity opportunities are available throughout the students' entire academic endeavors;
 - d) performs and facilitates peer review processes for awarding funds to students via ORCA-sponsored programs; and
 - e) provides logistical support, moderates sessions, and actively participates in Paideia and other ORCA-sponsored events.
- 27) The University Assessment Committee (UAC) shall consist of the following members: a representative from the Office of Assessment and Accreditation, one representative of the student affairs staff appointed by the chief of staff, four administrative representatives appointed by the associate provost for assessment and accreditation, and eight faculty members (two from Arts and Humanities, two from Natural and Behavioral Sciences, two from Social Sciences and/or Luter School of Business, and two at large) with one from each college and one at-large appointment made by the provost and one from each college and one at-large appointment made by the Faculty Senate. The UAC:
- a) reports administratively to the associate provost for assessment and accreditation, and reports to the Faculty Senate regarding policies and procedures and other issues as appropriate);
 - b) monitors the overall operation of the University's assessment activities;
 - c) makes recommendations concerning changes to the University's assessment activities; and
- 28) The University Writing Council (UWC) shall consist of the University writing center director (chair), the University librarian (or designee), and six faculty members (two from Arts and Humanities, two from Natural and Behavior Sciences, two from Social Sciences and/or Luter School of Business) appointed by the Faculty Senate (all voting members). Committee members may serve for up to three consecutive two-year terms. The UWC:
- a) reports administratively to the vice provost, and reports to the Faculty Senate regarding policies and procedures and other issues as appropriate;
 - b) promotes a university culture that fosters excellence in undergraduate writing;
 - c) oversees the Writing Program Awards for students and faculty members;
 - d) reviews policies and procedures regarding undergraduate writing and makes recommendations to the administration and to appropriate faculty members or committees;
 - e) reviews Writing Intensive (WI) course certifications and recertifications, makes recommendations for revisions if necessary, and makes recommendations to the UCC or other committees as appropriate.
 - f) conducts assessment activities across Christopher Newport's writing curricula and provides reports to the assessment director and other administrators and committees as appropriate;
 - g) advises the provost on resources required to support undergraduate writing at the University.
- c. Administrative Committees
- 1) The Budget Advisory Committee (BAC) shall consist of the chief of staff, provost, and executive vice president, the longest serving academic dean, CFO/**vice president for finance and administration**, the vice president of student affairs, the **executive** director of planning and budget, the vice president for **people and strategy/deputy chief of staff**, the vice president for facilities and campus operations, and other administrative staff members appointed by the president, and six members of the instructional faculty elected by the faculty from at least three of the four colleges/schools. Faculty members serve six-year terms and report non-confidential information to the Faculty Senate. One member of the instructional faculty with experience on the committee shall be appointed by the president to chair the committee. Elections of faculty members to the BAC will fill vacancies of faculty members whose terms expire, or the remainder of the term of seats that otherwise become available through leaves of absence (e.g. sabbatical, medical). The committee advises the president on matters pertaining to the operating budget of the University.

- 2) The Committee on Intellectual Property (CIP) shall consist of three faculty members with primary responsibility for copyrights, three additional faculty members with primary responsibility for patents, the chair of the Department of Physics, Computer Science and Engineering, the academic deans, the and the provost (chair). The six appointed faculty members shall be appointed by the president, upon nomination by the Faculty Senate, for three-year terms. In conducting its business, the CIP will consult with the University counsel regarding legal issues and potential liability to the University. The committee shall report to the president and shall function and be organized into subcommittees consistent with applicable Board policy (ownership).
- 3) The President's Council on Inclusive Excellence (PCIE) shall consist of members appointed by the President representing instructional faculty, staff, students, alumni, and friends and stakeholders of the University. Members are appointed to serve rotating terms. The Council advises the President on matters related to creating a culture of inclusive excellence and belonging.
- 4) The Emergency Policy Group (EPG) The EPG reports to the president and is the administrative unit responsible for preparation, response, and recovery when an emergency event is anticipated or occurs. See CNU Policy 1035 for details and membership.

The Emergency Management Team (EMT) The EMT comprises individual staff responsible for implementing the directions of the EPG in preparation for, immediate response to, or sustained recovery from an emergency event. See Policy 1035 for details and membership.

- 5) The Strategic Planning Steering Committee (SPSC) may be convened as needed by the president and shall consist of the vice president for **people and strategy/deputy chief of staff** as chair, the other members of the president's cabinet, the college/school academic deans, the president of the Faculty Senate, the president of the Student Government Association, and other members as deemed appropriate by the University president. The SPSC defines and conducts the strategic planning process for the University and makes recommendations to the president regarding all aspects of a proposed University strategic plan.
- 6) The Student Success Coordinating Committee (SSCC) shall consist of the vice president for enrollment, student success, and institutional effectiveness (chair), the provost, the dean of admission, the vice president of student affairs, the associate vice president for enrollment services & university registrar, the senior director of transfer and student success services, the faculty director of student retention support, the faculty director of academic success, director of student success services and other faculty representatives appointed by the president. The Committee:
 - a) reports to the president;
 - b) coordinates a broad range of policies, practices, and programs that affect first-year and second-year students and/or student success;
 - c) recommends changes to student success and first-year and second-year policies, practices, and programs as needed;
 - d) guides the assessment of student success initiatives; and
 - e) continually conducts an institution-wide Pell-eligible student barrier review.
- 7) The Intercollegiate Athletic Advisory Committee (IAAC) shall consist of three faculty members, one administrative faculty, two students, one alumnus or alumna, the internal auditor (non-voting), and the director of athletics (non-voting). Based on recommendations by the director of athletics, the president will appoint the NCAA faculty athletics representative who will also serve as committee chair. The Committee:
 - a) is appointed by the president in consultation with the NCAA faculty athletics representative and the director of athletics, and reports to the president;

- b) makes recommendations on all matters relevant to the Intercollegiate athletic programs;
 - c) reviews athletic philosophy;
 - d) considers matters related to athletic conferences and national athletic governing bodies;
 - e) reviews the need for additional equipment for gymnasium and outdoor facilities, addition or termination of sports programs, scheduling and transportation; and
 - f) monitors the athletic budget.
- 8) The Policy Committee (PC) The PC is charged with review, adoption, and the revision of University policies. See CNU Policy 1000 for details and membership.
- 9) The University Handbook Committee (UHC) shall consist of five members appointed by the president, to include the chief people officer, a staff member, and three instructional faculty members. The president will appoint one of the instructional faculty members to serve as chair.
- a) consults with the provost, the vice presidents, and all other constituencies of the University on matters related to the *University Handbook*;
 - b) reviews all proposed changes in the *University Handbook* and makes recommendations to the president, specifying all proposed additions, alterations, deletions, and changes and identifying for the president where there is agreement and where there are differences among University constituencies; and
 - c) is charged with the following responsibilities: determining if the subject of a change is appropriate to be included in the *University Handbook*; determining if the suggested addition or change has gone through appropriate University channels; assuring the proper placement of the change or addition in the *University Handbook*; removing obsolete and erroneous items from the *University Handbook*; and, ensuring that all University constituents have the opportunity to preview the committee's recommended changes to the *University Handbook*.
- 10) Retirement Plan Committee (RPC) shall consist of a senior representative from Human Resources, at least two members of the senior team with responsibility over finance or administration, an administrative professional faculty member, and a member of the instructional faculty. The committee shall be chaired by the chief human resources officer. Responsibilities of the committee include:
- a) serve as the trustees appointed to hold and oversee the Tax Shelter Savings Plan (403b) and the Cash Match Plan (401a)
 - b) responsible for the administration of the Plans in conformance with the Plan documents and applicable law
 - c) increase oversight and proper governance of the supplemental retirement plans by acting as a fiduciary for the plans through developing an investment policy statement and completing cost analysis, quarterly market analysis and investment fund review.
- 11) Information Technology Executive Steering Committee (ITESC) shall consist of the chief of staff, provost, vice president for finance and planning, vice president for advancement, vice president of student affairs, vice president for enrollment and student success, and vice president for administration and auxiliary services. The chief information officer (CIO) and director of internal audit shall serve as non-voting members and the CIO shall serve as chair of this committee. Responsibilities of the committee include:
- a) reviewing and approving recommendations including project, technical and strategic plans received from the IT advisory group; and
 - b) approving policies, guideline and standards for implementation that give direction and are strategically aligned with University priorities.

- 12) The University Sustainability Committee (USC) shall consist of members appointed by the vice president for administration and auxiliary services; the members shall represent university divisions including, but not limited to, facilities management, parking services, grounds, dining, housing support, residence life, purchasing, student affairs, and athletics. The committee shall be chaired by the university sustainability specialist and shall include a student representative appointed by the vice president of student affairs and a faculty representative appointed from each college/school by the Faculty Senate. Meetings shall be open to the university community. The committee:
- a) raises awareness about campus sustainability initiatives;
 - b) facilitates change towards sustainable operational practices;
 - c) empowers campus stakeholders by developing and sharing resources; and
 - d) identifies and shares best practices which support a campus culture of sustainability

- 13) Campus Violence Prevention Committee (CVPC) provides leadership and coordination of efforts to prevent violence on campus and makes related information available to the campus community. The Committee is responsible for the development and revision of Policy 1055, and for assuring systems are in place and functioning to implement its requirements. Refer to Policy 1055 for committee membership, authority, and responsibilities.

The Threat Assessment Team (TAT) identifies, assesses, and mitigates threats of violence that involve members of the University community. It assesses reported threats of harm to self or others, identifies appropriate intervention measures, and directs action necessary to eliminate, limit or reduce the risk posed by a threat over both the short and long term. Refer to Policy 1055 for committee membership, authority, and responsibilities.

- 14) **The Women and Gender Collaborative Committee shall consist of faculty members and/or staff with relevant interests, appointed by and reporting to the dean of the College of Arts and Humanities. The committee's primary purpose is to strengthen ties with the Hampton Roads community by organizing events on women and gender that align with the interests and priorities of our region. The committee may consist of faculty members and/or staff across the three colleges, the school of business, and other areas of the university.**

Should they accept, members will be appointed to 3-year terms and may be reappointed at the discretion of the dean. Members may only serve 2-consecutive terms but can be reappointed after a one-year respite from their previous terms. The Director of Women and Sexuality Studies (WGSS) will serve as an ex-officio member and will be eligible to vote.

4. Academic Department chairs

a. General description

The department chair is responsible to the dean of the college/school and the academic department for the organization, administration, inventory control, and management of the department. The chair is elected for a three-year term by a simple majority vote. All full-time, salaried faculty holding restricted, probationary or tenured appointments in the department at the time of the election are automatic electors. Part-time (not adjunct) members of the department may be granted voting privileges in advance of the election by majority vote of the automatic electors. The chairs eligible for reelection. In newly formed departments or under circumstances approved by the provost, the appropriate dean may appoint the chair. In large or multi-discipline departments, additional administrative officers such as vice-chair, assistant chair, coordinators, and/or directors may be appointed by the dean of the college/school in which the department is situated.

1) Eligibility

To be elected chair, a person must have a full-time, tenured or probationary instructional faculty appointment at the rank of assistant professor or higher in the department. At the request of the department, or at the initiative of the dean, a department chair may be recruited from outside the University if a faculty position is authorized for the department. The recruited chair has a three-year term and is eligible for reelection.

2) Procedures

The election of a chair takes place at the beginning of the spring semester, with the term officially commencing the day following spring commencement. The election procedures are as follows:

- a) The dean notifies the department of the election, indicates eligible members, and issues an electronic ballot;
- b) The election is by secret ballot and is supervised by the dean;
- c) The electronic ballot will remain open for three academic days;
- d) The voting is verified by the provost and by a representative of the department;
- e) The dean approves of the department's choice or informs the department of the decision not to approve;
- f) If the dean does not approve the choice, a new election takes place; and
- g) If, after three ballots, the department members are unable to agree on a chair who is acceptable to the dean, the dean may appoint a chair for a full three-year term or in an acting capacity for one year.

b. Functions

The department chair leads, directs and manages the activities of the academic department and ensures the academic quality of the University curriculum. The activities of the chair include general administrative activities, curriculum management and development, personnel management, and fiscal management and inventory control. The following listing is illustrative rather than exhaustive.

1) General administrative activities

- a) calls, chairs and sets agenda for department meetings;
- b) organizes department committees;
- c) attends chairs meetings and contributes to academic curriculum decisions;
- d) administers the directives of the dean within the time schedule designated by the dean;
- e) develops department mission, vision, strategic plan with short- and long-range goals, evaluation plan, and university reports in collaboration with the department faculty;
- f) prepares department catalog materials;
- g) has responsibility for department records and correspondence;
- h) maintains records required by SACSCOC;
- i) completes an annual report of department activities and submits to the dean;
- j) oversees assessment;
- k) evaluates and signs degree certifications;
- l) serves as the spokesperson and liaison for the department;
- m) advises students;
- n) responsible for departmental publications (brochures, handbooks, etc.);
- o) assigns faculty to represent the department at university and community functions (admission open houses, honors receptions, etc);
- p) works with departmental faculty annually to update and submit the departmental evaluation criteria for faculty (form EVAL 4);
- q) acts on the following matters as prescribed in the University Handbook:
 - (1) grade appeals;
 - (2) situations where a specific course is not taught as described in the Catalog;
 - (3) submission of course descriptions, syllabi, and examinations to the dean;
 - (4) recruitment and initial appointment of full-time instructional faculty;

University Handbook 2026–2027 Edition

- (5) faculty applications for sabbatical or educational leave;
 - (6) university faculty development, summer stipend, and dissertation grants;
 - (7) requests for disbursements from Fund 0303; and
 - (8) recommendations on peer review.
 - r) oversees maintenance of files of all final examinations given in the department for seven years;
 - s) requests resolution from dean for student final examination conflicts;
 - t) acts as custodian for faculty dossiers;
 - u) consult with the affiliated Graduate Program Director during graduate program reviews and departmental planning discussions;
 - v) coordinate with the appropriate Graduate Program Director when scheduling graduate courses;
 - w) maintains office hours during the academic year and summer as necessary for accomplishing the responsibilities of the chair; and
 - x) appoints another faculty member to act as chair when needed.
- 2) Curriculum management and development
- a) recommends course offerings, schedules courses, and makes course teaching assignments;
 - b) directs the development of new programs or courses and prepares proposals for curricular changes for submission to the dean;
 - c) responsible for submission of course schedule to the dean;
 - d) initiates course status changes;
 - e) decides whether to award transfer credit for courses taken elsewhere when the decision to award is disputed or in doubt; and
 - f) determines course waivers for majors when necessary.
- 3) Personnel management
- a) fosters the development of excellent teaching (course design and management, classroom skills, pedagogy);
 - b) encourages department faculty to pursue research, grant writing, and professional development;
 - c) encourages participation of department faculty in university service;
 - d) evaluates full-time department faculty members' performance and merit and forwards recommendations to the dean;
 - e) organizes and serves on all departmental peer groups for faculty evaluation, promotion, and tenure decisions in accordance with procedures in the *University Handbook*;
 - f) forms and serves on department search committees;
 - g) employs, supervises and evaluates non-faculty personnel. Signs time sheets and conducts the annual personnel review;
 - h) recruits, hires, and evaluates adjunct faculty;
 - i) meets periodically with adjunct faculty and makes annual recommendations regarding their continued employment;
 - j) provides orientation and direction to the department members, especially new members;
 - k) mediates student-faculty and faculty-faculty conflicts; and
 - l) assigns advisers.
- 4) Fiscal management
- a) manages the department budget;
 - b) oversees purchase requests and travel forms;
 - c) distributes resources within the department; and
 - d) responsible for inventory of departmental equipment.

University Handbook 2026–2027 Edition

- c. Evaluation
The chair's service, as chair, is evaluated between April 1 and May 31 in the second year of the three-year term by the dean with the participation of department members. In the exceptional event of a term shorter than three years, the evaluation schedule will be set by the dean. A chair receiving an unsatisfactory evaluation may at any time be removed from office by the dean.
 - d. Compensation
The compensation for the chair's service takes the form of (1) a reduced teaching load during the academic year and (2) an administrative stipend for summer services as determined by the dean; said stipend is separate from academic year salary, and is paid as wages, when earned, rather than as salary.
5. Instructional faculty as individuals and in departments
- a. Classifications
The several kinds of faculty appointments are described herein, the *University Handbook*. (see index: appointments).
 - b. Responsibility
Each faculty member is responsible for providing students with specific objectives of assigned courses; for methods and procedures of instructing and evaluating student performance; and for awarding of earned grades (see index: code for academic work). Each instructional faculty member is responsible for formulating and implementing a professional development plan and for department, university, and community service.
 - c. Faculty at the department level
 - 1) Departments exist to implement the goals of Christopher Newport University and to assist in the organization and administration of the instructional programs of the University. Departments also provide assistance and procedural equity to all faculty members, a base for faculty cooperation in achieving university goals, and a context for professional development and evaluation.
 - 2) Faculty at the department level bear primary responsibility for the instruction of students and for curriculum development. They also approve textbooks for courses taught by more than one member of the department, advise students, and decide policies for equivalency testing or other ways of earning credit for the major. The departmental faculty sets the professional standards and establishes administrative policies within the department, subject to the approval of the academic dean.
 - 3) Faculty members participate in the evaluation of the professional performance of colleagues in accord with university policies governing peer evaluation; recommend new instructional programs within the department; recommend policies related to interdepartmental, interscholastic and inter-institutional cooperation; and recommend student advising policies to the chair and to the appropriate dean. Departmental faculty members make recommendations to the dean and chair concerning scheduling of courses (time and place); assignment of instructors; assignment of office space; cancellation of courses due to insufficient enrollment; allocation of computer time; selection of new faculty (regular and adjunct); secretarial services; and student assistants. Faculty also assists the chair in the formulation of the departmental budget and consultation with the chair concerning its administration.
 - d. The individual faculty member
 - 1) Consistent with the goals and policies of the University and those of their respective departments, individual faculty members determine the specific objectives of the courses that are their individual responsibility. Within each of the courses they teach, faculty members decide the course content; methods and procedures of evaluating student performance; the level of instruction appropriate to the class and the students; the administrative policies of the course; the research they do as a complement to teaching; and appropriate kinds and methods of self-evaluation. Individual faculty members also initiate requests and recommendations for changes in the University curriculum or the major or minor within

their department. With respect to teaching and research activities related to the department, individual faculty members are directly responsible for keeping their department chair informed of those activities. The details of these several responsibilities are described in the appropriate sections of the *University Handbook*.

- 2) Individual faculty members keep abreast of current knowledge and developments in their disciplines and use instructional methods and materials that are most appropriate to the needs of students and to the requirements of the discipline. Faculty members define standards of student performance in their courses; establish appropriate objectives for students in each course; evaluate student performance; provide students with prompt information concerning their performance; prepare a calendar of assignments for each course, as appropriate; prepare syllabi for courses to include objectives for student performance standards, assignments, texts, and related readings, as appropriate.
- 3) Individual faculty members evaluate their own teaching effectiveness by such means as self-evaluation, peer evaluation, and student evaluation; maintain a current dossier for purposes of formal faculty evaluation; maintain membership in appropriate professional societies and organizations; attend and participate in professional conferences and meetings whenever possible (consistent with available funds); participate in research activities; publish the results of their research whenever possible and appropriate (consistent with support afforded by the department, college/school, or university); and act in a professional manner adhering to the policies of the University and the ethics of their discipline and the teaching profession.
- 4) Individual faculty members also cooperate with the faculty, students, staff, and administration as all seek to attain the overall objectives of the University. They meet their classes as scheduled; post and maintain office hours for students; meet administrative deadlines; perform non-classroom tasks necessary to the functioning of the overall goals of the University; serve on elected, appointed, and/or ad hoc committees; advise students; assist their department in registration procedures; and attend Faculty meetings and University commencement ceremonies.
- 5) Individual faculty members are also responsible for all duties assigned them in this *University Handbook*.

e. Scholarly activities

The Mission Statement of Christopher Newport University states that the University "focuses on excellence in teaching and scholarship. The liberal arts provide the foundation for quality undergraduate programs in the humanities, in the natural and social sciences, and in business and professional disciplines. Graduate programs provide students and faculty opportunities for advanced scholarship and learning. Graduate and undergraduate research brings students and faculty together to increase knowledge. Teaching, research and community service benefit the constituencies of the University, the Virginia Peninsula, the Commonwealth, the nation, and the world."

The Christopher Newport University Faculty, then, is a collegium of teacher-scholars dedicated to humane, scientific, cultural, and artistic knowledge and to its extension, preservation, interpretation, and application in order to assure the promulgation of the values of a civilized, knowledgeable, and humane world. As such, members of the Faculty have a professional responsibility to extend, preserve, and disseminate knowledge and the mental and practice skills necessary for making critical and ethical judgments. This responsibility shall be carried out by maintaining the highest standards of scholarship in teaching, research, and service.

1) Teaching

Because faculty by their scholarship sustain and deepen the intellectual environment of the University, scholarship in teaching is an essential component of excellence in teaching. This involves staying abreast of the literature in one's field, communicating knowledge and understanding to students, endeavoring to make the students part of the active learning process, and using the best pedagogical methods available

and proper to the subject matter in the classroom. It also involves making oneself open to questioning and challenge and being available outside the classroom to aid the students intellectually and culturally. Evidence of active participation in scholarly activities of teaching at the University may include participating in curricular or pedagogical workshops and seminars; accepting exchange arrangements and guest lectureships in other colleges and universities; team teaching and other methods of integrating disciplines; utilizing computer-assisted teaching methods; and participating in international studies curricula and programs.

Criteria for judging excellence in teaching of an individual faculty member in regard to decisions of retention, promotion, tenure, and salary may include the following: peer visitation; student evaluations; internal and external review of instructional materials, teaching aids, and methods of instruction; and other evidence of teaching effectiveness.

2) Research

These standards of scholarship require faculty members to share their knowledge and learned skills by means of external review and validation through the publication of original research, the reviewing of new materials and applications, the interpreting or re-interpreting of existing scholarship, and developing new and significant applications of existing knowledge, and, in the case of the arts, the performance, presentation, or exhibition of creative work. Evidence of active scholarship may include writing textbooks, manuals, and articles on teaching methodology, thereby making them available to the academic community at large; editing readers, anthologies, and other scholarly materials for use in the classroom; developing and sharing with others new approaches to instruction; and, writing monographs.

3) Service

Teacher-scholars on a university faculty have a professional obligation to make their discipline-based knowledge and academic skills available to their profession and the community.

Similarly, as members of the University collegium they incur obligations to their colleagues to serve on the various regular and ad hoc committees necessary for policy making and the governing of the University, to aid in the development of curricula, to protect academic freedom, and to support university activities of both an academic and non-academic nature.

4) Department and Academic Standards

Appropriate standards for judging performance in teaching, research, and service in regard to decisions of retention, promotion, tenure, and salary shall be promulgated by each department and college/school according to recognized professional and disciplinary standards as modified by the resources, including time made available by, and the specific mission of, the University. The value attributed to such scholarship shall be related to the rigor and extent of external validation (implicit or explicit). Departmental standards shall be developed by the department with consultation of external professional and disciplinary specialists. These standards shall be approved by the department, the appropriate academic dean and the provost before being utilized. College/school-wide standards shall be approved by the dean and the provost and distributed to each member of the college/school faculty before being utilized.

5) Administrative Standards

The mission of Christopher Newport University integrates teaching, research, and service but emphasizes teaching. Therefore, it shall be the responsibility of the provost and the academic deans to regard as valid and meritorious all varieties of scholarly endeavor described above and to reward them according to standards that are equitable among departments and college/school. In short, commitment to scholarly endeavor in its various forms must be ongoing, but without compromising the quality of teaching.

University Handbook 2026–2027 Edition

6. Ancillary Positions

To assist the University in managing some of its activities, some members of the faculty may be selected or appointed to administration positions ancillary to their primary responsibility.

- a. The Director of the Honors Program convenes the Honors Faculty, coordinates its activities, and performs administrative duties related to the Honors Program, including the notification of scholarship winners, the securing of instructors for honors courses, and the advising of honors students. The director also serves as faculty sponsor of the Virginia Zeta Chapter of Alpha Chi. The director is appointed by, reports to, and serves at the pleasure of the provost.
- b. Fiscal Account Managers are selected by, and report to the appropriate organizational administrator as reflected in the University's organization chart. A Fiscal Account Manager is charged with fiscal accountability for resources and responsibility for managing funds within one or more subsidiary ledger revenue or expense accounts of the University.
- c. Graduate Program Directors are appointed by and report to the **vice provost for academic success, research, dean of graduate studies for a renewable three-year term**. Graduate Program Directors advise graduate students, oversee required graduate program activities, act as admissions officers for graduate students, coordinate with Department Chairs to schedule graduate courses, and conduct assessments and program reviews. The academic year teaching load is reduced for Graduate Program Directors commensurate with the increase in service.

7. The Student Body

A description of student body governance is published in the *CNU Student Handbook*. This *Handbook* is available through the vice president of student affairs and on university website.

