

UNIVERSITY OF NORTH CAROLINA  
**SCHOOL OF THE ARTS**

# **Faculty Manual**

**Effective July 1, 2018**

## **Preface**

This publication, distributed to all members of the Faculty of the University of North Carolina School of the Arts, provides information about a variety of professional, academic, and institutional matters. It also brings together in one place a number of important statements of institutional policy, including the personnel policies for Faculty. It is hoped that this document will help to orient those new to UNCOSA and serve as a continuing source of useful information for others.

The print version of the UNCOSA Faculty Manual is updated annually. Requested changes should be submitted to the Secretary of Faculty Council by February 1 of each year for inclusion in the next academic year Faculty manual. The UNCOSA Faculty Manual is jointly maintained by the Chair of Faculty Council, Secretary of Faculty Council, Director of Faculty Affairs, and the Vice Provost & Dean of Academic Affairs. It is published by the Office of Academic Affairs and is the official version of the document. The online version of the Manual will be updated regularly, and new pages supplied as policies change or new sections are added.

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## 1.0 Introduction

The Faculty Manual contains answers to frequently asked questions about procedures and policies. This manual is supplemented by other documents: the [UNCSA Policy Manual](#), the [UNCSA Bulletin](#), the [UNCSA High School Student Handbook](#) and the [UNCSA College Handbook \(found only online\)](#), and by the [UNC Code and the UNC Policy Manual](#). The *UNCSA Policy Manual* contains all UNCSA policies and procedures. The *Bulletin* describes the educational programs and includes a statement about the history and purpose of the school. The two *Student Handbooks* include the social regulations for students. The UNC Code and the UNC Policy Manual contain the regulations of the Board of Governors of the University of North Carolina.

A hard copy of the official Faculty Manual will be kept in the Office of Academic Affairs and in the UNCSA Library.

## 2.0 Mission Statement

The University of North Carolina School of the Arts provides gifted emerging artists with the experience, knowledge, and skills needed to excel in their disciplines and in their lives, and it serves and enriches the cultural and economic prosperity of the people of North Carolina and the nation. UNCSA is the state's unique professional school for the performing, visual and moving image arts, training students at the high school, undergraduate and master's levels for professional careers in the arts.

Committed to an idea of art that combines craft, imagination, passion and intellect, the Faculty work with students in a residential setting to create an educational community that is intimate, demanding and performance-centered. Learning is enriched by access to an academic program responsive to a conservatory curriculum, Research and Creative opportunities in the arts, Student Affairs programs and support, dedicated staff, outstanding facilities, community service activities, guest artists and teachers, and distinguished alumni. Students emerge transformed, poised to become leaders and creators in their chosen fields. Founded by an act of the North Carolina legislature to be both an educational institution and a resource enhancing the cultural life of the State of North Carolina and the region, UNCSA offers numerous public performances, both on and off campus, community education in the arts, and Faculty and student lectures and workshops. The School collaborates with educational, cultural, civic, business, and other partners to promote the universal importance and innovative impact of the arts to our society.

(The above text has been approved by the Board of Governors as a consequence of the review of the University of North Carolina mission statements initiated by the President of the University in 1991. Revised and approved by the [UNCSA Board of Trustees, September 2014](#), and the [UNC Board of Governors, February 2014](#))

## 3.0 The Enabling Act: Excerpts from the Founding Legislation

Excerpts from the Enabling Act are given here to provide a sense of the intentions of General Assembly members concerning the scope of the educational mission of the school.

A BILL TO BE ENTITLED AN ACT TO ESTABLISH IN NORTH CAROLINA,  
A SCHOOL FOR PROFESSIONAL TRAINING IN MUSIC AND OTHER  
PERFORMING ARTS FOR THE SOUTHERN REGION.

WHEREAS, North Carolina has established for itself a position of leadership in support and development of the arts . . . ; and

WHEREAS, many of the rural children of the South are deprived of the opportunity to receive training in the performing arts for which they are preeminently qualified; and

WHEREAS, the cultural heritage of our Nation has been greatly enhanced through the training given talented artists in such schools as the New York High School of Performing Artists, the Juilliard School of Music, and the Curtis Institute, and the lack of such training facilities in the South is depriving many of our most talented young people of the opportunity to receive training at the age when it would be most effective to create interest and proficiency in the performing arts; and ...

WHEREAS, it is in the public interest of the people of our State that a regional training school of about 400 to 600 students be established to provide North Carolina and other states of the South with professional training for musicians and others gifted in the performing arts . . . .

116-63. Policy. It is hereby declared to be the policy of the State to foster, encourage and promote, and to provide assistance for the cultural development of the citizens of North Carolina, and to this end the General Assembly does create and provide for a training center for instruction in the performing arts.

116-64. Establishment of school. There is hereby established, and there shall be maintained, a school for the professional training of students having exceptional talent in the performing arts which shall be defined as an educational institution of the state, to serve the students of North Carolina and other states, particularly other states of the South.

116-69. Purpose of school program. The primary purpose of the school shall be the professional training, as distinguished from liberal arts instruction, of talented students in the fields of music, drama, the dance, and allied performing arts, at both the high school and college levels of instruction, with emphasis placed upon performance of the arts, and not upon academic studies of the arts. The said school may also offer high school and college instruction in academic subjects, and

such other programs as are deemed necessary to meet the needs of its students and of the State, consistent with appropriations made and gifts received thereof, and may cooperate, if it chooses, with other schools which provide such courses of instruction. The school, on occasion, may accept elementary grade students of rare talent, and shall arrange for such students, in cooperation with an elementary school, a suitable educational program.

[The Enabling Act, ratified by the General Assembly of the State of North Carolina](#)  
(80-18). 1963.

### **3.1 The History of the University of North Carolina School of the Arts**

The unique premise upon which the school was founded came under the initiative of former Governor Terry Sanford, guided by visionary writer John Ehle. Their Creative alliance forged an institution unorthodox for its time. Established by the N.C. General Assembly in 1963, the North Carolina School of the Arts opened in Winston-Salem in 1965 as America's first public arts conservatory. The school's location was determined when the citizens of Winston-Salem, known as the "City of Arts and Innovation" and home of the first municipal arts council in the nation, raised nearly a million dollars in a two-day telephone campaign to win the school for the city. Composer Vittorio Giannini of The Juilliard School was NCSA's first President; subsequent Chancellors have included Pulitzer Prize-winning composer Robert Ward, former Joffrey Ballet General Director Alex C. Ewing and world-renowned conductor John Mauceri. Lindsay Bierman has been Chancellor since July 2014. The school became part of the University of North Carolina system in 1972.

With a primary focus on performance, the UNC School of the Arts provides an environment similar to that of an artist's colony, where students are encouraged to grow, to experiment, and to develop their abilities to the fullest. Students study with resident master teachers who have had successful careers in the arts – from American Ballet Theatre to the New York City Opera – and who remain active in their professions. Noted guest artists frequently bring lessons directly from the contemporary arts world.

Approximately 1,250 students are enrolled in the five conservatories that make up the School of the Arts: [Dance](#), [Design and Production](#), [Drama](#), [Filmmaking](#), and [Music](#). Ranging from [high school](#) to [undergraduate, graduate and post-master's](#), the students are selected by audition or portfolio review and interview. Along with rigorous arts training, students receive intensive academic instruction through the [Division of Liberal Arts](#) and the [High School Academic Program](#). With its full academic program, the school awards the high school diploma, bachelor's and master's degrees and the Professional Artist Certificate.

## **4.0 Accreditation**

The University of North Carolina School of the Arts is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award bachelor's and master's degrees.



Contact the Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097 or call (404) 679-4500 for questions about the accreditation of the University of North Carolina School of the Arts. Contact the Commission only in relation to the University's compliance with accreditation requirements. Normal inquiries about admission requirements, educational programs, and financial aid should be directed to the University of North Carolina School of the Arts.

The University of North Carolina School of the Arts is accredited by the SACS [Council on Accreditation and School Improvement \(SACS-CASI\)](#) to award the high school diploma with concentrations in dance, drama, music, and visual arts.

## **5.0 Administrative Organization**

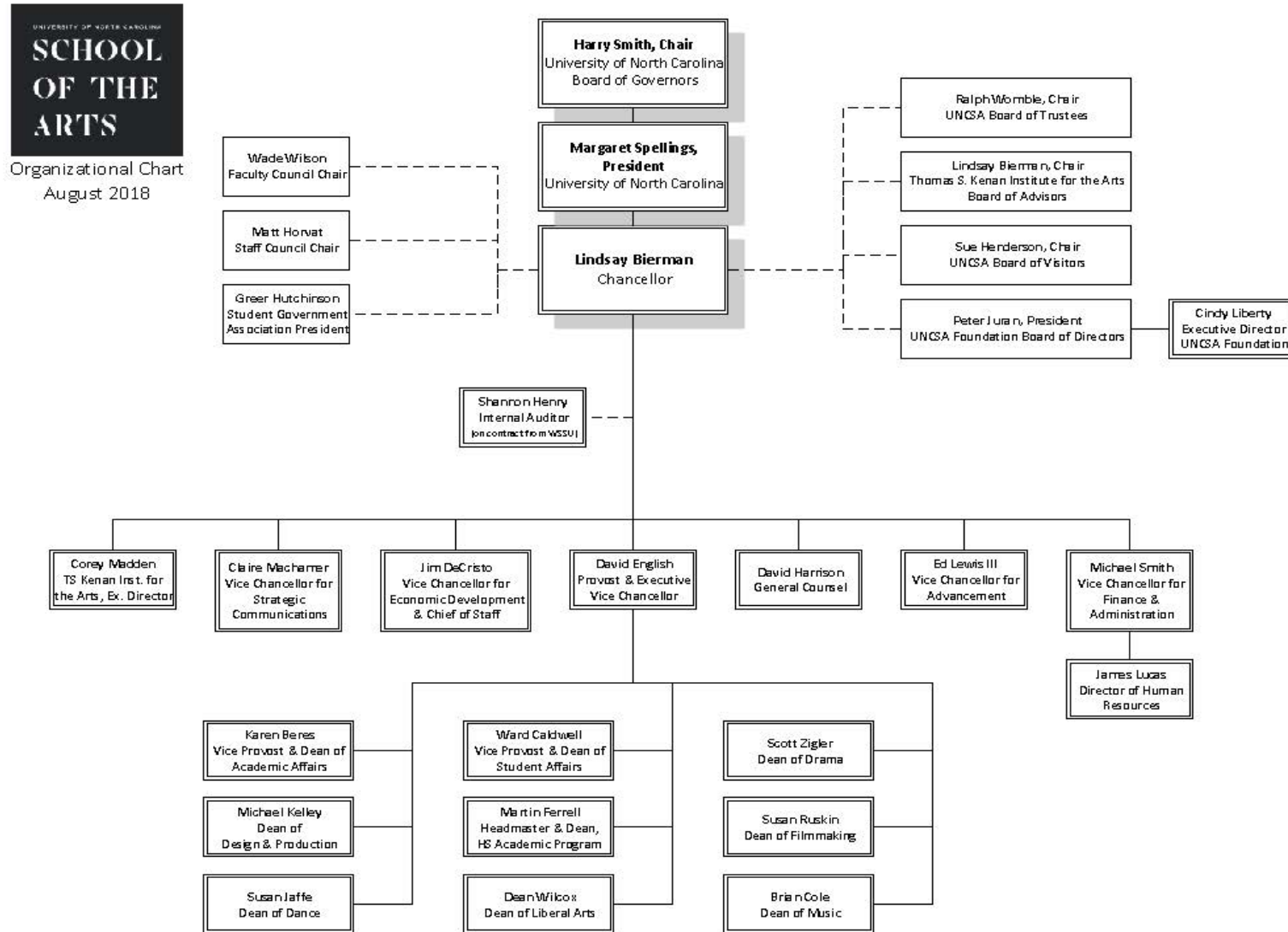
### **5.1 The University of North Carolina and the University of North Carolina School of the Arts**

Chartered in 1789, the University of North Carolina opened its doors to students at its Chapel Hill Campus in 1795. By 1970, the Consolidated University had grown to include six campuses from Asheville to Wilmington. Then in late 1971, the General Assembly in special session merged all sixteen state-supported institutions of higher education, including the North Carolina School of the Arts, into the University of North Carolina effective on July 1, 1972. The Board of Governors of the University of North Carolina was established and given responsibility "for the general determination, control, supervision, management, and governance of all affairs of the constituent institutions."

Each unit of the University has its own Board of Trustees, comprised of eight members elected by the Board of Governors, four appointed by the Governor, and the elected President of the student body serving ex officio. [The Board of Trustees of the University of North Carolina School of the Arts](#) also includes a representative of the North Carolina Symphony and the Secretary of the Department of Cultural Resources, who serve as ex officio members. The principal powers of each institutional board are delegated by the Board of Governors.

According to *The Code* of the UNC Board of Governors, each institution has its own Faculty and student body, and each is headed by a Chancellor as its chief administrative officer. Unified general policy and appropriate allocation of function are affected by the Board of Governors and by the President with the assistance of other administrative officers of the University. The Office of the President is located in Chapel Hill.

## 5.2 UNCSA Administrative Organizational Chart



## 5.3 UNCSA Boards and Foundation

5.3.1 The Board of Trustees of the University of North Carolina School of the Arts shall promote the sound development of the institution within the functions prescribed for it, helping it to serve the state in a way that will complement the Activities of the other institutions and aiding it to perform at a high level of excellence in every area of endeavor. It serves as adviser to the Board of Governors of the University of North Carolina in matters pertaining to the institution and also serves as an adviser to the Chancellor concerning the management and development of the institution. The powers and duties of each Board of Trustees are defined and delegated by the Board of Governors. [See [N. C. G. S. § 116-33](#)].

5.3.2 The Board of Trustees of the Endowment Fund of the University of North Carolina School of the Arts consists of not fewer than five or more than seven members as determined by the Board of Trustees of the School. One member must be the chairman of the Board of Trustees and one the Chancellor, with the remainder elected by the Board of Trustees. The purpose of this board is to receive and hold gifts and other property and to pay over to the School, from time to time, its property and/or income to enhance the School's Activities and programs.

5.3.3 The Board of Visitors consists of distinguished North Carolinians as well as nationally and internationally known artists, business people, and friends of the School. Currently the Board numbers 25 appointed by the Chancellor upon the advice of the Board of Trustees. This board shall provide advice and guidance to the Chancellor with regard to the solicitation of public and private funds and the cultivation of interest among potential funding sources for the programs of the School. In addition, the Board shall assist in recruitment and provide advice to the Chancellor with regard to the institutional long-range plan prepared in conjunction with the Office of the President.

5.3.4 The University of North Carolina School of the Arts Foundation, Inc. is a private non-profit corporation established in 1963. At that time its primary role was to serve as the private fundraising agent for the School. In recent years, however, its role has shifted from primary fundraising agent to managing private or voluntary gifts from donor foundations, corporations and individuals for the sole benefit of the School. All such gifts are tax-deductible to the extent permitted by law. The Foundation has a legally separate charter with its own Board of Directors.

## 5.4 Officers of the School: Duties and Responsibilities

(Reference: [UNC Policy Manual, Chapter 100.1 - The Code of the Board of Governors of the University of North Carolina, Section 502](#))

### 5.4.1 Chancellor

The administrative and executive head of each constituent institution shall be the Chancellor, who shall exercise complete executive authority therein, subject to the

direction of the President. The Chancellor shall be responsible for carrying out policies of the Board of Governors and of the Board of Trustees. [See [G.S. 116-34\(a\)](#)]

502 B. Relation of the Chancellor to the Board of Governors and the President)

(1) It shall be the duty of the Chancellor to keep the president, and through the president the Board of Governors, fully informed concerning the operations and needs of the institution. Upon request, the Chancellor shall be available to confer with the president or with the Board of Governors concerning matters that pertain to the institution. [See [G.S. 116-34\(c\)](#)] As of June 30 of each year, the Chancellor shall prepare for the Board of Governors a detailed report on the operation of the institution for the preceding year. [See [G.S. 116-34\(a\)](#)] The Chancellor shall make such additional reports to the president or the Board of Governors as the president or the Board of Governors may require.

(2) The Chancellor shall make recommendations for development of the educational programs of the institution [See [G.S. 116-34\(d\)](#)] and shall serve as general adviser to the president, and through the president the Board of Governors, with respect to all programs and Activities of the institution.

(3) The Chancellor shall be responsible to the president for the administration of the institution, including the enforcement of the decisions, actions, policies, and regulations of the Board of Governors applicable to the institution.

(4) Subject to policies prescribed by the Board of Governors and by the institutional board of trustees, the Chancellor shall make recommendations for the appointment of personnel within the institution. [See [G.S. 116-34\(d\)](#)] With respect to all personnel matters, including appointments, promotions, removals, and compensation for the institution's academic, administrative, and other staffs, which are required to be acted upon by the Board of Governors, the Chancellor shall make recommendations to the president.

(5) The Chancellor shall present to the president all matters concerning the institution which are to be considered by the Board of Governors or any of its committees. In accordance with prescribed administrative procedures uniformly applicable to all institutions, the Chancellor shall participate in the development of the proposed budget of the University of North Carolina.

(6) The Chancellor shall be the official medium of communication between the president and all vice Chancellors, Deans, heads or chairs of departments, directors, and all other administrative officers, Faculty members, students, and employees.

502 C. Relation of the Chancellor to the Board of Trustees

(1) It shall be the duty of the Chancellor to attend all meetings of the board of trustees and to be responsible for keeping the board of trustees fully informed on the operation of the institution and its needs.[See [G.S. 116-34\(b\)](#)]

(2) As of June 30 of each year, the Chancellor shall prepare for the board of trustees a detailed report on the operation of the institution for the preceding year. [[G.S. 116-34\(a\)](#)] The Chancellor shall also submit such additional reports to the board of trustees as the Chancellor may deem wise or as the board may require. The Chancellor shall seek the counsel of the board of trustees concerning the affairs of the institution.

(3) The Chancellor shall be responsible to the board of trustees for enforcing all policies, rules, and regulations of the board of trustees.

(4) The Chancellor shall be the official medium of communication between the board of trustees and all individuals, officials, agencies, and organizations, both within and without the institution.

502 D. Relation of the Chancellor to the Constituent Institution

(1) Subject to policies established by the Board of Governors, the board of trustees, or the president, the Chancellor shall be the leader of and the official spokesperson for the institution; shall promote the educational excellence and general development and welfare of the institution; shall define the scope of authority of faculties, councils, committees, and officers of the institution; and all projects, programs, and institutional reports to be undertaken on behalf of the institution shall be subject to the Chancellor's authorization and approval.

(2) The Chancellor shall be a member of all faculties and other academic bodies of the institution and shall have the right to preside over the deliberations of any legislative bodies of the faculties of the institution.

The Chancellor shall be responsible for ensuring that there exists in the institution a Faculty council or senate, a majority of whose members are elected by and from the members of the Faculty. The general Faculty, however, which shall include at least all full-time Faculty and appropriate administrators, may function as the council or senate. The Faculty shall be served by a chair elected either by the general Faculty or by the council or senate. However, the Chancellor may attend and preside over all meetings of the council or senate. The council or senate may advise the Chancellor on any matters pertaining to the institution that are of interest and concern to the Faculty.

In addition to ensuring the establishment of a council or senate, the Chancellor shall ensure the establishment of appropriate procedures within the institution to provide members of the Faculty the means to give advice with respect to questions of academic policy and institutional governance, with particular emphasis upon matters of curriculum, degree requirements, instructional standards, and grading criteria. The procedures for giving advice may be through the council or senate, standing or special committees or other consultative means. (Updated in compliance with The Code, August 2005)

*(The Chancellor shall be responsible for ensuring that there exists an appropriate Staff Council. [Not part of The Code.]*)

(3) Subject to any policies or regulations of the Board of Governors or of the board of trustees, it shall be the duty of the Chancellor to exercise full authority in the regulation of student affairs and student conduct and discipline. In the discharge of this duty, delegation of such authority may be made by the Chancellor to Faculty committees and to administrative or other officers of the institution, or to agencies of student government, in such manner and to such extent as may by the Chancellor be deemed necessary and expedient. In the discharge of the Chancellor's duty with respect to matters of student discipline, it shall be the duty of the Chancellor to secure to every student the right to due process. Appeals from these disciplinary decisions are allowable only on the following grounds:

- 1) a violation of due process; or
- 2) a material deviation from Substantive and Procedural Standards adopted by the Board of Governors.

Where the sanction is suspension or expulsion, an appeal may be made to the board of trustees. No appeal to the president is

permitted. When the sanction is expulsion, the final campus decision can be appealed to the Board of Governors.

[UNC Policy Manual, Chapter 100.1 - The Code of the Board of Governors of the University of North Carolina, Section 502](#)

5.4.2 Executive Vice Chancellor and Provost

The Executive Vice Chancellor and Provost is charged with leadership in the development and supervision of curriculum, degree programs and the organization of the art schools in conjunction with the Deans and with representatives of the Faculty. As the University's Chief Academic Officer, the Provost provides leadership in the implementation of effective planning including institutional effectiveness and accreditation. The Provost represents the academic interest of the university in off-campus Activities as designated by the Chancellor. S/he recommends budget allocations for the schools and programs, and approves Faculty personnel decisions. The Provost works with Faculty Council and its standing committees and is responsible for publications concerning academic matters.

Reporting to the Provost are the following:

Vice Provost and Dean of Academic Affairs

The Vice Provost and Dean of Academic Affairs serves as the second senior academic officer of the University, and acts for the Provost in his absence. Under the direction of the Provost, the Vice Provost and Dean oversees the academic affairs of the university, working with the other Deans, Faculty, administration, and staff to ensure a learner-focused environment that is committed to the success of every student. The Office of Academic Affairs coordinates with several other offices to this end, serves the Deans and Faculty in the development of academic and artistic curricula. The Vice Provost and Dean for Academic Affairs provides guidance, interpretation, and administration of Faculty personnel policies, procedures, and guidelines at UNCSA, including: review and approval of Faculty appointments, reappointments, job changes, and salary actions, and provides leadership for certificate and degree program development.

Vice Provost and Dean of Student Affairs

The Vice Provost and Dean of Student Affairs provides leadership and management to the Division of Student Affairs, which strives to enhance each student's experience at UNCSA. As student advocate, the Vice Provost and Dean for Student Affairs and his staff continually evaluate student needs and interests through admissions, counseling Services, disability Services, financial aid, new student orientation, the Registrar, residence life, student engagement, and student health Services. Additional Services include student Activities, transportation Services, career Services, student outreach Services.

In addition, the Vice Provost and Dean for Student Affairs advises the Provost on all policy areas concerning student welfare affecting the institution, and for coordinating student affairs reports and other student matters with the UNCSA Board of Trustees and UNC General Administration.

#### Deans of the Arts Schools

UNCSA's five arts schools are each lead by a Dean who serves as the chief artistic and administrative officer. Each Arts School Dean has the following authority and responsibility:

- To carry out the purposes, goals and policies of the institution as they are specifically related to his/her special area as directed by the Provost and the Chancellor.
- To establish, with the advice of his/her Faculty or Staff, the educational program for which s/he is responsible, and to advise the Provost and the Chancellor, and through them the Board of Trustees, on all matters relating to his/her programs or Activities.
- To coordinate policies and actions in his/her own sphere with those of the other portions of the school through membership in the Administrative Cabinet and the Deans Council.
- To make all recommendations with respect to personnel matters, including appointments, promotions, and compensation for those members of the Faculty or Staff who are directly responsible to him/her.
- To participate with the Chancellor, the Provost and the Vice Chancellor for Business Affairs in the development of the budget for his/her Arts School.
- To be the official medium of communication between his/her Faculty, Staff and students and the Chancellor and Provost.
- To make such reports as required of his/her field outside the institution and to utilize the knowledge of these developments in maintaining vigorous leadership.

Each Dean is assisted in carrying out his/her duties by Assistant and Associate Deans, who are appointed by the Dean with the concurrence of the Provost and the Chancellor. In addition, the Dean of the School of Design and Production is assisted by a Director of Visual Arts, and the Dean of Drama is assisted by the Director of the High School Drama Program.

#### Dean of Liberal Arts

The Dean of Liberal Arts collaborates with the Deans of the arts schools in the development and oversight of a comprehensive and integrated



undergraduate program at UNCSA. The Dean is responsible for overseeing the delivery of instruction from the Division of Liberal Arts (DLA) Faculty that comprises the general education component of each UNCSA BFA and BM degree.

#### Headmaster and Dean of the High School Academic Program

The Headmaster and Dean lead the High School Academic Program, and is aided by the Associate Dean of the High School Academic Program. The Headmaster and Dean leads the High School Administrative Group that is comprised of the individual art school high school program coordinators and directors. The Headmaster and Dean is responsible for overseeing the instructional Activities of the High School Academic Program and associated Faculty, which grants the UNCSA diploma with concentrations in Dance, Drama, Music, and Visual Arts to students who successfully complete all requirements for their arts program and sufficient college preparatory-level academic courses to meet graduation requirements. The Headmaster and Dean is also responsible for overseeing the High School Accreditation process.

#### Deans Council

The Deans Council, chaired by the Provost, meets twice per month to discuss academic, artistic, and administrative issues within the instructional areas of campus. The Deans Council is comprised of the Provost, Vice Provost & Dean of Academic Affairs, Vice Provost & Dean of Student Affairs, and the Deans of Dance, Design & Production, Drama, Filmmaking, Music, Liberal Arts, and the Headmaster & Dean of the High School Academic Program

#### 5.4.3 Chancellor's Administrative Cabinet

The Administrative Cabinet consists of the University's senior administrative staff. The members advise the Chancellor on strategic and tactical subjects related to campus opportunities and challenges, university system matters, and community affairs. The Administrative Cabinet is comprised of Chancellor, Executive Vice Chancellor and Provost, Vice Chancellor for Business Affairs, Vice Chancellor for Advancement, Vice Chancellor for Economic Development and Chief of Staff, General Counsel, Vice Provost and Dean of Academic Affairs, Vice Provost and Dean of Student Affairs, , Chief Marketing Officer, Chief Technology Officer, Director of Human Resources, Executive Director of the UNCSA Foundation, and the Executive Director of the Thomas S. Kenan Institute for the Arts.

Information on Cabinet members can be found on the [Administrative Cabinet web page](#).

## **5.5 Budgetary Sources**

The operating funds of the University of North Carolina School of the Arts come from the State of North Carolina, student tuition and fees, the Foundation of the University of North Carolina School of the Arts and the Federal Government. Funds for the first two sources are completely regulated by Executive Budget Act, the State Legislature, and the Board of Governors of The University of North Carolina. The UNCSA Foundation serves as a board channel through which foundation grants and donations from corporations, foundations, and individuals flow to the School. The Federal Government, through its various programs, substantially assists the School in the matter of scholarships, student aid, work study and student loan programs, program development, and the library.

## **6.0 Faculty Organization**

### **6.1 Definition of Faculty**

#### 6.1.1 Full-time and Part-time designations

Full-time Faculty are those who carry a full teaching load for the academic year as defined by the Provost and by Board of Governors' policies or its equivalent as established by the Dean.

Part-time Faculty members are those invited to participate in instructional Activities at UNCSA for a fixed term less than full-time. Part-time Faculty are granted the same access to appropriate facilities and Services as Full-time Faculty. Part-time Faculty will contribute to the Instructional Program as determined by the relevant Dean.

#### 6.1.2 Instructional Faculty

Instructional Faculty are those who hold Full-time, Part-time, or Visiting Faculty term contracts and whose major assignment is teaching. University Librarians are also members of the Instructional Faculty.

#### 6.1.3 Voting Faculty

Voting Faculty are Full-time Faculty on multi-year contracts, Visiting Faculty in at least their fourth sequential full-time contract. Administrators, Part-time and One-year Visiting Faculty are excluded.

In All-School Faculty votes, where the matter under vote may require exceptions to the definition of Voting Faculty, a vote with one-time applicability may be taken. To pass, the vote requires 2/3 approval of the Voting Faculty present.

The Library representative to Faculty Council will always be considered Voting Faculty for the purpose of completing Faculty evaluations of Senior Administrators.

#### 6.1.4 General Faculty

The General Faculty are comprised of: the Instructional Faculty, the Chancellor, Provost, Deans of Instructional Units, and other relevant administrators who hold a concurrent Faculty appointment.

#### 6.1.5 Visiting Faculty

Visiting Faculty are those Faculty who are contracted to teach for one year or less, on either a part-time or a full-time basis.

#### 6.1.6 Emeritus Faculty

University of North Carolina School of the Arts acknowledges that the pre-eminence of its training programs is the direct result of the enduring contributions of its Instructional Faculty, and UNCSA is grateful for their commitment and Service to the institution over the years. The school recognizes that retired Instructional Faculty members can continue to be a valuable resource to the institution and to its students, by virtue of their knowledge, their experience, their institutional memory and their professional insight. Such members of the Instructional Faculty are considered to be lifelong constituents of our artistic and academic community; as such, UNCSA strives to strengthen that relationship by honoring them with the distinction of Emeritus Faculty, which shall endure in perpetuity.

Any Instructional Faculty member who retired from UNCSA with a minimum of 15 years of permanent full-time teaching at the institution is eligible for emeritus status. Recommendations for emeritus appointments are initiated in the individual schools or divisions, where a member of the Faculty must nominate the candidate. All recommendations must be voted upon by the Voting Faculty in that school or division, and must carry the vote with at least a 2/3-majority. The approved recommendation is forwarded to the Provost and then the Chancellor for endorsement. The Chancellor then submits the recommendation to the Board of Trustees for their approval; it is the Board of Trustees that ultimately grants the distinction of Emeritus Faculty. Any member of the UNCSA community may suggest a nominee by forwarding that name in writing to the nominee's school or division; however, a member of the Faculty within the appropriate discipline(s) must ultimately place the candidate's name into nomination.

In cases where a member of the Faculty retired without accruing 15 years of permanent full-time teaching, but has in other ways made outstanding contributions to the institution, an exception to the eligibility requirement may be made. Emeritus status may also be awarded posthumously to honor an outstanding former member of the Faculty. The Emeritus Faculty distinction is not afforded to individuals other than members of the Instructional Faculty.

Emeritus Faculty shall be accorded the same rights and privileges (and shall be subject to the same restrictions) as full-time Instructional Faculty. They may not, however, hold an office on a committee, and they may not vote in Faculty elections. As long as Full-time Instructional Faculty receive same, these privileges shall normally include: 1) a campus mailbox, if requested; 2) an email account; 3) a listing in the institution's directory and in all publications and bulletins of the school; 4) UNCSA Library privileges; 5) enrollment in courses in accordance with the University of North Carolina Tuition Waiver guidelines established by the State of North Carolina; 6) admission to school performances (subject to the same restrictions governing full-time Instructional Faculty); and 7) the use of campus facilities, such as the Fitness Center and the Student Commons (at the same rates available to full-time

Instructional Faculty). At the discretion of the individual schools and divisions, other benefits such as administrative support services and office space may be made available to Emeritus Faculty.

The designation of Emeritus Faculty shall be a lifelong distinction, so long as those recognized as such maintain appropriate professional and ethical behavior.

## **6.2 General Faculty**

### 6.2.1 Function

The General Faculty may advise the Chancellor on any matters pertaining to the institution that are of interest and concern to members of the Faculty. It shall give advice with respect to questions of academic policy, with particular emphasis upon matters of curriculum, degree requirements, instructional standards and grading criteria. Such advice will be conveyed directly by the Faculty or it may be conveyed through other consultative means.

### 6.2.2 Meetings

The General Faculty will meet at least once per academic term, otherwise at the call of the Chair of the Faculty Council. The Chancellor shall have the privilege of presiding if he or she chooses; otherwise, any meeting of the General Faculty shall be presided over by the elected Chair of Faculty Council.

Unless otherwise provided for in this document, *Robert's Rules of Order*, newly revised, shall be the parliamentary manual for General Faculty Meetings.

### General Faculty Meeting Procedures

The Order of Business shall be as follows:

1. Call to order
2. Memorial Resolutions
3. Awards and Recognitions
4. Announcements and informational Reports (Chancellor, Provost, Chair of Faculty Council, etc.)
5. Question Period
  - a. Twenty minutes of every All-School Faculty meeting shall be scheduled as a question period, during which members of the Faculty may address questions to the Chancellor or other speakers.
  - b. The Chair of the Faculty Council shall preside over the question period.
  - c. At the discretion of the Chair of the Faculty Council, the question period may be extended beyond the allotted twenty minutes
6. Automatic Consent Business
7. Other Agenda Items

### 6.2.3 Officers

The Chair of the Faculty Council shall be the Chair of the General Faculty. The Vice-Chair and Secretary/Treasurer of the Faculty Council, as elected by the Council, shall serve as Vice-Chair and Secretary/Treasurer of the General Faculty.

## 7.0 Faculty Governance

[Section 502 D of \*The Code of the Board of Governors of the University of North Carolina \(UNC Policy Manual, Chapter 100.1\)\*](#) charges the Chancellor with the responsibility for ensuring that there exists in the institution a Faculty Council or Senate.

The Chancellor shall be responsible for ensuring that there exists in the institution a Faculty council or senate, a majority of whose members are elected by and from the members of the Faculty. The general Faculty, however, which shall include at least all full-time Faculty and appropriate administrators, may function as the council or senate. The Faculty shall be served by a chair elected either by the general Faculty or by the council or senate. However, the Chancellor may attend and preside over all meetings of the council or senate. The council or senate may advise the Chancellor on any matters pertaining to the institution that are of interest and concern to the Faculty.

In addition to ensuring the establishment of a council or senate, the Chancellor shall ensure the establishment of appropriate procedures within the institution to provide members of the Faculty the means to give advice with respect to questions of academic policy and institutional governance, with particular emphasis upon matters of curriculum, degree requirements, instructional standards, and grading criteria. The procedures for giving advice may be through the council or senate, standing or special committees or other consultative means.

UNC Policy Manual, Chapter 101.1 –  
*The Code*, Section 502 D

The membership of the Standing Committees adheres to the guidelines suggested above. All Arts Schools and Academic Programs must report their elected committee members to the office of the Provost at the beginning of each academic year.

### 7.1 Standards of Shared Governance

#### 7.1.1 Preamble

A strong tradition of shared governance is essential to the excellence of any institution of higher learning. To ensure the effectiveness of true shared governance, this principle is embodied in Section 502D(2) of the Code of the Board of Governors, which makes it the responsibility of the Chancellor of each constituent institution of The University of North Carolina to ensure that the institution's Faculty has the means to give effective advice with respect to questions of academic policy and institutional governance, with particular emphasis upon matters of curriculum, degree requirements, instructional standards, and grading criteria, and that the appropriate

means of giving such advice is through an elected Faculty council or council and an elected chair of the Faculty. In the spirit of collaboration and consensus building, and to the end that Chancellors may more effectively carry out this responsibility, the Faculty Council commends the following statement of essential standards of governance.

#### 7.1.2 Definitions

As used in this document, the following terms have the meanings indicated:

1. “Faculty” includes all persons holding full-time contract appointments in the institution and such other Faculty members and librarians as may have been accorded voting privileges in Faculty elections.
2. “Faculty council means the elective body, by whatever nomenclature, empowered by the Faculty to exercise its legislative powers.
3. “Chair of the Faculty” means the Faculty member, by whatever nomenclature, elected by the Faculty at large or by the Faculty council as the chief Faculty officer and spokesperson.

#### 7.1.3 The Faculty Council

1. The Faculty Council must hold regularly scheduled meetings throughout the academic year.
2. With few exceptions, voting membership of the council must be limited to elected Faculty representatives.
3. Members of the council must represent the academic units of the institution and must be elected directly by the Faculty of those units.
4. While it is the Chancellor’s prerogative to preside over the council, it is preferable and customary for the Chancellor to delegate this privilege to the chair of the Faculty, especially for those portions of meetings during which the council is deliberating on questions of academic policy and institutional governance.
5. The officers of the council must be elected by the membership of that body or by the Faculty at large.
6. The structure, method of election, and powers of the council must be specified in a document approved by and amendable by the Faculty at large or its designated representatives.
7. Procedures for the operation of the council must be established by reference to recognized authorities such as Roberts’ Rules of Order or in published bylaws adopted by the council.

8. The Council will perform their duties more effectively if adequate resources are provided to ensure effective governance, including:
  - a. an adequate budget
  - b. reasonable authority over its budget
  - c. adequate office space
  - d. adequate secretarial support

#### 7.1.4 The Chair of the Faculty

1. There must be a chair of the Faculty who is elected either by the Faculty at large or by the Faculty Council. The chair of the Faculty shall be the chief spokesperson for the Faculty.
2. The chair of the Faculty must be allowed reassigned time commensurate with the duties of the office.

#### 7.1.5 Faculty Governance Responsibilities

1. The legislative and consultative powers of the Faculty must be codified in a published governance document approved by and amendable by the Faculty or their elected representatives.
2. The university's curriculum is the responsibility of the Faculty. In the spirit of shared governance, Faculty and administration collaborate to achieve consensus on academic policies. To make effective curricular decisions, the Faculty, acting as a committee of the whole or through representatives elected by the Faculty or designated pursuant to procedures established by Faculty legislation, should participate in the creation of and/or give thoughtful approval to be taken into consideration by the administration in forming academic policies prior to their implementation, including but not limited to the following:
  - the establishment, merger, or discontinuation of departments, schools, and colleges
  - the establishment of new degree programs (including online programs)
  - the elimination or consolidation of degree programs
  - admissions policies
  - grade-appeal procedures
  - drop/add policies
  - course-repeat policies
  - graduation requirements
  - the undergraduate curriculum
  - policies for honors programs
  - honor-code policies
  - attendance and grading policies
  - the establishment of individual new courses

- the establishment of or substantive changes to majors
3. The curriculum leading to and policies with respect to the award of graduate and professional degrees must be established by the faculties of the schools or colleges that admit and certify candidates for those degrees.
  4. The Faculty, through its designated representatives, must be consulted on any proposal to adopt or amend campus policies of reappointment, tenure {should that prove to be a policy adopted by UNCOSA at some future date}, rank promotion, and of post-tenure review. It is expected that consideration of any such proposals will involve opportunity for Faculty analysis and discussion before any modifications to such proposals are adopted.
  5. The Faculty, through its designated representatives, must be afforded full opportunity to review and approve Faculty handbooks, academic policy manuals, and any institutional policy statements that affect the Faculty's teaching, service, creative activity or research, or conditions of employment
  6. For joint committees on which the Faculty is represented:
    - a. Faculty representation must appropriately reflect the degree of the Faculty's stake in the issue or area the committee is charged with addressing.
    - b. The Faculty members of joint committees must be selected in consultation with the elected Faculty leadership or by processes approved by the council.
  7. The granting of honorary degrees is a prerogative of the Faculty. The Faculty should be given opportunities to nominate individuals for honorary degrees, and all nominees for honorary degrees must be approved by the Faculty or its designated representatives before final approval by the Board of Trustees.
  8. The Faculty should play an advisory role in the selection of commencement speakers. The Faculty, through its designated representatives, should be afforded full opportunity to review and approve nominees for commencement speakers before final approval by the Board of Trustees.

#### 7.1.6 Administration/Faculty Collegiality

To insure the effectiveness of governance, all constituents must work to develop and maintain Administration/Faculty collaboration.

1. A collegial, candid, and cooperative relationship should exist between the administration and the Faculty. When requested, administrators should appear before the council and respond to questions.



2. It is expected that senior administrators will uphold the decisions of the council in areas in which the Faculty has primary responsibility, such as curriculum and tenure/promotion policies.
3. The Chancellor and other senior administrators should consult in a timely way and seek meaningful Faculty input on issues in which the Faculty has an appropriate interest but not primary responsibility, including but not limited to the following:
  - a. the university mission, emphases, and goals
  - b. budget
  - c. campus master plan or strategic plan
  - d. building construction
  - e. enrollment growth
  - f. tuition policy
  - g. student discipline
  - h. intercollegiate athletics
  - i. Faculty and staff benefits
  - j. libraries and other Research facilities
4. The Chancellor should effectively advocate the principles of shared governance to the Board of Trustees.
5. The Chancellor should typically sustain the recommendations of Faculty tenure, hearings, and grievance committees. When the Chancellor acts against the recommendations of such committees, the Chancellor should meet with the committee or otherwise adequately communicate the reasons for not sustaining its recommendations.
6. The Board of Trustees should exercise due respect for the governance prerogatives of the Faculty.
7. The Faculty should participate meaningfully in the selection of academic administrators through membership on search/hiring committees and the opportunity to meet and comment on “short-listed” candidates before hiring decisions are made.
8. The Faculty of each college, school, or department should be consulted in the appointment or reappointment of the Dean or department chair either through majority membership on the search or evaluation committee or by direct consultation with the appointing administrator either in person or by other means approved by the Faculty council.
9. The term of appointment of Academic Deans and Department Chairs should not exceed five years. If appointed for an indefinite term, an Academic Deans or Department Chairs should be formally evaluated for continuation in office not less frequently than every five years.

10. The Chancellor or Provost, in consultation with the Faculty council, should establish effective procedures that enable members of the Faculty having voting privileges to regularly evaluate the performance of senior administrators. This evaluation should be in addition to and independent of the mandated periodic evaluation of administrators by the Chancellor or the Board of Trustees.

#### 7.1.7 Compliance

It is the responsibility of the Faculty of each campus to advocate, seek, and monitor the campus's adherence to the Standards of Shared Governance. When a campus is not in compliance with one or more standards, Faculty should seek resolution through processes at the campus level. However, when the Faculty's sustained efforts to secure compliance have not been successful, the Faculty, through its council or the chair of the Faculty, is encouraged to consult with the officers of the Faculty Assembly, who will bring the matter to the attention of the President and work with all parties to achieve a resolution.

## **7.2 Faculty Council**

### 7.2.1 Eligibility

Faculty must be in at least their second three-year contract period in order to serve on the Faculty Council, the Faculty Standing committees, the Faculty Assembly and other committees as specified by the Faculty Manual. Faculty may serve on arts school or division committees after the first year of the first three-year contract but should not be considered for the chairmanship of any committee dealing with issues outside their specific field of expertise during the first three-year contract period. (Approved by Faculty Council 5/6/09)

Visiting Faculty must be in at least their fourth consecutive year contract in order to serve on the Faculty Council as an At-large member for a one-year term. All current Visiting Faculty are eligible to nominate and vote to elect an At-large representative in a given year. If no nominations are made for a Visiting Faculty At-large representative in a given year, then the seat will remain vacant for that year.

### 7.2.2 Composition

The Faculty Council shall be composed of 12 elected voting representatives. Each elected representative will have an alternate elected representative to attend Council meetings and vote in the absence of the elected representative.

- One member and his/her alternate shall be elected by and from the faculties of each of the seven Arts Schools or Academic Programs: Dance, Drama, Filmmaking, Music, Design & Production/Visual Arts, High School Academic Program, and the Division of Liberal Arts. Each of these members will serve a two-year term.

- There shall also be three at-large members and one at-large alternate elected by and from the Instructional Faculty. Each of these members will serve a two-year term.
- There shall also be an elected representative and one alternate elected representative from the Library. Each of these members will serve a two-year term.
- There shall also be one at-large representative and one at-large alternate representative elected by and from the Visiting Faculty each year. Each of these members will serve a one-year term.

The five respective chairs of the Faculty Welfare Committee, the Faculty Development Committee, the Educational Policies Committee, the Campus Development Committee, and the Faculty Rank Committee are *ex-officio*, voting members of the Council.

*Ex-officio*, non-voting members of the Council shall include: a representative from Student Affairs and UNCOSA's two (2) representatives to the UNC Faculty Assembly. The Chancellor or designee shall also be an *ex-officio*, non-voting member of the Faculty Council.

### 7.2.3 Functions

The Faculty Council is the executive committee of the Instructional Faculty. It advises the Chancellor on matters of concern pertaining to the institution that are of interest and concern to its constituencies.

Matters brought to Faculty Council by the General Faculty or individual members of the UNCOSA community will be evaluated, and then either considered by Faculty Council as a whole, considered by an *ad hoc* Faculty Council committee, formed specifically for the purpose of addressing a given issue, or expressly referred to one of the four Standing Committees for consideration. Analysis and advice conveyed to the Faculty Council by a Standing Committee will then be taken to the Chancellor or the General Faculty as deemed appropriate.

#### *Annual Duties of the Council:*

- Faculty Council officers shall prepare the agenda for All-School Faculty Meetings.
- The Faculty Council coordinates with the Office of Academic Affairs to oversee the process of awarding Excellence in Teaching Awards.
- The Chair of Faculty Council initiates the process for awarding the Faculty Endowed Scholarship. (See Section 7.7)
- Faculty Council Chair meets monthly with Provost and Chancellor
- The Faculty Council coordinates an annual review of the Faculty Manual with the Office of Academic Affairs.

### 7.2.4 Officers

The officers of the Faculty Council shall be the Chair, the Vice Chair, and the Secretary/Treasurer. The officers of the Faculty Council shall be elected by and from

the membership of the Faculty Council for a one-year term and will continue to serve as the regularly-elected representatives of their respective departments. The Chair and Vice Chair may serve a maximum of three consecutive one-year terms. The Secretary/Treasurer may serve unlimited consecutive one-year terms.

#### 7.2.5 Bylaws of Faculty Council

##### Elections

The Council Secretary/Treasurer shall inform all arts schools, divisions, and programs when to hold elections for Council members. . Terms shall be staggered to ensure continuity of membership. The election of members to the Council will occur in March. At-large members will be elected by the time of the All-School Faculty meeting in the Spring term.

Elections for UNCOSA's two delegates to the UNC Faculty Assembly will be held before the Spring All-School Faculty meeting. Delegates serve two-year terms and are elected in alternating years to ensure staggered terms. All Instructional Faculty including voting members of Faculty Council are eligible to serve as a Faculty Assembly representative.

Election of officers shall be at the May Council meeting after newly elected members have been installed.

##### Meetings

The Council shall meet the first Wednesday of every month of the academic year. Additional meetings may be scheduled for the third Wednesday of the month. Meetings may also be scheduled at the discretion of the Chair when necessary to complete business in a timely manner.

##### Agenda for Meetings

The Chair in consultation with the other officers of the Council shall prepare the agenda for meetings of the Council. Additional items may be added to the agenda as required. The agenda for each meeting shall be distributed prior to that meeting.

The Council may permit invited individuals to speak on specific agenda items.

##### Proceedings of the Council

Unless otherwise provided for in this document, *Robert's Rules of Order*, newly revised, shall be the parliamentary manual for the Council. *Robert's Rules of Order* will be referred to as needed.

##### Quorum

A quorum consists of a simple majority of the voting Council members.

##### Minutes

The Secretary/Treasurer shall prepare the minutes of the each meeting of the Council and send copies to members of the Council and post the minutes on the Faculty Council website.

#### Closed Meetings

General meetings of the Council and its standing committees are open to the public, in accordance with [North Carolina General Statute § 143-318.10](#). However, business of a confidential nature shall be so identified on the agenda and in published minutes, and shall be presented to and discussed by the Council in executive session with only voting members of the Council present. All closed sessions must conform to [North Carolina General Statute § 143-318.11](#).

#### Amendments to the Bylaws

Proposed amendments to these Bylaws must be distributed at least one week prior to the meeting at which a vote is to be held and be included on the agenda.

Approval of amendments to these Bylaws shall require an affirmative vote of two-thirds of the voting Council members present at the meeting or an affirmative electronic vote of two-thirds of voting Council members following Council meeting discussion.

#### Rules of Procedure

The Faculty Council shall determine its own rules of procedure.

### **7.3 Standing Committees of the Faculty**

There are five Standing Committees of the Faculty: Campus Development, Faculty Welfare, Faculty Development, Faculty Rank, and Educational Policies. When a matter has been referred to a Standing Committee, the committee will report its findings or recommendations on the matter to the Faculty Council. The committees, along with the Faculty Council, are advisory to the Chancellor. Barring special circumstances, no Faculty member may serve simultaneously on two standing committees.

At the end of each academic year the committees will prepare an end-of-year report which will include information on the status of unfinished business; general effectiveness, and newly-established procedures or any other appropriate information.

Standing Committees shall elect officers annually: Chair, Vice-Chair, and Secretary. The Chair of each Standing Committee shall serve on Faculty Council for the duration of their term as Chair.

#### 7.3.1 Campus Development Committee

##### Function

The Committee advises the Chancellor and the Faculty Council on matters concerning:

- Long-range campus planning
- The siting and external appearance (design) of new buildings and of existing structures
- Changes in long-term use and appearance of campus grounds
- Placement and design of campus signage
- Recommendations for physical improvements, including space allocation and campus safety
- Student, Faculty, and Staff welfare related to campus development and maintenance

The Chair of this Committee must be a Faculty member and will represent the Committee on the Faculty Council. The Vice-Chair of this Committee will be a Staff member.

#### Membership

- One elected Faculty representative from each of the UNCSA schools: Dance Drama, Design & Production/VA, Filmmaking, Music
- Division of Liberal Arts (Faculty)
- High School Academic Program (Faculty)
- Kenan Institute for the Arts representative
- Advancement Office representative
- Associate Vice-Chancellor for Facilities Management (or designated representative)
- Director of Library Services (or designated representative)
- Chief of Police
- Vice Chancellor for Advancement(*ex-officio*)
- Vice Chancellor for Business Affairs (*ex-officio*)
- Division of Student Affairs representative
- Staff Council representative
- Student Government representative (Student Artist Association)

### 7.3.2 Faculty Welfare Committee

#### Function

The Faculty Welfare Committee is advisory to the Chancellor and the Faculty Council on matters including but not limited to salary, workload, health benefits, and retirement as they pertain to all Full-time, Part-time, and Visiting Faculty. The Committee will address issues called to its attention by individual members of the Faculty, by the Faculty Council, or by the Chancellor.

#### Membership

One elected representative each from the faculties of the Schools of Dance, Design & Production, Drama, Filmmaking, Music, Division of Liberal Arts and High School Academic Program. The Director of Human Resources or designee

shall also serve as a non-voting *ex-officio* member. Elected representatives shall serve two-year terms with no more than four members rotating off of the Committee in one year.

#### Officers

Officers of the Faculty Welfare Committee shall be the Chair, Vice-Chair, and Secretary. The officers shall be elected by and from the Committee.

### 7.3.3 Faculty Development Committee

#### Function

The Faculty Development Committee will recommend awards for Faculty Development Grants and Faculty Reassigned Time.

#### Membership

One elected representative each from the faculties of the Schools of Dance, Design & Production, Drama, Filmmaking, Music and the Division of Liberal Arts and High School Academic Program. The Provost or designee will serve *ex-officio*.

#### Faculty Development Grants

##### *Application Procedures*

Following notification to the Committee by the Provost of the funds available for that fiscal year, the Committee will issue calls for projects for funding. Individuals or groups will have three weeks to submit their requests.

##### *Format*

Applicants should submit a Faculty Development Grant Application Form to the Committee. Applications should state succinctly:

- the project for which the grant is intended
- estimated itemized expenses anticipated as a result of the project
- category of award (travel, development, reassigned time, etc.)
- total requested

#### Faculty Reassigned Time Grants

Each year, based on funds availability, Faculty Development Committee grants a semester of Reassigned Time to eligible Faculty. Projects which increase the professional/artistic standing of individuals employed as Faculty by UNCSA are eligible. Projects which promote innovation or strengthen the curriculum are also eligible for funding.

##### *Application Procedures*

All applications are to be submitted to the applicant's representative on the Faculty Development Committee by the deadline set forth by the Committee. This deadline is for Reassigned Time to be taken in the

following academic year. Guidelines for application may be found on the Faculty Development Committee website.

#### 7.3.4 Faculty Rank Committee

##### Function

The Faculty Rank Committee (FRC) is responsible for facilitating the process of Faculty rank at UNCSA. The FRC ensures that the policies and procedures for rank promotion are followed.

##### *Initial Charge*

In its initial work in 2012-2013, the Faculty Rank Committee (FRC) worked with the Office of the Provost to convert standing Faculty to initial rank appointments based on review of and evaluation of lists provided by the Deans of the Schools of Dance, Design and Production, Drama, Filmmaking and Music, and the Division of Liberal Arts.

##### *Responsibilities*

After Fall 2013, the Faculty Rank Committee assesses the voluntary applications for rank promotion submitted by standing and incoming full-time Faculty as defined in Sections 8.2.4 – 8.2.8 of the Faculty Manual; advises the Provost on those assessments by determining whether a Faculty member has met the criteria and to what degree, or has not met the criteria for rank advancement. When called upon, the FRC communicates with the Chancellor, Provost or the Deans on matters pertaining to UNCSA Faculty rank for standing Faculty in the conversion to rank, and thereafter for incoming Faculty.

##### *New Faculty Hires*

In the case of new hires, the Chancellor, Dean and/or Provost will share the terms of negotiated rank with the Faculty Rank Committee, which will expeditiously endorse or deny endorsement for the recommended, negotiated rank of the new Faculty member's contract. While the FRC's finding may not be binding, it will be taken under advisement by the administration in making its final terms of agreement.

##### *Composition*

The Faculty Rank Committee shall consist of seven (7) members, one from each of the Schools of Dance, Design & Production, Drama, Filmmaking, Music, and one each from the Division of Liberal Arts and the High School Academic Program, and seven alternates (one from each of the schools and programs listed above). The Committee members shall be elected by their respective faculties from among those persons holding at least a second three-year contract. No officer of administration, including Associate Deans or Deans, may serve on the FRC.

##### *Standing Membership*



Beginning with faculty membership elections for the Faculty Rank Committee in the spring of 2017, only Full Professors may serve on the Faculty Rank Committee, except for the high school representative who must have served as a full-time faculty member at UNCOSA for at least six years. Schools at UNCOSA who do not have Full Professors must elect an Associate Professor that serves on a 10-year, full-time contract.

Note: At this early state of the Faculty Rank Committee, Associate Professors who have already served on the Faculty Rank Committee may be considered for reappointment to the committee.

#### *Relationship to High School Salary Scale Committee*

In anticipation of the eventual funding of the High School Salary Scale initiative, and in the case that merit pay is added to that salary schedule, a separate committee would be formed to adjudicate that merit pay. A ranked member of the FRC would then become a non-voting member of that committee.

#### *Terms of Office*

Normally, Committee members and alternates shall serve two-year terms, and may serve more than one consecutive term. The term of office shall begin and end on the last day of classes in the Spring term.

#### *Staggered Appointments*

In order that the entire Committee not be replaced after the first two-year iteration, and following the model of Faculty Council itself, representatives from the Schools of Dance, Drama and the Division of Liberal Arts will serve a one-year term in the inaugural year of the FRC. Faculty voted for representatives in Spring 2013, and from that time forward they shall serve two-year terms as do the representatives of the Schools of Design, Filmmaking, Music, and the High School Academic Program.

After Spring 2013, the Schools of Dance, Drama and the Division of Liberal Arts will hold their elections for Faculty Rank Committee Representative at the end of academic years that are odd (1,3,5,7, and so on). The Schools of Design and Production, Filmmaking, Music and the High School will hold their elections at the end of academic years that are even (2,4,6, and so on).

#### *Timing for Elections to the FRC*

The Faculty of each Arts School or Program listed above shall elect its representative from among the eligible candidates no later than the last day of classes each Spring semester, or as appropriate to fill a vacancy.

#### *Committee Protocols*

All deliberations of the FRC shall be held in the strictest confidence, and in compliance with all applicable laws and UNCSA policies. All ballots shall be destroyed after a reasonable period of time.

*Incapacity, Temporary Vacancy, and Recusal*

The Committee shall also select one of its members to replace the chairman if s/he is incapacitated or absent. A Committee member is expected to recuse herself/himself in any matter in which s/he has a conflict of interest.

*Scope of Powers*

The Committee shall be authorized to review and make recommendations to the Provost on applications for promotion made by members of the Faculty. The power of the Committee in this instance shall be solely to review the application submitted by a candidate for promotion with an eye toward determining whether the Engaged and Sustained criteria have or have not been met. The application for promotion is described in Section 8.2.5 – 8.2.6.

The Committee shall be authorized to review and make non-binding recommendations to the Chancellor, the Provost and/or Dean on rank promotion for current Faculty and for new hires.

7.3.5 Educational Policies Committee

Function

The Educational Policies Committee (EPC) is responsible for approving the university's curriculum as outlined in section 7.1.5 Faculty Governance Responsibilities items 2 and 3, and advises the Chancellor, the Provost and the Deans on matters pertaining to the UNCSA educational programs.

*Committee Responsibility*

The Committee shares responsibility with the Chancellor, the Provost and the Deans for ensuring that the educational programs meet established criteria and standards, and correspond to the long-range plans and directions of the school.

*Items Requiring EPC Approval*

The Committee reviews, makes recommendations, and must approve:

- Establishment of courses and programs of study.
- Additions to and deletions from the curricula.
- Appropriate credit value for courses and independent study programs.

*Items Reviewed by EPC*

The Committee also reviews and makes recommendations concerning:

- School calendar and schedules, to ensure that students and Faculty are able to achieve the goals of the educational programs.

- Official publications of the School, including the Bulletin, to ensure that the sections pertaining to the educational programs contain accurate and honest descriptions of the course offerings and the work required for each degree and diploma.
- Policies regarding criteria concerning the admission, retention, release, and readmission of students to ensure that procedures are fair and consistent.

### *Criteria Considered*

In all cases, the Committee will carefully consider proposals for changes as outlined below with consideration to such criteria as:

- Teacher load and availability
- Student load and availability
- Total hours in Degree
- Co-requisites (i.e. courses to be taken simultaneously) and prerequisites
- Availability of facilities and equipment
- Funding
- Possibility of duplication
- Information provided in response to questions asked on submission form

### Membership

Voting members of the Committee include one elected representative from Dance, Design & Production, Drama, Filmmaking, Music, Division of Liberal Arts, the High School Academic Program, and the Library. An elected representative from Student Affairs will serve as a non-voting member. The Provost and the Registrar serve as *ex-officio* non-voting members.

### Procedures for the Adoption of New Courses and Curricula, Changes in Existing Courses and Curriculum Revisions

Proposals that must come before the Educational Policies Committee (EPC) include adoption of New Courses and Curricula, Changes in Existing Courses, and Curriculum Revisions. In cases where a proposal affects program degree, diploma, or certificate requirements, the Faculty from the Arts School or Division proposing the change must endorse the additions or changes by 2/3 majority vote by the full-time Faculty of the School or Division via anonymous ballot administered by the School's or Division's EPC representative *before* the proposal is presented to EPC.

### Actions Involving New Courses

#### *Submission*

Any Faculty member may submit a New Course Proposal (Form EPC-1)

#### *Approval of Dean*

The EPC representative submits new course proposal(s) to the Dean of the Arts school or division for review. After review by the Dean, the EPC representative for the Arts school or division submits the course proposal(s) to the Educational Policies Committee.

#### *Endorsement*

Upon endorsement by the Educational Policies Committee, the Chair of EPC will submit the original form(s) to the Provost, who will review the course proposal(s) for consistency with institutional mission, policies, goals and resources.

If the course proposal(s) are found to be consistent, the Provost will notify the Chair of EPC and forward the proposal(s) on to the Registrar.

If a course proposal is found not to be consistent, the Provost will so note and return the proposal to the Educational Policies Committee with appropriate explanation.

#### *Notification*

The Educational Policies Committee will notify the School or Division whether or not the course proposal has been endorsed. If the course proposal is not endorsed, the Educational Policies Committee will state the reasons for that action.

#### *Resubmission*

Any School or Division, having addressed the concerns that prevented the endorsement of a new course proposal, may resubmit it for further consideration. Note that in those cases where a New Course Proposal affects program degree requirements, a new vote by the School's or Division's Faculty must be taken before resubmission to the EPC.

#### Student Proposals

Students who wish to propose new courses may petition to the Faculty of the appropriate School or Division for consideration of such proposals. Upon recommendation by the Faculty, the course proposal should be taken through the steps outlined above.

#### Actions Involving Existing Courses

##### *Kinds of Actions*

Actionable items include:

- Renumbering
- Re-titling
- Deletion from course offerings
- Reassignment of credits
- Revision of catalog description

### *Submission*

Any Faculty member may submit a proposal for Change in Existing Course ([Form EPC-2](#)) to the Dean of the School or Division involved.

### *Approval of Dean*

The EPC representative submits proposal(s) regarding changes to existing courses to the Dean of the Arts school or division for review. After review by the Dean, the EPC representative for the Arts school or division submits the course proposal(s) to the Educational Policies Committee.

### *Endorsement*

Upon endorsement by the Educational Policies Committee, the Chair of EPC will submit the original form(s) to the Provost, who will review the course proposal(s) for consistency with institutional mission, policies, goals and resources.

If the course proposal(s) are found to be consistent, the Provost will notify the Chair of EPC and forward the proposal(s) on to the Registrar.

If the proposal is found not to be consistent, the Provost will so note and return the proposal to the Educational Policies Committee with the appropriate explanation.

### *Notification*

The Educational Policies Committee will notify the School or Division as to whether or not the proposal has been endorsed. If the proposal is not endorsed, the Educational Policies Committee will state the reasons for that action.

### *Resubmission*

Any School or Division, having addressed the concerns that prevented the endorsement of a proposed change to an Existing Course, may resubmit it for further consideration. Note that in those cases where a change in an Existing Course affects program degree requirements, a new vote by the School's or Division's Faculty must be taken.

## Actions Involving New Curricula

### *Submission*

Any Faculty member may submit a proposal for New Degree Program ([UNC Policy Manual 400.1.1.5 Appendix C](#)) to the Dean of the School or Division involved.

### *Approval of Dean*

The EPC representative submits proposal(s) regarding New Degree Program to the Dean of the Arts school or division for review. After review by the Dean,

the EPC representative for the Arts school or division submits the proposal(s) to the Educational Policies Committee.

#### *Endorsement*

Upon endorsement by the Educational Policies Committee, the Chair of EPC will submit the original form(s) to the Provost, who will review the proposal(s) for consistency with institutional mission, policies, goals and resources.

If the proposal(s) are found to be consistent, the Provost will notify the Chair of EPC and forward the proposal(s) on to the Registrar.

If the proposal is found not to be consistent, the Provost will so note and return the proposal to the Educational Policies Committee with the appropriate explanation.

#### *Notification*

The Educational Policies Committee will notify the School or Division as to whether or not the proposal has been endorsed. If the proposal is not endorsed, the Educational Policies Committee will state the reasons for that action.

#### *Resubmission*

The School or Division, having addressed the concerns that prevented the endorsement of a New Curriculum proposal, may resubmit the proposal to EPC for further consideration after a new vote by the School's or Division's Faculty has been taken.

#### *Submission and Review by UNC General Administration*

New degree programs that are reviewed by Educational Policies Committee are presented to the Board of Trustees by the Provost. Upon recommendation of approval, a notification to plan is submitted to UNC General Administration.

The Chancellor will then submit to the Senior Vice President of Academic Affairs at UNC General Administration the Board of Trustee approved Proposal for New Programs (Appendix C) for approval by the Board of Governors of the University of North Carolina.

#### Actions Involving Revisions to Existing Curricula

##### *Kinds of Actions*

- Change in number of credits required
- Change in distribution requirements
- Addition or deletion of required courses

##### *Submission*

Any Faculty member may submit proposals for such revisions to the Dean of the School or Division involved, using the Proposal for Curriculum Revision (Form EPC-3R).

#### *Approval of Dean*

The EPC representative submits proposal(s) regarding changes to degree programs to the Dean of the Arts school or division for review. After review by the Dean, the EPC representative for the Arts school or division submits the proposal(s) to the Educational Policies Committee.

#### *Endorsement*

Upon endorsement by the Educational Policies Committee, the Chair of EPC will submit the original form(s) to the Provost, who will review the proposal(s) for consistency with institutional mission, policies, goals and resources.

If the proposal(s) are found to be consistent, the Provost will notify the Chair of EPC and forward the proposal(s) on to the Registrar.

If the proposed revision(s) is found not to be consistent, the Provost will so note and return the proposed revision(s) to the Educational Policies Committee with the appropriate explanation.

#### *Notification*

The Educational Policies Committee will notify the School or Division as to whether or not the proposed revision(s) has been endorsed. If the proposed revision(s) is not endorsed, the Educational Policies Committee will state the reasons for that action.

#### *Resubmission*

The School or Division, having addressed the concerns that prevented the endorsement of an Existing Curriculum revision, may resubmit the proposal to EPC for further consideration after a new vote by the School's or Division's Faculty has been taken.

## **7.4 Other Faculty Committees As Required by Code or University Policies**

### 7.4.1 Faculty Grievance Committee

The Faculty Grievance Committee hears, mediates, and advises in instances of grievances concerning members of the Faculty. See Section 7.5 of this Manual for specific information on the policies and procedures that regulate this Committee.

### 7.4.2 Reappointment Advisory Committee

The Reappointment Advisory Committee serves a critical function in the process of Faculty reappointment. See Section 8.1 of this Manual for specific information on the policies and procedures that regulate this Committee.

### 7.4.3 Reconsideration Committee

The Reconsideration Committee serves a critical function in the process of Faculty reappointment. See Section 8.1.9 of this Manual for specific information on the policies and procedures that regulate this Committee.

## **7.5 Faculty Grievance Policy**

### 7.5.1 Purpose

[Section 607 of The Code of the Board of Governors of the University of North Carolina \(UNC Policy Manual, Chapter 100.1 – The Code of the Board of Governors of the University of North Carolina, Section 607\)](#) provides a process for Faculty members to seek redress concerning employment related grievances. UNCSA’s Faculty Grievance Policy described herein adheres to those guidelines.

The purpose of the grievance procedure is to attempt to reach a consensual resolution of the dispute and, if that fails, to determine whether the contested decision was materially flawed or in violation of applicable policies, standards or procedures. The grievance process is not intended to second-guess the professional judgment of officers and colleagues responsible for making administrative decisions.

“Grievances” covered by this policy include matters directly related to a Faculty member’s employment status and institutional relationships within UNCSA, including mid-ten-year review issues. However, no grievance that grows out of or involves matters related to a formal proceeding for the suspension, discharge, termination or non-reappointment of a Faculty member, or that is within the jurisdiction of another standing Faculty committee, may be considered by the grievance committee. In addition, challenges to non-reappointment decisions will proceed pursuant to the procedures set forth in the Regulations on Faculty Employment (see Section 8 of this Faculty Manual) and not the grievance procedures set forth herein.

### 7.5.2 Faculty Grievance Committee

#### Composition

The Faculty Grievance Committee shall consist of seven (7) members (one from each of the Schools of Dance, Design & Production, Drama, Filmmaking, Music, and one each from the Division of Liberal Arts and the High School Academic Program) and seven alternates (one from each of the schools and programs listed above). The Committee members shall be elected by their respective faculties from among those persons holding at least a second three-year contract. No officer of administration, including Assistant Deans, Associate Deans, or Deans may serve on the Committee.

The Committee Chairman shall be elected by the members of the Grievance Committee at the first convened meeting of the academic year.

#### Terms of Office



Committee members and alternates shall serve two-year terms, and may serve more than one consecutive term. The term of office shall begin and end on the last day of classes in the spring term.

### Elections

The Faculty of each School or Division listed above shall elect its representative from among the eligible candidates no later than the last day of classes each spring semester, or as appropriate to fill a vacancy.

### Conflicts of Interest, Incapacity or Temporary Vacancy

A Committee member who holds an appointment in the School or Division of a person directly involved in a grievance, who is named as a witness at the hearing, or who has any other conflict of interest is disqualified and shall not participate as a Committee member of the grievance proceedings described in this document.

A Committee chair shall not serve when any matter in which s/he has a conflict of interest is being considered; the Committee shall elect one of its members to fill the vacancy until s/he returns. The Committee shall also select one of its members to replace the chairman if s/he is incapacitated or absent.

If the Committee should have fewer than four qualified members because of conflicts of interest, incapacity, or temporary vacancy, elections shall be held promptly in accordance with the provisions of Section 7.5.2 above to staff the Committee while these conditions exist. If a permanent vacancy occurs, elections shall be held promptly to fill the vacancy for the unexpired term.

### Scope of Powers

The Committee shall be authorized to hear, mediate, and advise with respect to the adjustment of grievances of members of the Faculty. The power of the Committee shall be solely to hear representations by the persons directly involved in a grievance, to mediate voluntary adjustment by the parties, to hold hearings for the purposes of advising adjustments in favor of an aggrieved Faculty member by the administration when appropriate. Advice for adjustment in favor of an aggrieved Faculty member may be given to the Chancellor only after the Dean or other administrative official most directly empowered to adjust it has been given similar advice and has not acted upon it within a reasonable time. In the event the Chancellor is a party to a grievance, the Chair of the Board of Trustees or his/her designee shall be given the Committee's advice for adjustment.

### 7.5.3 Initiation of the Grievance Process

Any Faculty member who has a grievance, as defined in [Section 607\(3\) of The Code of the Board of Governors of the University of North Carolina](#), may file a petition for redress with the Faculty Grievance Committee. The petition of the Faculty member shall be in writing and shall set forth in detail the nature of the grievance and against

whom the grievance is directed. The petitioner shall set forth any information that he or she considers pertinent to the grievance. The Faculty member shall deliver a copy of the petition to the respondent administrator by certified mail or by another means that provides proof of delivery.

Unless the parties to the grievance have participated in mediation prior to the Faculty member's filing the petition, before taking any action on the petition, the Faculty Grievance Committee shall refer the matter for mediation in accordance with the policies describes in Section 7.5.4 below.

#### 7.5.4 Mediation of Grievances

Mediation is a procedure in which disputing parties enlist the assistance of a neutral party to help them in achieving a voluntary, bilateral agreement that finally and definitively resolves all or portions of their dispute, without resorting to adversarial procedures such as grievance hearings, administrative hearings or litigation. Any such mediated agreement that the parties are able to negotiate will be recorded in a written agreement signed by the Faculty member and a university official with the authority to bind the university, concerning the particular agreement. A copy of this agreement will be filed with the Provost and a copy will be placed in relevant personnel files, as appropriate.

The appropriate functions of a mediator are to assist the parties in defining, clarifying, communicating about, and ascertaining the substantiality and relevance of the issues that appear to divide the parties and to aid the parties in generating, considering, and communicating with each other about possible bases for resolving the dispute.

UNCSA's mediation policy complies with the UNC Policy Manual, Chapter 101.3.2.

UNCSA will strive to offer a mediation process which:

1. Has a sufficient number of campus mediators (members of the Faculty or staff, outside mediators from the community, or mediators from other campuses within the University) who have successfully completed formal mediation training.
2. Mediators may not be members of the Faculty hearing committee that hears Section 607 grievances. Requires every mediator to have successfully completed formal mediation training substantially equivalent to that required for certification by the North Carolina Administrative Office of the Courts or to have been formally trained in mediation specifically designed for use in a university setting.
3. Neither party may have representation of counsel in the mediation process. Each party may have an advisor (who shall not be a member of the committee which hears Section 607 grievances).
4. A decision by either party not to pursue mediation beyond the campus required minimum will not be held against that party in any way and no

blame will attach to either party if mediation does not produce a settlement.

5. The mediator will produce a written statement including only those details necessary to invoke the next step in the grievance process, i.e., that mediation was attempted but settlement was not reached. No other written record will be produced.
6. The mediator may not be called as a witness in any subsequent Section 607 grievance hearing or other proceeding arising out of the circumstances that were the subject of the mediation.
7. Anything done or said by either party during the mediation process may not be referred to or used against a party in any subsequent proceeding.

If the mediator determines that the parties are not amenable to a settlement, then the mediator may end the mediation, and the formal grievance hearing process will then begin.

Any time limit adopted by a UNCSEA or by Board of Governors Policy concerning the formal resolution of Section 607 grievances will be suspended for the duration of a mediation process being held pursuant to this policy.

#### 7.5.5 Administrative Decision

If the grievance is not resolved through the mediation process, then the matter will be reviewed by the Faculty Grievance Committee established pursuant to [Section 607\(1\) of The Code of the Board of Governors of the University of North Carolina](#).

#### 7.5.6 Standard for Contested Grievances

In order to prevail in the grievance process, a Faculty member must establish by a preponderance of the evidence that s/he experienced a remediable injury attributable to the alleged violation of a right or privilege based on federal or state law, university policies or regulations, or commonly shared understandings within the academic community about the rights, privileges and responsibilities attending university employment. Examples would be if the decision-maker disregarded an established standard for evaluation, relied on impermissible considerations such as race or sex, or failed or refused to consult with or receive information from mandated advisory bodies.

If mediation fails to produce a voluntary resolution, the Faculty Grievance Committee must decide whether a hearing should be held in response to the petition. The submission of a petition shall not result automatically in an investigation of or hearing on the petition. The Committee shall determine whether the alleged facts merit a detailed investigation. The Committee is to consider the content of the grievant's petition. Assuming the truth of the information contained in the petition, the Committee is to determine whether the contentions advanced by the grievant justify a hearing. A properly submitted petition is dismissed if the grievant fails to allege an

injury that would entitle the Faculty member to relief in accordance with the standard set out in Section 7.5.6 above. Dismissal is also required if the petition addresses a problem that is not within the Committee's jurisdiction.

If the petitioner has presented an apparently substantial issue within the purview of the Committee's responsibility, the Committee will hold an evidentiary hearing. At the hearing, which is to be attended by the grievant and the respondent, the Faculty member is to present evidence in support of the Faculty member's contentions and the person charged with wrongdoing is to be given an opportunity to respond. The Committee is to maintain a complete transcript of all evidence received. Only the evidence so compiled is to form the basis for Committee conclusions about the case and any resulting advice to the responsible administrator and the Chancellor. The burden is on the grievant to establish by a preponderance of the evidence that s/he has experienced an injury that would entitle him/her to relief in accordance with the standard set out here.

If, after hearing the matter, the Faculty Grievance Committee determines that an adjustment in favor of the aggrieved Faculty member is appropriate, the Faculty Grievance Committee shall so advise the Faculty member and the Dean or other respondent administrator. If the relevant administrator does not make the recommended adjustment, or a different adjustment satisfactory to the Faculty member, within a reasonable period of time, the Faculty Grievance Committee shall advise the Chancellor of its recommendation that an adjustment is appropriate.

If, after reviewing the petition or hearing the matter, the Faculty Grievance Committee determines that no adjustment in favor of the grievant is appropriate, it shall so advise the Faculty member and the Chancellor.

The Chancellor shall base his or her decision on the recommendation of the Faculty committee and the record from the Faculty Grievance Committee hearing. The Chancellor may, in his or her discretion, consult with the Faculty Grievance Committee before making a decision. The decision of the Chancellor is the final administrative decision.

The Chancellor shall notify the Faculty member and the respondent administrator in writing of the Chancellor's decision. The notification shall include a notice of appeal rights, if any, and, if the decision is appealable, it shall contain the information specified in Section 7.5.7.

The Faculty grievance process is a process available to current members of the UNCSA Faculty. A Faculty member whose employment is terminated while a grievance procedure is pending is not entitled to continue to pursue the grievance. If the employment of a Faculty member is terminated after the grievance is filed, the Chancellor may, however, in his/her discretion, determine that it is in the best interest of the institution to continue the grievance process.

In the event that the Chancellor is a party to a grievance, the Chair of the Board of Trustees or his/her designee shall assume the responsibilities as delineated in this section. It is understood that this does not abrogate the Faculty member's right of appeal. Should the Chair of the Board of Trustees not make the adjustment, the aggrieved Faculty may appeal to the Board of Trustees Personnel Committee or other committee as decided by the Board of Trustees.

#### 7.5.7 Appeal to the Board of Trustees

##### Conditions for Appeal

If the Faculty Grievance Committee did not advise that an adjustment in favor of the grievant was appropriate, then the decision of the Chancellor is final and may not be appealed.

If neither the relevant administrative official nor the Chancellor makes an adjustment that is advised by the Faculty Grievance Committee in favor of the aggrieved Faculty member, then the Faculty member may appeal to the Board of Trustees of UNCOSA. The decision of the Board of Trustees is final.

The Board of Trustees may delegate to a designated committee the authority to make procedural decisions and to make final decisions on behalf of the board concerning appeals of Faculty grievances submitted pursuant to [Section 607 of The Code of the Board of Governors of the University of North Carolina](#).

##### Timeline for Appeals

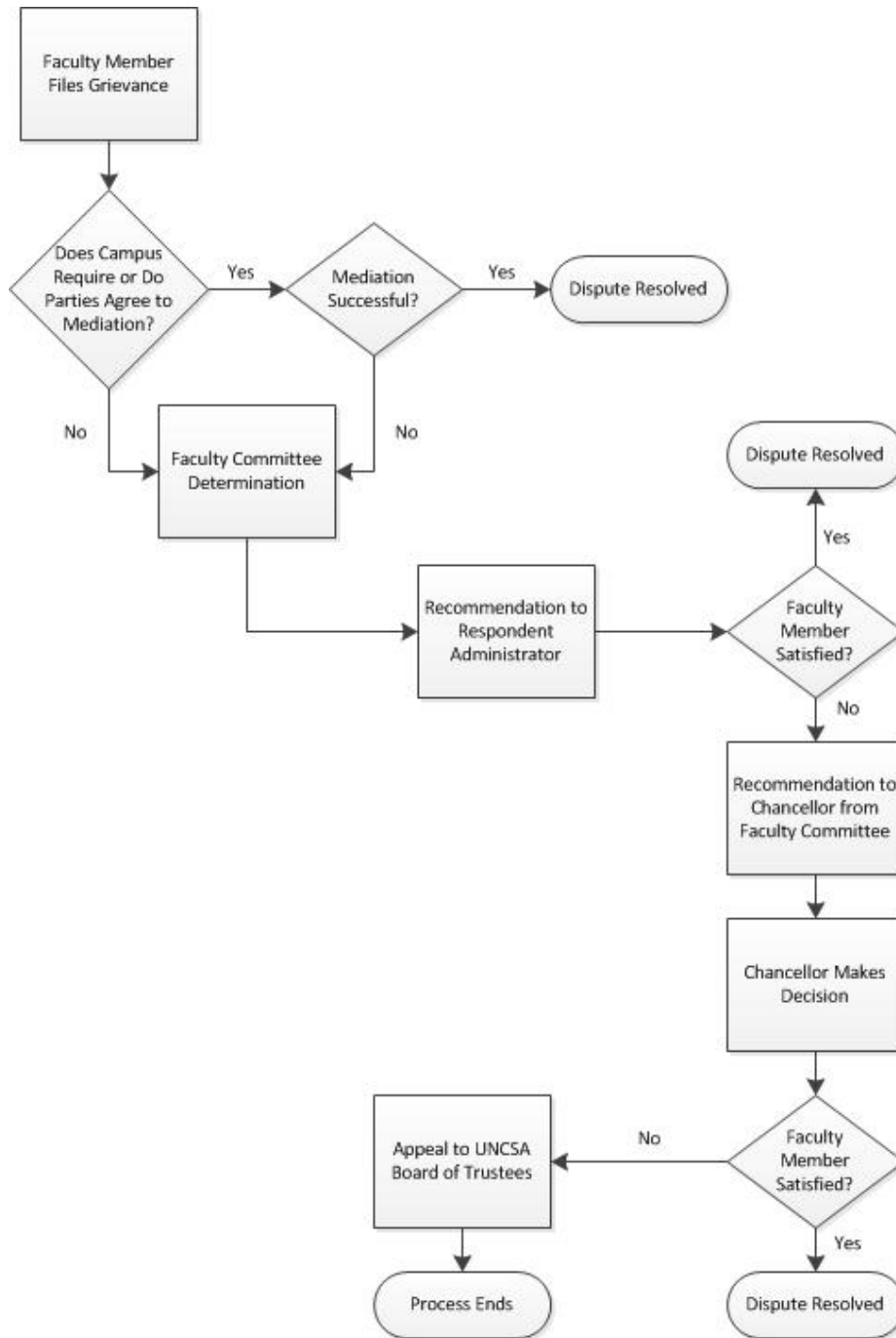
A grievant who seeks to appeal the Chancellor's disposition of his grievance must file written notice of appeal with the Board of Trustees, by submitting such notice to the Chancellor, with adequate evidence of delivery, within 10 days after the grievant's receipt of the Chancellor's decision. The notice shall contain a brief statement of the basis for the appeal. If the board agrees to consider the appeal, it will do so on a schedule established by the Chancellor, subject to any instructions received from the board or from a committee of the board which has jurisdiction of the subject matter of the grievance. The board will issue its decision as expeditiously as is practical. If the grievant fails to comply with the schedule established for perfecting and processing the appeal, the board in its discretion may extend the time for compliance or it may dismiss the appeal.

If the Chancellor's decision is appealable, the Chancellor's notice of the disposition of a grievant's case must inform the grievant: (1) of the time limit within which the grievant may file a petition for review by the Board of Trustees, (2) that a written notice of appeal containing a brief statement of the basis for appeal is required within the ten day period and, (3) that, after notice of appeal is received in a timely manner, a detailed schedule for the submission of relevant documents will be established. All such notices of decision are to be conveyed to the grievant by a method which produces adequate evidence of delivery.

Standard of Review

The Board of Trustees will consider whether the Chancellor's decision was clearly erroneous, that it violated applicable federal or state law or university policies or regulations, or that the process used in deciding the grievance was materially flawed.

7.5.8 Process for Faculty Grievances



## 7.6 UNC Faculty Assembly

The UNC Faculty Assembly is the elected body of representatives of the Faculty of the seventeen constituent institutions of the University of North Carolina. The Assembly is dedicated to upholding and exercising the principles of academic freedom, shared governance, tenure, and the Faculty's primary responsibility for the University's curriculum. As on the other 16 UNC campuses, UNCSA Faculty elects representatives to UNC Faculty Assembly to participate in shared governance at the UNC system level. UNCSA Faculty Assembly representatives sit on Faculty Council as non-voting members for the terms of their Service.

The UNCSA Faculty Senate is called Faculty Council. Wherever Faculty Assembly refers to Faculty Senate it is understood that UNCSA Faculty Council is that body. Faculty Assembly maintains its own website within the UNC system website. For more information go to the [Faculty Assembly Home Page](#), [Faculty Assembly Charter](#), and [Faculty Assembly Bylaws](#).

## 7.7 Faculty Endowed Scholarship Fund

### 7.7.1 Purpose and History

In order to show the commitment of the Faculty to both the institution and students, the Faculty established the Faculty Endowed Scholarship Fund in 2005. The purpose of this scholarship is to recognize artistic and academic merit, good institutional citizenship, and professional commitment.

The School of Drama was chosen at random by the Faculty Council at that time to award the first scholarship. Subsequent awards rotate alphabetically through the Arts Schools.

The Faculty originally conceived of the award as \$2500 scholarship. At the February 2008 Faculty Council meeting, the Faculty resolved to reduce the award to \$1000 and established a new base level for the fund in response to adverse economic conditions.

The Faculty maintains ownership of the Fund and may formulate and oversee refinement of the process and criteria for making the award.

### 7.7.2 Faculty Endowed Scholarship Guidelines

#### Guidelines

The following criteria are guidelines for the granting Arts School and appropriate Academic Program which may be refined but shall not be altered in substance or intent.

- To be eligible, candidates must be enrolled as full time students in any of the degree programs: high school diploma, BFA, BM, MM, or MFA. Candidates for certificates in the arts are not eligible.
- The recipient of the award is chosen in the Spring prior to the Fall of the same year in which the scholarship will be awarded.
- Candidates must be in good standing in both the granting Arts School and the appropriate Academic Program.
- The candidates must excel in their chosen field and demonstrate outstanding discipline and commitment to the development of their talent and craft.
- The candidates must display respect for the institution, their fellow students, and the Faculty and staff.

#### Rotation

The scholarship will rotate annually among the Arts Schools in alphabetical order.

This pattern of rotation will continue until such time as an additional \$25,000 is added to the endowment, at which point, an additional award will be available. At that time the Arts School whose year it is to grant the award and the next Arts School in alphabetical order will grant awards. This pattern will continue until the endowment reaches \$125,000.

When the endowment reaches \$125,000 the Faculty Council will reconsider the allotment procedures.

#### Schedule

The Arts School granting the award will be directed by the Chair of Faculty Council to form an ad-hoc committee of interested Faculty on February 1 of the year of the award. This committee will solicit from their peers in that Arts School a list of students who meet the general criteria above and individual Arts School's criteria.

By April 1 the Committee will present three to five candidates to the Faculty Endowed Scholarship Committee, a four-person committee elected from the appropriate Academic Program Faculty.

By April 15 this Committee will return to the awarding school a list of those students selected from the group that fulfill the Academic Programs portion of the criteria.



In April, at a Full-Faculty meeting of the awarding Arts School, the Faculty shall elect a candidate from the list of qualified students to be awarded the Faculty Endowed Scholarship.

The award winner will be announced at the Celebration of Excellence.

## **7.8 Excellence in Teaching Awards**

The Board of Governors of the University of North Carolina, implementing legislation passed by the North Carolina General Assembly in 1993, has (1) instituted system-wide teaching excellence awards and (2) allocated money to each campus of the university to internally recognize outstanding teaching. Each year, one teacher from each of the sixteen campuses of the University of North Carolina will be chosen to receive Board of Governors' Awards for Excellence in Teaching; the award carries with it a stipend of \$12,500. In addition, the University of North Carolina School of the Arts will receive \$9,500 each year to be used to recognize outstanding teaching on our campus.

### 7.8.1 Criteria

Only those Faculty who have been teaching full-time at UNCSA for seven years or longer are eligible to receive Board of Governors' awards. Faculty who hold multi-year, full-time contracts with UNCSA but who have not been teaching at UNCSA for seven years may be eligible for UNCSA Teaching Awards. Faculty must be teaching during the year that they receive a teaching award. Administrative assignments do not count toward the required time for a teaching award.

Faculty who are recognized for excellence in teaching shall demonstrate:

- Personal interest and concern for students;
- Enthusiasm for and interest in the subject they teach;
- The ability to stimulate and motivate student effort
- The ability to fairly critique student effort and communicate that critique to the student;
- Organization and/or demonstration of knowledge for student use;
- Good command of the subject being taught;
- Up-to-date scholarship and/or Creative work and awareness of recent developments in their field;
- Ability to integrate professional development into curriculum development and classroom teaching;
- Commitment to the entire school community as well as to the greater community.

## **8.0 Employment Policies and Procedures for Faculty**

### **8.1 Regulations on Faculty Employment**

#### 8.1.1 Definitions and Guidelines

### Faculty Member

For the purposes of these Regulations on Faculty Employment, “Faculty” is defined in Section 6.1 of this Manual.

### Reappointment Advisory Committee Composition

The Reappointment Advisory Committee is composed of seven Faculty members and one Dean. Committee members will serve three year staggered terms to insure continuity of membership. The Committee will select a chair from among them who will be responsible for the conduct of a hearing.

The Office of Faculty Affairs will notify the Arts Schools and Academic Programs to elect a representative and an alternate to the Committee based on the established election schedule. The elected Faculty Committee members must be in at least their second multi-year contract and must not be in his/her own evaluation year (contract reappointment, mid 10-year review or rank promotion).

The Office of Faculty Affairs will also notify the Dean’s Council to elect one Dean to represent the Deans on the Reappointment Advisory Committee. The Dean should be in at least his/her second year of service as Dean.

In considering recommendations of non-reappointment, the Committee shall exclude the elected representative from the School or Division from which the recommendation for non-reappointment originated. If the Dean elected by his/her fellow Deans is the one who has recommended the non-reappointment of a Faculty member, the Deans’ Committee must elect an alternate. No person who has served as a peer evaluator for the Faculty member under consideration may be a member of the Reappointment Advisory Committee or the Reconsideration Committee.

### *Jurisdiction*

In cases involving a recommendation of non-reappointment from either the Dean or the Peer Review, or both, this committee will review all materials included in the evaluation packet and advise the Provost on reappointment or non-reappointment.

### Reconsideration Committee

#### *Composition*

The Reconsideration Committee is composed of seven Faculty members. Committee members will serve three year staggered terms to insure continuity of membership. The Committee will select a chair from among them who will be responsible for the conduct of a hearing.

The Office of Faculty Affairs will notify the Arts Schools and Academic Programs to elect a representative and an alternate to the Committee based on the established election schedule. The elected Faculty Committee members

must be in at least their second multi-year contract and must not be in his/her own evaluation year (contract reappointment, mid 10-year review, or rank promotion).

When constituted to hear a case, the Committee shall exclude the elected representative from the School or Division from which the appeal arose. No Committee member who has participated in consideration or evaluation of the Faculty member requesting a hearing or who has a substantial conflict of interest, may serve on the Committee.

#### Jurisdiction

This Committee hears appeals concerning non-reappointment, suspension or discharge, and termination pursuant to [Section 604 of the UNC Code](#), [Section 101.3.1 of the UNC Policy Manual](#), and Section 8.1.9 of this Manual.

#### Faculty Grievance Committee

The Faculty Grievance Committee hears all matters regarding the adjustment of grievances of members of the Faculty except reappointment, suspension or discharge, and termination. The composition, powers, jurisdiction and procedures of this Committee are set forth in this Manual.

#### Reappointment Year

The reappointment year is the academic year during which a Faculty member holding a regular appointment is evaluated for reappointment. In all cases the reappointment year is the next to last year of a term contract.

#### Day

The term “day” includes a calendar day. If a target date falls on a weekend or holiday, it is deferred to the next working day.

#### Annual Review of Faculty

Each Faculty member’s Dean reviews the Faculty member each year according to the procedures set forth in Section 8.1.7 of this Manual.

#### Self-evaluation

Using the [Annual Evaluation/Update of Professional Activities](#) form, each Faculty member will submit an annual report of his/her work at UNCSA and related professional Activities.

#### Student Evaluations

Student evaluations contain comments and ratings gathered from students in each class the Faculty member instructs. These evaluations must be collected as set forth in Section 9.2.9 of this Manual and must be reviewed during the reappointment year as set forth in Section 8.1 of this Manual.

#### Evaluation Packet

The evaluation packet is the file compiled and maintained for a Faculty member during his/her reappointment year. The evaluation packet will

contain the Self-Evaluation, current curriculum vitae, student course evaluations for the period under review, syllabi for courses taught during the period under review, annual evaluations for the period under review, external reviewer evaluations and related materials (for reappointment evaluations for 5-year and 10-year contracts), the Peer Review Committee's evaluation and recommendation, the Dean's evaluation and recommendation, and a statement acknowledging the Faculty member has reviewed the packet. The completed packet will be open and accessible to the Dean, the Peer Review Committee, the Faculty member, the Reappointment Advisory Committee (only in cases where there is a recommendation for non-reappointment), the Provost, and the Chancellor.

Refutations to materials in the packet and/or items added to the packet must be properly dated and labeled with concomitant notification to all parties. Materials may not be removed or altered.

#### Observations of Work

A Faculty member's work (teaching and related activities) must be observed by the Dean and Peer Review Committee during the reappointment year as set forth in Section 8.1.8.

### 8.1.2 Recruitment and Appointment Procedures for Faculty Appointments

#### Search Procedures for Faculty Positions

All searches for new Faculty to fill full-time permanent or part-time continuing positions will be subject to the following procedures which are designed to insure that a fair and thorough process exists for appointing Faculty throughout the University of North Carolina School of the Arts.

Temporary, part-time or emergency appointments without a formal search may be made upon the recommendation of the Dean, with the approval of the Provost, for a period of not more than one year.

The search process for Faculty appointments follows the EEO guidelines. In recruiting and considering candidates for appointment to the Faculty, UNCSA will not discriminate on the basis of race, color, gender, religion, national origin, sexual orientation, age, disability, creed, or veteran status.

The University of North Carolina School of the Arts subscribes to the SACS guidelines for Faculty credentialing [www.SACSCOC.org](http://www.SACSCOC.org) for college guidelines and [www.SACSCASI.org](http://www.SACSCASI.org) for secondary school guidelines.

#### *Initiating the Search*

Procedures for initiating a Faculty search can be found on the [Human Resources web page](#).

#### *Search Committee Composition*

Each committee shall consist of a minimum of three Faculty members who have completed at least the first year of their first 3-year contract from within the School or Division in which the appointment is to be made. Visiting Faculty may serve as additional members of the search committee. Additional Faculty members outside the School or Division may be appointed.

The Dean and Faculty in cooperation will establish a committee composed of members with appropriate qualifications and credentials to conduct the review. Care should be taken to ensure that the composition of the search committee represents both the position's area of specialization and a diverse perspective.

#### *Duties of the Search Committee*

The Search Committee shall conduct a thorough, methodical, and fair appraisal of all applicants for the position, and shall determine which of the applicants most closely fit the criteria for appointment. The Committee shall be chaired by a member of the group appointed by the Dean of the unit to head its deliberations. The Committee shall review all applications to ensure that they include at least the following elements:

- State of NC Application
- Letter of Application
- A Professional Curriculum Vitae

The Search Committee may request additional materials such as Letters of Recommendation, names of references, transcripts, and portfolios at its discretion.

In all its deliberations, the Committee shall keep matters before it in strict confidence. The Committee identifies candidates to invite to the campus for an interview. After the conclusion of the interview process, the Committee shall reconvene, and shall submit a summary of strengths and weaknesses of each candidate. The Committee shall complete all the search documents necessary and appropriate to the search. If the Committee decides that no applicants are acceptable, it may recommend that the search be reopened.

#### Search Committee Recommendation

The Dean shall take the recommendations of the Search Committee and, after consultation with his/her Faculty, shall make a recommendation to the Provost concerning the appointment. After the Provost approves the recommendation, the candidate shall be offered an initial contract according to the procedures as outlined herein, in the University of North Carolina School of the Arts Regulation on Faculty Employment.

### 8.1.3 Provisions for Less Than Full-Time Employment

For reasons of personal or family health, special terms for less than full-time employment with commensurate compensation, or for relief from all employment obligations for a specified period, may be included in an appointment or reappointment to a Faculty position, or may be added by a written memorandum of amendment during the term of an appointment. These terms may, with the concurrence of the Faculty member, include extension of the period of a current appointment. Such special terms must be expressly stated in initial appointment documents or, if added by a memorandum of amendment, must be approved by signature of the Provost and the Faculty member, with one copy to be retained by each.

These provisions do not apply to informal temporary adjustments of the regularly assigned duties of Faculty members by the Dean who is responsible for their direct supervision.

#### 8.1.4 Return to a Faculty Position

In most circumstances, the Provost or eligible Dean may return to the Faculty, with all the rights and responsibilities of Faculty, in the specified school or division, unless a proceeding is initiated to discharge the Administrator. Return to a Faculty Position is governed by [UNCSA Policy #612, Administrative Separation and/or Return to a Faculty Position](#).

#### 8.1.5 Visiting Faculty Appointments

##### Benefits Eligibility

Faculty members who are appointed as Visiting Faculty members may or may not be paid or entitled to benefits according to federal and state law and University policy.

##### Terms of Appointment

Visiting Faculty members who are paid shall be appointed for a specified term of Service, as set out in writing in the letter of appointment. The term of appointment of any paid visiting Faculty member concludes at the end of the specified period set forth in the letter of appointment, and the letter of appointment constitutes full and timely notice that new term will not be granted when that term expires.

Visiting Faculty members who are not paid may be appointed for a specified term of Service or at will. Their pay and appointment status should be set out in the letter of appointment.

##### Grievances

During the term of their employment, Visiting Faculty members are entitled to seek recourse under the Faculty grievance policy.

##### Relation to Provisions of the UNC Code

Visiting Faculty members, whether paid or unpaid, are not covered by Section 604 of the University *Code* related sections of this Manual. Visiting Faculty members have no right to any appeal or additional review of a decision by UNCSCA not to grant a new appointment at the end of a specified fixed term.

A person may be employed as a Part-time or Full-time Visiting Faculty member for a contract period not to exceed one academic year. Such a person may be reemployed for successive one-year appointments, without limit as to the number of such appointments. All such appointments must be initiated by a recommendation from the appropriate Dean to the Provost, following consultation with appropriate members of the Faculty. The Provost shall make the offer of appointment.

#### Suspensions & Discharge

A Faculty member holding a Visiting Faculty appointment may not be discharged or suspended during the contract period except upon the grounds and by the procedures described in Section 8.1.5.

#### Termination

A Faculty member holding a Visiting Faculty appointment may be terminated during the contract period pursuant to the procedures described herein

### 8.1.6 Equal Opportunity Employment

Admission to, employment by, and promotion in the University of North Carolina and all of its constituent institutions shall be on the basis of merit, and there shall be no unlawful discrimination against any person on the basis of race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, genetic information, or veteran status.

### 8.1.7 Annual Review of Faculty

The following section of this Manual delineates the process for annual review of Faculty performance.

#### Purpose

The purpose of the annual review process is to provide an annual written record of the strengths and merits of individual Faculty members, putting their achievements and accomplishments as teachers and artists in a reliable documented form.

The annual review process will point out any areas needing improvement or deficiencies in a Faculty member's work, and to be helpful in improving Faculty teaching and student learning at the University of North Carolina School of the Arts.

The review process will also help to build an ongoing portfolio of each Faculty member's work which may then be used to aid in any personnel decisions,

including those concerning contract reappointment, rank promotion, salary increments, or merit awards.

## Procedures

### *Course Evaluations*

UNCSA ensures that student evaluations are properly distributed and collected as stipulated in [UNC Policy 400.3.1.1](#). The Course Evaluation Committee is made up of a representative chosen by each school and division. The Senior Director of Institutional Research and Planning serves as the chair of the committee and the Vice Provost and Dean of Academic Affairs is an ex officio member. The committee meets on an as-needed basis to discuss concerns and suggestions Faculty and staff may have regarding the course evaluation process and to relay information about the process back to the committee member's departments.

### *Self-evaluation*

Using the "Annual Evaluation/Update of Professional Activities" form, each Faculty member will submit a thorough annual report of work at UNCSA and related professional Activities to the Dean.

### *Review by Dean*

The Dean will meet with each Faculty member annually to discuss his/her work based on the student evaluations, the self-evaluation and the Dean's knowledge of the Faculty member's contributions. Using Part 2 of the "Annual Evaluation/Update of Professional Activities" form the Dean will prepare a written report of the Faculty member's work which becomes part of the Faculty member's evaluation file.

The Dean's report will note important achievements and accomplishments of the Faculty member that are worthy of being documented for their evaluation file. It will also include documentation of areas needing improvement and a summary of any discussions with the Faculty member concerning needed improvement in the Faculty member's performance. This report will constitute the completed record of the Faculty member's annual evaluation.

### *Review by Peers*

If the Dean has concerns about the Faculty member's work s/he will communicate these in the meeting with the Faculty member and will discuss ways to identify and improve those areas of concern. In some circumstances, the Dean may choose to designate three other Faculty members to initiate a Faculty Review Committee to review the work of the Faculty member. If the Faculty member believes that under the circumstances it would be in their best interest, they may request of the Dean that a Faculty review be initiated. The Faculty Review Committee formed for such annual review will be the same as that for reappointment: a panel of three Faculty members as set forth herein.



If, after appropriate review, the Faculty Review Committee agrees with the concerns of the Dean, the Faculty member will be given constructive assistance aimed at improving performance, including specific written recommendations from the Committee and Dean. During the subsequent year, the Faculty member will provide a written report documenting steps taken for improvement. A final report agreed upon by the Dean and Faculty Review Committee will be made part of the subsequent year's annual review. If Faculty review was requested by the Faculty member, the Faculty Review Committee will submit an independent final report, which the Dean must consider in his annual review the subsequent year.

If the Faculty Review Committee does not agree with the Dean, believing the Faculty member's work to be of high quality, a written report supporting the Faculty member will be entered into the ongoing evaluation file. Entry of a Faculty Review Committee's report into the ongoing evaluation file neither mandates nor prohibits the Faculty member, Dean or Faculty Review Committee from requesting the opinion of an outside evaluator as set forth herein.

#### *Use of Outside Evaluators*

A Faculty member whose work is under review by a Dean and/or Faculty Review Committee may, in consultation with the Provost and the Dean, request outside experts to observe his/her work and submit a written report for entry into the Faculty member's file. A Dean or Faculty Review Committee may also request such outside expert advice, but only with the approval of the Provost.

### 8.1.8 Procedures for Contract Reappointment Evaluation

#### Schedule of Evaluation for Reappointment

The School or Division will conduct an evaluation of all regular Faculty appointments for reappointment during the applicable reappointment year. This will include evaluation by the Dean, the Peer Review Committee, external reviewers (for 5-year and 10-year reappointment evaluations), student evaluations and a self-evaluation as set forth in Section 8.1 of this Manual, Regulations on Faculty Appointment. The schedule and procedures for evaluation for reappointment are available on the [Office of Faculty Affairs webpage](#).

#### *Faculty Notification*

The Office of Faculty Affairs will inform the Faculty member scheduled for evaluation and the relevant Dean in writing by April 1 of the schedule and content of his or her upcoming evaluation. Notification will include the timetable for and a description of all evaluation procedures, and the criteria used for evaluation of performance.

#### Peer Review Committee

For each Faculty member being evaluated for contract reappointment or mid-ten-year review or undergoing rank promotion evaluation, a three-person Peer Review Committee will be elected from the Faculty of the School or Division in which the Faculty member is employed. One member of the Committee should either be from the same particular discipline or teach the same general subject as the faculty member under review. Peer Review Committee members must hold at least a second three-year contract and no Faculty member may serve on a Peer Review Committee during the year of his or her own review. Election to a Peer Review Committee is for a one-year term. A Faculty member may be elected to serve as a peer evaluator on more than one committee in a department, undertaking several evaluations in the same reappointment year.

The Peer Review Committee will review the Faculty member's performance for the period under review and make a recommendation to the Faculty Rank Committee (in the case of rank promotion evaluation only), the Dean and the Provost.

#### *Peer Review Committee*

The Peer Review Committee will be formed according to the established schedule and procedures listed below. A three-person peer review committee will be elected for each faculty member being evaluated from the faculty of each school or division. One member of the committee should either be from the same particular discipline as the faculty member under review, or teach the same general subject area as the faculty member being evaluated. The members will complete their observations of the Faculty member's teaching and reports of these observations according to the established schedule and procedures. Each Committee member should observe the Faculty member a minimum of two classes.

#### *Procedures to Establish Peer Review Committees*

(Revised and approved by Faculty Council March 1, 2017)

1. The Office of Faculty Affairs determines how many three-person Peer Review Committees and number of eligible faculty are needed in a given cycle based on how many faculty must be reviewed, and which faculty are eligible to serve on Peer Review Committees.
2. The Office of Faculty Affairs informs the Dean of a School, Program or Division which faculty are being evaluated and which faculty are eligible to serve on Peer Review Committees.
3. The Dean or designee convenes the full faculty, announces which faculty are eligible to serve on Peer Review Committees in a given cycle or year, explains procedure, and leaves the room, along with the faculty member(s) under review.

4. The faculty elect a leader to run the selection process. The faculty discuss, nominate and select by written vote, one committee at a time, a three-member Peer Review Committee for each member under review. Before constituting the next committee, the outcome of each vote is tabulated and announced. A faculty member may serve on more than one Peer Review Committee.
5. All permanent or multi-year full-time faculty can vote on the members of the peer review committees unless they are the faculty member for whom the peer review committee is being created. A faculty member only needs to recuse themselves and leave the room while their own Peer Review Committee is being voted on. If other Peer Review Committee's are being selected at the same meeting, the faculty member should be present and participate in those selection process.
6. Only voting faculty members can be present for the voting procedure. Voting faculty are Full-time Faculty on multi-year contracts, Visiting Faculty in at least their fourth sequential Full-time contract. Administrators (deans, associate deans, administrative support personnel), Part-time and one-year visiting faculty are excluded.
7. All ballots and tabulations should be kept by the faculty member who is elected by the faculty to lead the selection process until the reappointments are completed in the Spring term.
8. In cases where an Art School or Division or Program does not have enough faculty to constitute Peer Review Committees for everyone under review in a given year, the Office of Faculty Affairs will provide a list of all eligible faculty campus-wide to make up the three-person core Peer Review Committees. The faculty will then use this list to elect and finalize the Peer Review Committees, as outlined above.
9. In cases where a faculty member under review would like to have a fourth peer reviewer from outside the faculty member's School or Division or Program join the three-person Peer Review Committee, the faculty member should submit that name to the Dean or designee, who will contact the fourth reviewer to determine if she/he is willing to serve.
10. The Dean will convene the Peer Review Committee to charge them to meet, elect a chair and undertake the evaluation process of named faculty.

11. The Chair of the Peer Review Committee will charge the other members to undertake teaching observations, including pre- and post-observation interviews and reflections by evaluators that are shared transparently with the faculty being reviewed, in accordance with best practices. A suggested example of best practice can be found at [Cornell University Center for Teaching Innovation](#).
12. Further, the Chair will charge the Peer Review Committee members to review the documents in the entire packet for the faculty member under review and then will write a summative evaluation based on the committee's notes. In the cases where any member disagrees with the evaluation or has a different recommendation, the Chair will include the dissenting member's letter with the summative evaluation.
13. In the case of Contract Reappointment and Mid-Ten-Year Review, the Chair will complete the 'Peer Review Committee Evaluation & Recommendation for Contract Reappointment Evaluation.' The Chair will insert the Peer Review Committee letter(s) into the appropriate form.
14. In the case of optional Rank Promotion, the Chair will sum up the points given by Peer Review Committee members and complete and sign the Peer Review Committee Evaluation for Rank Promotion.

#### *Contract Reappointment Evaluation Packet*

The Faculty Member will submit Contract Reappointment Evaluation Packet materials including a self-evaluation, a CV, and student course evaluations, syllabi, and annual evaluations to date from the beginning of the contract term under review according to the established schedule and procedures.

#### *External Review*

For Faculty members undergoing reappointment for a possible 5-year or 10-year contract, external review letters will be collected and entered into the Contract Reappointment Evaluation Packet in accordance with the established schedule and procedures.

#### *Peer Review Committee Assessment*

The Peer Review Committee will review the Faculty member's performance under current contract. In formulating its reappointment recommendation, the Peer Review Committee must consider the following factors relevant to the Faculty member's performance:

- the Faculty member's demonstrated professional competence
- evidence of career development and the potential for future contributions to one's field/profession

- evidence of contributions to the School community
- School or Division and institutional needs and resources

The Committee will also assess:

- creative activity/research
- services
- teaching (through observation of the Faculty member's work as set forth herein);
- any other factors relevant to the question of reappointment.

As evidence of these factors, the Committee must consider the performance of the Faculty member, including the self-evaluation, annual evaluations, student course evaluations, and all other material contained in the Faculty member's evaluation file, and any other factors relevant to the reappointment decision.

#### Observations of Work

The Dean and members of the Peer Review Committee will observe the work of a Faculty member undergoing evaluation for reappointment. This may include classroom or studio visits, or any other appropriate means of direct observation. The visitor should be as unobtrusive as possible at all time.

Each School or Division must establish its own criteria for classroom or studio visits or other observations and submit it in writing to the Provost to obtain approval for these criteria. In addition to these criteria, the observers will consider the following:

1. The instructor's preparedness and involvement with the subject matter
2. The instructor's ability to communicate the subject matter.

The Peer Review Committee's written assessment and recommendation for reappointment or non-reappointment will be entered into the evaluation file, discussed with the Dean, and reviewed by the Faculty member according to the established schedule and procedures.

#### *Dean's Evaluation and Recommendation*

The Dean will review the performance of the Faculty member under their current contract, reach a recommendation concerning reappointment and communicate this recommendation to the Faculty member and the Provost.

In formulating his/her recommendation on reappointment, the Dean must consider the following factors relevant to the Faculty member's performance and the welfare of the School:

- creative activity/research
- service
- teaching (through observation of the Faculty member's work as set forth herein);

- any other factors relevant to the question of reappointment.

In addition, the Deans' consideration of a Faculty member will take into account student course evaluations of teaching, the self-evaluation, and annual performance evaluations as described herein.

It will also assess:

- the Faculty member's demonstrated professional competence
- evidence of career development and the potential for future contributions to one's field/profession
- evidence of contributions to the School community
- institutional and department needs and resources

### Observations of Work

The Dean and members of the Peer Review Committee will observe the work of a Faculty member undergoing evaluation for reappointment. This may include classroom or studio visits, or any other appropriate means of direct observation. The visitor should be as unobtrusive as possible at all time.

Each School or Division must establish its own criteria for classroom or studio visits or other observations and submit it in writing to the Provost to obtain approval for these criteria. In addition to these criteria, the observers will consider the following:

1. The instructor's preparedness and involvement with the subject matter
2. The instructor's ability to communicate the subject matter.

The Dean will meet with the Peer Review Committee to discuss his/her findings concerning the elements mentioned above, and to determine the findings and recommendations of that Committee, under the timelines set above.

### *Meeting between Dean & Faculty*

The Dean will discuss with the Faculty member the Committee's written findings and recommendation as well as the Dean's recommendation for reappointment or non-reappointment according to the established schedule and procedures.

### *Faculty Acknowledgment*

The Faculty member will read his or her whole evaluation file and will sign an acknowledgment that he or she has reviewed the file according to the established schedule and procedures.

### *Submission to Provost*

The evaluations and recommendations of the Dean and Peer Review Committee and the complete evaluation file will be forwarded by the Dean to the Provost according to the established schedule and procedures.

The Faculty member may forward to the Provost's office, for inclusion in the evaluation file, any response to the reports of the Dean and Peer Review Committee, and/or any letters of support at any time. However, materials submitted after a stated packet submission deadline does not affect subsequent deadlines and does not cause the Peer Committee, the Dean or the Provost to be obligated to re-evaluate the Faculty member.

#### *Recommendation of Non-Reappointment*

In cases involving a recommendation of non-reappointment from either the Dean or the Peer Review Committee, or both, the Reappointment Advisory Committee will be convened by the Provost to review the evaluation file and to advise the Provost concerning reappointment or non-reappointment according to the established schedule and procedures. The composition and jurisdiction of the Reappointment Advisory Committee are set forth in Section 8.1 of this Manual.

#### *Provost Decision*

In making a decision, while the Provost is required to consider recommendations, the Provost is not bound by the recommendation of the Dean, the Peer Review Committee, or the Reappointment Advisory Committee (if applicable). The Provost will make a decision whether to reappoint or not to reappoint. The Provost will send notification of his/her decision to the Faculty member according to the established schedule and procedures. The decision of the Provost is subject to appeal according to the procedures set forth in Section 8.1.9 of this Manual.

#### Completed Evaluation Packet

The evaluation packet will contain the Self-Evaluation, current curriculum vitae, student course evaluations for the period under review, syllabi for courses taught during the period under review, Annual Evaluation/Update of Professional Activities for the period under review, external reviewer evaluations and related materials (for reappointment evaluations for 5-year and 10-year contracts), the Peer Review Committee's evaluation and recommendation, the Dean's evaluation and recommendation, and a statement acknowledging the Faculty member has reviewed the packet. The completed packet will be open and accessible to the Dean, the Peer Review Committee, the Faculty member, the Reappointment Advisory Committee (only in cases where there is a recommendation for non-reappointment), the Provost, and the Chancellor.

#### Further Evaluation

With the consent of the Faculty member, the Provost may delay the notice of reappointment or non-reappointment to permit further evaluation. This delay

shall extend the Faculty member's contract and the notice must be received prior to the end of the contract term.

#### Exceptions to the Schedule

In exceptional circumstances in which the evaluation schedule cannot reasonably be met (including but not limited to administrative transition or illness of the parties involved), the Provost may choose, on petition by the Dean or the Faculty member, to postpone a scheduled evaluation and offer a one-year contract extension to the Faculty member. In such cases the evaluation will take place in the final year of the original contract, and the Faculty member will still receive a full year's notice of a decision concerning reappointment or non-reappointment.

#### Special Practices in Arts Schools or Academic Programs

Any special practices concerning evaluation procedures adopted by an individual School or Division must be approved by the Provost, the Dean, and a 2/3 majority of the Faculty of that School or Division. These special practices must be published in the evaluation policy of that School or Division, approved by the Provost, and distributed to that Faculty, the Provost, and the Reappointment Advisory Committee by the beginning of an academic year in which they will be in force. In addition, performance criteria developed in each School or Division must be similarly approved and must be published in the evaluation policy of that School or Division.

Special practices which must be formulated by each School or Division as set forth in this document include establishing appropriate course evaluation forms pursuant to Section 9.2.9 and ; and establishing guidelines for direct observation of a Faculty member's performance pursuant to Section 8.1.8.

#### Impermissible Grounds for Non-reappointment

In no event shall a decision not to reappoint a Faculty member be based upon (a) the exercise by the Faculty member of rights guaranteed by the First Amendment to the United States Constitution, or by Article I of the North Carolina Constitution, or (b) any of the protected statuses included in Section 103 of The Code, or other forms of discrimination prohibited under policies adopted by campus Boards of Trustees, or (c) personal malice. For purposes of this section, the term "personal malice" means dislike, animosity, ill-will, or hatred based on personal characteristics, traits or circumstances of an individual. See [UNC Policy 101.3.1 II.B.](#) for details.

### 8.1.9 Procedures for Non Reappointment

#### Notice of Non-reappointment

By the guidelines stipulated in Section 8.1.8 above, the Provost must send the Faculty member, by certified mail with proof of delivery, a written statement of the decision not to renew his or her contract. This notice must be mailed no later than May 1 of the reappointment year. The statement must include a



notice of the Faculty member's right to request a hearing by the Faculty Reconsideration Committee. Failure to give timely notice of non-reappointment by the day specified above will result in the Faculty member being offered a terminal appointment of one additional academic year.

#### Challenges to Non-reappointment Decisions

A Faculty member may not challenge a non-reappointment decision because s/he disagrees with the professional judgments that formed the basis of the decision.

A Faculty member may challenge a non-reappointment decision only if he or she contends, and can establish, one or more of the following grounds:

- that the decision was based upon (a) the exercise by the Faculty member of rights guaranteed by the First Amendment to the United States Constitution, or by Article I of the North Carolina Constitution, or (b) the Faculty member's race, color, sex, religion, creed, national origin, age, disability, veteran's status, or other forms of discrimination prohibited under policies adopted by campus Boards of Trustees, or (c) personal malice. For purposes of this section, the term "personal malice" means dislike, animosity, ill-will, or hatred based on personal characteristics, traits or circumstances of an individual; or
- that the decisional process was affected by material flaw(s) so as to raise questions about whether the Faculty member's contentions were fairly and reliably considered. Whether material flaws occurred shall be determined by reference to those procedures that were in effect when the initial decision not to reappoint was made and communicated. The Faculty Reconsideration Committee shall ask the Chancellor to certify what procedures were then in effect, if that is a matter of dispute.

#### Request for Hearing

A challenge may be brought by filing a written request for a hearing addressed to the Chairperson of the Faculty Reconsideration Committee. The request must be received fourteen (14) days after receipt of notification of non-reappointment. Such review may be had solely upon any of the grounds listed in Section 8.1.8. The request must identify the alleged impermissible or material irregularity and must include facts which, if true, support the Faculty member's contention. If the Faculty member makes no request for a hearing, the reappointment decision of the Provost is final.

If the Faculty member makes a timely request for a hearing, the Provost will inform the Chair of the Reconsideration Committee. The Reconsideration Committee shall schedule a hearing as promptly as possible during the following semester.

#### Conduct of Hearing

The hearing will be conducted informally and will be closed to the public. The Faculty member and the Provost each have the right to be accompanied by counsel. The only other persons permitted to attend are the members of the Committee and such witnesses as may be called, at the time they are testifying.

All oral testimony will be given under oath, and the School will be responsible for keeping a written transcript of the proceedings. The Faculty member will be provided with a copy of the transcript, if requested, at the institution's expense. The Faculty member, Provost, their counsel, and the Committee may question all witnesses and examine all documents or other written evidence.

The conduct of the hearing is under the control of the Committee chairperson. The Committee will consider only the evidence presented at the hearing which is relevant to the question of whether the decision was based upon an impermissible reason or was materially flawed.

#### Hearing Procedure

The hearing will begin with brief presentations or arguments by the Faculty member and by the Provost, or his/her delegate, which summarize the position of the respective parties. Following these arguments, the Faculty member will present evidence in support of his or her contentions, limited to those grounds specified in the request for a hearing. This evidence may consist of testimony or written evidence. The Provost, or his/her delegate, may then present a rebuttal to the Faculty member's contentions, which may consist of testimony or written evidence. Following the receipt of evidence, each party must be given an opportunity to present a brief closing statement.

After completion of closing statements, the Reconsideration Committee will adjourn to executive or closed session to consider the case. In reaching decisions on which its written recommendations to the Chancellor shall be based, the Committee shall consider only the evidence presented at the hearing and such written or oral arguments as the Committee, in its discretion, may allow. The burden of proof is on the Faculty member to satisfy the Committee that his or her contention is true by the greater weight of evidence.

The Committee must make its written report and recommendations to the Chancellor and the Provost and notify the Faculty member in writing promptly (but not more than ten calendar days) after the conclusion of the hearing.

#### The Provost's Response

Upon receiving the Faculty Reconsideration Committee's report the Provost will have seven calendar days to prepare a written response.

#### The Chancellor's Decision

The decision by the Chancellor must be made within fourteen calendar days of receiving the Provost's written response (or, if the Provost does not make a response, the decision of the Reconsideration Committee). The Chancellor's

decision shall be based on a thorough review of (i) the record evidence from the hearing; (ii) the report of the Faculty Reconsideration Committee; and (iii) the Provost's response. While the Chancellor should give appropriate deference to the advice of the Faculty committee, the final campus-based decision is the Chancellor's. If the Chancellor is considering taking an action that is inconsistent with the recommendation of the Faculty Reconsideration Committee, the Chancellor shall consult with the Committee, either in person or in writing, regarding the Chancellor's concerns before making a decision. The Chancellor shall notify the Faculty member and relevant administrators of the decision by certified mail with proof of delivery. The notice must inform the Faculty member:

- that a written notice of appeal to the Board of Governors must be submitted to the President, by certified mail, return receipt requested, or another means that provides proof of delivery, within fourteen calendar days after the Faculty member's receipt of the Chancellor's decision;
- that the notice of appeal must contain a brief statement of the basis for the appeal; and
- that, if the notice is received in a timely matter, a detailed schedule for the submission of relevant documents will be established.

#### Appeal to the Board of Governors

A Faculty member may appeal the decision of the Chancellor to the Board of Governors in accordance with the procedure set out in [Section 604D of The Code of the Board of Governors of the University of North Carolina](#), only if the appeal raises one of the following three issues:

- that the campus-based process for reviewing the decision was materially flawed, so as to raise questions about whether the Faculty member's contentions were fairly and reliably considered;
- that the result reached by the Chancellor was clearly erroneous; or
- that the decision was contrary to controlling law or policy.

#### Review by the Board of Governors

The purpose of appeal to the Board of Governors is to assure (1) that the campus-based process for reviewing the decision was not materially flawed, so as to raise questions about whether the Faculty member's contentions were fairly and reliably considered, (2) that the result reached by the Chancellor was not clearly erroneous, and (3) that the decision was not contrary to controlling law or policy.

Review by the Board of Governors shall be in accordance with the procedure set out in [Section 604\(D\) of The Code of the Board of Governors of the University of North Carolina](#) and [Chapter 101.3.1 of the UNC Policy Manual, "Appeals of Non-reappointment Decisions under Section 604 of The Code."](#)

#### 8.1.10 Evaluation of Visiting Faculty

Visiting Faculty will be evaluated annually. This must include course evaluations, a self-evaluation, and evaluation by the Dean using the “Annual Evaluation/Update of Professional Activities” Form. The purpose is to maintain high standards of teaching excellence at UNCSA, to assist the Visiting Faculty member in adapting to the curriculum of the School, to improve performance, and to aid in personnel decisions.

#### 8.1.11 Procedures for Mid-10-Year Review

UNCSA mid-10-year contract review is pursuant to [Chapter 400.3.3.1 \[G\] of the UNC Policy Manual](#), entitled “Guidelines on Performance Review of Tenured Faculty.” The schedule and procedures for evaluation for reappointment are available on the [Office of Faculty Affairs webpage](#).

The intent of the mid-10-year review is to be a formative evaluation to support and encourage excellence among Faculty, to ensure Faculty development and to promote Faculty vitality. In the fifth year of the 10-year contract, the Dean of the Faculty member’s School or Division will conduct an evaluation of the Faculty member’s performance during the preceding four years in relation to the mission of UNCSA and the Faculty member’s School or Division. The evaluation will include an evaluation by the Dean and the Peer Review Committee, past annual reviews of Faculty member, course evaluations, syllabi and a self-evaluation (including a current vitae) in accordance with the Faculty Evaluation Policy. Thus the evaluation process for the mid-10-year review generally follows the evaluation procedures for reappointment contained in the Faculty Evaluation Policy. Since it is not a summative evaluation the Reappointment Advisory Committee and related language does not apply.

The Dean will review all evaluation materials and will consult with the Peer Review Committee in formulating the Dean’s final evaluation. The Dean is not bound by the recommendation of the Peer Review Committee. The Dean will prepare a written evaluation of the Faculty member and provide a copy to the Faculty member and the Office of the Provost. The Dean will meet with the Faculty member to discuss the evaluation and afford the Faculty member an opportunity to respond.

In cases involving less than satisfactory ratings, the Dean and the Faculty member will consult in the preparation of an individual development or career plan, including specific steps, resources and support structures. The Faculty member may respond in writing to a less than satisfactory review and have that response included with their review. This plan will include annual goals for the remainder of the 10-year contract. The Dean will also prepare a clear statement of consequences should improvement not occur. The Dean will meet with the Faculty member working under a development or career plan at least semi-annually to assess the Faculty member’s progress.

#### 8.1.12 Contract Provisions

Each contract constitutes a part of the personnel file of the affected Faculty member, subject to provisions of [Article 7 of Chapter 126 of the North Carolina General Statutes](#).

Each contract offered to a Faculty member will specify in writing:

- the beginning and ending dates of the contract;
- the salary;
- the additional employment benefits, if any, to which the Faculty member is entitled;
- workload expectation
- specific reference to the regulations governing Faculty appointments and the Faculty Manual, which shall be incorporated by reference into the contract;
- in any appointment, reappointment or promotion of a Faculty member to a position funded in whole or in substantial part from sources other than continuing state budget funds or permanent trust funds, notice that continuation of employment is contingent upon the continued availability of such funds;
- any additional understanding, promise, or condition that is to be considered a part of the contract between the School and the Faculty member.

#### 8.1.13 Resignation

If a Faculty member intends to resign, they should so notify their Dean and the Provost in writing at the earliest possible opportunity.

#### 8.1.14 Due Process Before Discharge or the Imposition of Serious Sanctions

##### Grounds for Suspension or Discharge

A Faculty member who is the beneficiary of a contract of a stated term shall enjoy protection against unjust and arbitrary application of disciplinary penalties during that term. During the period of such guarantees the Faculty member may be discharged from employment, suspended, or demoted in rank only for reasons of:

- (a) incompetence, including significant, sustained unsatisfactory performance after the Faculty member has been given an opportunity to remedy such performance and fails to do so within a reasonable time;
- (b) neglect of duty, including sustained failure to meet assigned classes or to perform other significant Faculty professional obligations; or
- (c) misconduct of such a nature as to indicate that the individual is unfit to continue as a member of the Faculty, including violations of professional ethics, mistreatment of students or other employees, research misconduct, financial fraud, criminal, or other illegal, inappropriate or unethical conduct.

To justify serious disciplinary action, such misconduct should be either (i) sufficiently related to a Faculty member's academic responsibilities as to disqualify the individual from effective performance of university duties, or (ii) sufficiently serious as to adversely reflect on the individual's honesty, trustworthiness or fitness to be a Faculty member.

These procedures shall not apply to non-reappointment (Section 8.1.9) or termination of employment (Section 8.1.14 – 8.1.15).

Procedures for Discharge or the Imposition of Serious Sanctions

The Provost or his/her delegate shall send the Faculty member by certified mail, with proof of delivery, a written statement of intention to discharge the Faculty member or impose a serious sanction together with a written specification of the reasons. The statement shall include notice of the Faculty member's right, upon request, to a hearing by the Faculty Reconsideration Committee.

If, within fourteen (14) calendar days after receiving the notice and written specifications referred to above, the Faculty member makes no written request for hearing, the Faculty member may be discharged or serious sanction imposed with recourse to any institutional grievance or appellate procedure.

If the Faculty member makes a timely written request for a hearing, the Chancellor or his/her delegate shall ensure that the hearing is accorded before the Reconsideration Committee, which shall function as the hearing committee in cases of suspension and discharge of Faculty member. The hearing shall be on the specific reasons the Provost cited for the intended discharge. The hearing committee shall accord the Faculty member thirty (30) calendar days from the time it receives his/her written request for a hearing to prepare for his/her defense. The hearing committee may, upon the Provost's or Faculty member's request and for good cause, extend this time by written notice to the Provost and Faculty member. The Faculty Reconsideration Committee will ordinarily endeavor to complete the hearing in ninety (90) calendar days except under unusual circumstances such as when a hearing request is received during official university breaks and holidays and despite reasonable efforts, the hearing committee cannot be assembled.

The hearing shall be closed to the public unless the Faculty member and the hearing committee agree that it may be open. The Faculty member shall have the right to counsel, to present the testimony of witnesses and other evidence, to confront and cross-examine adverse witnesses, to examine all documents and other adverse demonstrative evidence, and to make arguments. A written transcript of all proceedings shall be kept. At the Faculty member's request, a transcript of the proceedings shall be given to the Faculty member at the institution's expense.

The Provost, or designee or counsel, may participate in the hearing to present evidence, to present witnesses, to cross-examine witnesses, to make arguments and examine documents.

In reaching decisions on which its written recommendations to the Chancellor shall be based, the Committee shall consider only the evidence presented at the hearing and such written and oral arguments the Committee, in its discretion,

may allow. The institution has the burden of proof. In evaluating the evidence, the Committee shall use the standard of “clear and convincing” evidence in determining whether the institution has met its burden of showing permissible grounds for serious sanction exist and are the basis for the recommended action. The Committee shall make its written recommendations to the Chancellor within fourteen calendar (14) days after its hearing concludes or after receipt of full transcript whichever comes later

If the Chancellor makes a recommendation that is favorable to the Faculty member, his/her decision shall be final. If the Chancellor either declines to accept a Committee recommendation that is favorable to the Faculty member or concurs in a Committee recommendation that is unfavorable to the Faculty member, the Faculty member may appeal the Chancellor’s decision to the Board of Trustees. This appeal shall be transmitted through the Chancellor and be addressed to the Chairman of the Board. Notice of appeal shall be filed within fourteen (14) calendar days after the Faculty member receives the Chancellor’s decision. The appeal to the Board of Trustees shall be decided by the full Board of Trustees. However, the Board may delegate the duty of conducting a hearing to a standing or ad hoc Committee of at least three members. The Board of Trustees, or its Committee, shall consider the appeal on the written transcript of hearings held by the Reconsideration Committee, but it may, in its discretion, hear such other evidence as it deems necessary. The Board of Trustees’ decision shall be made as soon as reasonably possible. This decision shall be binding except that the Faculty member may, within fourteen (14) calendar days of receiving the Trustees’ decision, file a written petition for review with the Board of Governors if s/he alleges that one or more specified provisions of The Code of The University of North Carolina have been violated. All such petitions to the Board of Governors shall be transmitted through the President, and the Board shall grant or deny the petition or take such other action as it deems advisable.

When a Faculty member has been notified of the institution’s intention to discharge him/her, the Provost may reassign the individual to other duties or suspend him/her at any time and continue the suspension until a final decision concerning discharge has been reached by the procedures prescribed herein. Suspension shall be exceptional and shall be with full pay.

#### 8.1.15 Termination of Employment for Financial Exigency or Elimination or Reduction of Program

##### Reasons Justifying Termination and Consultation Required

##### *Reasons for Termination of Employment*

The employment of any Faculty member holding a multi-year contract may be terminated by the University of North Carolina School of the Arts because of:

- demonstrable, bona fide institutional financial exigency, or

- major curtailment or elimination of a teaching, research or public service program.

Financial exigency is defined as a significant decline in the financial resources of the institution that is brought about by decline in institutional enrollment or by other action or events that compel a reduction in the institution's current operations budget. The determination of whether a condition of financial exigency exists or whether there shall be a major curtailment or elimination of a teaching, research or public service program shall be made by the Chancellor after consulting with the academic administrative officers and faculties as required herein. This determination is subject to concurrence by the President and then approval by the Board of Governors. If the financial exigency or curtailment or elimination of a program is such that the institution's contractual obligation to a Faculty member may not be met, the employment of the Faculty member may be terminated in accordance with the institutional procedures that afford the Faculty member a fair hearing, as set out in this Section.

#### *Consultation with Faculty and Administrative Officers*

When it appears that the institution will experience an institutional financial exigency or needs seriously to consider a major curtailment or elimination of a teaching, research or public service program the Chancellor or his/her delegate shall first seek the advice and recommendations of the academic administrative officers and faculties of the departments or other units that might be affected.

#### Termination Procedure

##### *Considerations in Determining Whose Employment Is To Be Terminated*

In determining which Faculty member's employment is to be terminated for the reasons set forth herein, the Chancellor shall give consideration to employment status, to years of Service to the institution, and to other factors deemed relevant, but the primary consideration shall be the maintenance of a sound and balanced educational program that is consistent with the functions and responsibilities of the institution.

##### *Timely Notice of Termination*

When a Faculty member's employment is to be terminated because of major curtailment or elimination of a teaching, research or public service program that is not founded upon financial exigency, the Faculty Member shall be given timely notice as follows:

- (a) During the first year of Service at the institution the Faculty member shall be given not less than 90 calendar days' notice before the employment contract expires; and



- (b) During the second year of continuous Service at the institution the Faculty member shall be given not less than 180 calendar days' notice before the employment contract expires; and
- (c) After two or more years of continuous Service at the institution, the Faculty member shall be given not less than 12 months' notice before the employment contract expires.

When a Faculty member's employment is to be terminated because of financial exigency, the institution shall make every reasonable effort, consistent with the need to maintain sound educational programs and within the limits of available resources, to give the same notice as set forth herein.

*Type of Notice to Be Given*

The Provost or his/her delegate shall send the Faculty member whose employment is to be terminated a written statement of this fact by certified mail with proof of delivery. This notice shall include a statement of the conditions requiring termination of the Faculty member's employment; a general description of the procedures followed in making the decision, a disclosure of pertinent financial or other data upon which the decision was based; a statement of the Faculty member's right, upon request, to a reconsideration of the decision by a Faculty committee if s/he alleges that the decision to terminate him/her was arbitrary or capricious; and a copy of this procedure on termination of employment.

*Termination if Reconsideration Not Requested*

If, within ten days after s/he receives the notice specified herein, the Faculty member makes no written request for a reconsideration hearing, his/her employment shall be terminated at the date specified in the notice, and without recourse to any institutional grievance or appellate procedure.

*Request for Reconsideration Hearing*

Within fourteen calendar days after receiving the required notice the Faculty member may request by registered mail, return receipt requested, a reconsideration of whether the decision was arbitrary or capricious. The request shall be submitted to the Provost and shall specify the grounds upon which the Faculty member contends that the decision to terminate his/her employment was arbitrary or capricious, and shall include a short, plain statement of facts that s/he believes supports the contention. Submission of such a request shall constitute on the part of the Faculty member: (1) a representation that s/he can prove his/her contention, and (2) an agreement that the institution may offer in rebuttal of his/her contention whatever relevant data it may have.

*Jurisdiction of Reconsideration Committee*

If the Faculty member makes a timely written request for a reconsideration of the decision, the Provost or his/her delegate shall insure that the hearing is accorded before the Reconsideration Committee. The jurisdiction of this

Committee is solely to consider whether the selection of the Faculty member for termination rather than another Faculty member was arbitrary or capricious. The Committee's jurisdiction does not extend to a reconsideration of whether a financial exigency exists or a program should be curtailed or eliminated. The reconsideration hearing shall be held promptly, but the Committee shall accord the Faculty member five (5) calendar days from the time it receives his/her written request for a hearing to prepare for it.

#### *Conduct of Hearing*

The hearing shall be conducted informally and shall be closed to the public. The Faculty member and the Provost or Provost's designee have the right to legal counsel, to present the testimony of witnesses and other evidence, to confront and cross-examine adverse witnesses, and to examine all documents and other adverse demonstrative evidence. The Faculty member and the Committee shall have access, upon request, to institutional documents that were used in making the decision to terminate the Faculty member after the decision was made that some Faculty member's employment must be terminated. At the Faculty member's request, a transcript of the proceedings shall be given to the Faculty member at the institution's expense. The Committee may consider only such evidence as is presented at the hearing and need consider only the evidence offered that it considers fair and reliable. All witnesses may be questioned by the members of the Committee. Except as herein provided, the conduct of the hearing is under the control of the Committee Chairman. A quorum for purposes of the hearing is a simple majority of the Committee's total membership. No person shall serve on the Committee for this hearing who participated directly in the decision to terminate this individual Faculty member or has any other substantial conflict of interest. The representative from the School or Division from which the appeal arose shall not participate in the hearing.

#### *Hearing Procedure*

The hearing shall begin with the Faculty member's presentation of contentions, limited to those grounds specified in the request for hearing and supported by such proof as s/he desires to offer. The Provost or his/her representative may then present in rebuttal of the Faculty member's contentions, or in general support of the decision to terminate his/her employment, such testimonial or documentary proofs as s/he desires to offer, including his/her own testimony. At the end of this presentation, the Reconsideration Committee shall consider the matter in executive session and shall make its written recommendations to the Chancellor within ten days after its hearing concludes. The burden is on the Faculty member to satisfy the Committee that his/her contention is true by clear and convincing evidence.

#### *Procedure After Hearing*

If the Reconsideration Committee determines that the Faculty member's contention has not been established, it shall, by a simple, unelaborated statement, so notify him/her and the Chancellor. The Faculty member may

then appeal the decision to terminate his/her employment in the manner provided by [Section 605C\(6\) of The Code of the University of North Carolina](#). If the Reconsideration Committee determines that the Faculty member's contention has been satisfactorily established, it shall so notify him and the Chancellor by a written notice that shall also include a recommendation for corrective action by the Chancellor. Within ten (10) days after receiving the recommendation, the Chancellor shall send written notice to the Faculty member and the Chairman of the Reconsideration Committee what modification, if any, s/he will make with respect to the original decision to terminate the Faculty member's employment. If the Chancellor fails to reverse the original decision, the Faculty member may appeal the termination to the UNCSA Board of Trustees, as stipulated in [Section 605C\(6\) of The Code of the University of North Carolina](#). If the Chancellor concurs in a recommendation of the Committee that is favorable to the Faculty member, his/her decision is final.

#### 8.1.16 Assistance for Faculty Members and Rights to New Positions

##### Institutional Assistance to Employees Who Are Terminated

The institution, when requested in writing by an employee whose employment has been terminated, shall give him/her reasonable assistance in finding other employment.

##### First Right of Refusal of New Positions

For a period of two years after the effective date of termination of a Faculty member's contract for any of the reasons specified in Section 8.1.15, the institution shall not replace the Faculty member without first offering the position to the person whose employment was terminated. The offer shall be made by certified mail, return receipt requested, and the Faculty member shall have 30 calendar days after attempted delivery of the offer to accept or reject the offer.

#### 8.1.17 Retirement

Each member of the Faculty may retire in accordance with the provisions of [Chapter 135, Article 1 of the North Carolina General Statutes](#) (Retirement System for Teachers and State Employees).

Eligible Faculty may participate in the Phased Retirement Program in accordance with the provisions of UNCSA's [Phased Retirement Program Policy #629](#)

## **8.2 Instructional Multi-year Contract Faculty Appointments**

### 8.2.1 Overview of Faculty Salary Scales

There are two types of salary scales for UNCSA Faculty hired on full-time multi-year contracts. The first is a High School Salary Scale, and the second is a Faculty Rank range of pay. All College Faculty are ranked upon hire; however, rank promotion is optional.

### 8.2.2 Eligibility for High School Salary Scale

The following full-time Faculty members employed on a multi-year contract are eligible for participation in the Salary Scale:

- a. High School Academic Program Faculty;
- b. Division of Liberal Arts Faculty and Arts School Faculty who teach high school students as a consistent and substantive component of their primary contractual responsibilities;

### 8.2.3 Overview of High School Salary Scale and Appointments

The High School Salary Scale system is based on years of experience and credentials earned. For teachers with non-traditional experience, North Carolina Department of Public Instruction (NCDPI) guidelines are used to inform a Faculty member's placement in the High School Salary Scale system.

#### Initial Appointment

A recommendation or an appointment to a High School Salary Scale multi-year Faculty position originates with the appropriate Dean. The Dean or delegate interviews all candidates for appointment, consults with appropriate members of the Faculty, and makes a written recommendation to the Provost. If the Provost concurs with the Dean's recommendation, s/he will offer the candidate an initial appointment for a term of three years. The Faculty member's initial placement in the High School Salary Scale will be determined according to their years of experience and appropriate credentials.

#### Subsequent Appointment

Appointments subsequent to the initial appointment will follow this sequence: one three-year term, a second three-year term, one five-year term, and a series of ten-year terms. In exceptional cases, a Dean or Faculty Member may petition the Provost for an alteration to the contract sequence.

At least one year before the expiration of a current appointment the Provost will decide whether:

- a. The Faculty member will be reappointed to a term of three, five, or ten academic years according to the above sequence;
- b. The Faculty member will not be reappointed. That decision may be challenged pursuant to the appeal procedures established by Section 8.1.5 of this Manual.

Faculty hired prior to Fall 2006 have a sequence of one two-year term, one two-year term, one three-year term, one five-year term, and a series of ten-year terms.

### 8.2.4 Eligibility for Faculty Rank

The following full-time Faculty members employed on a multi-year contract are eligible for participation in Faculty Rank:

- a. Division of Liberal Arts Faculty and Arts School Faculty who teach undergraduate or graduate students as a consistent and substantive component of their primary contractual responsibilities;

### 8.2.5 Overview of Faculty Rank Appointments

The typical career path for full-time Faculty at UNCSA involves the following: two 3-year contracts, followed by a 5-year contract, and then a 10-year contract. The rank process is independent from and parallel to the contract renewal process, but it should be understood that the rank promotion process is voluntary. No Faculty member will be compelled or required to apply for rank promotion.

The first two 3-year terms are typically at the rank of Assistant Professor. Faculty who are currently ranked as an Assistant Professor and currently hold a five-or ten-year contract are eligible to apply for Associate Professor. Faculty who are currently ranked as an Associate Professor and currently hold a ten-year contract are eligible to apply for Professor.

#### Rank Upon Initial Appointment

The guiding principle will be to initiate a process that will not inordinately delay hiring decisions. However, at a minimum, there must be a review of qualifications at the Dean, and Provost levels. Deans may wish to involve the input of their Faculty at their discretion.

Prior to making a formal offer of employment, the Dean will make a written recommendation of rank to the Provost. The recommendation is a summary of the candidate's qualifications in the areas of Engaged Creative Activities/Research, Engaged Teaching and Engaged Service, and a brief statement on the circumstances or achievements of the Candidate which support the basis for the recommended rank.

The recommendation should be submitted to the Office of Faculty Affairs using the [Rank Recommendation for New MYC Faculty form](#). The Candidate's CV should be submitted with the form. The Office of Faculty Affairs will forward the recommendation to the Faculty Rank Committee for its nonbinding recommendation to the Provost. When the Faculty Rank Committee returns its recommendation to the Office of Faculty Affairs, it will be forwarded to the Provost for review and a determination with regard to the Faculty member's rank and contract length. Typically, a selected candidate will be offered a 3-year appointment. The rank is dependent upon the qualifications of the Candidate. UNCSA does not guarantee reciprocity of rank to Faculty who may have been ranked at other institutions.

Faculty who lack the appropriate credentials or qualifications for Assistant Professor or who must fulfill conditions of hire moving forward may be appointed to a 3-year contract at the rank of Instructor. Anomalous situations will be handled on a case-by-case basis.

In determining Assistant Professor, Associate Professor, or Professor ranking as a condition of hire, the candidate will have fulfilled the customary, necessary, and normal expectations as to what constitutes that rank, as described in Section 8.2.6

#### Subsequent Contract Reappointment

After three years of employment, subsequent appointments may follow this sequence: one 3-year term, one 5-year term, and a series of 10-year terms. Instructors are only eligible for 3-year term contracts. In exceptional cases, a Dean may recommend to the Provost an acceleration of the contract sequence. Also, the Dean (with notice to the Faculty member) or a Faculty member (with notice to the Dean) may petition the Provost for a contract of shorter length.

At least one year before the expiration of a current appointment, in accordance with the reappointment process (see Section 8.1.8) the Provost will determine whether:

- a. The Faculty member will be reappointed to a term of three, five, or ten academic years according to the above sequence;
- b. The Faculty member will not be reappointed. That decision may be challenged pursuant to the appeal procedures established by Section 8.1.9 of this Manual.

#### 8.2.6. Faculty Rank Definitions and Promotion Criteria

Faculty serving on multi-year contracts, in accordance with UNCOSA's Engaged and Sustained Professoriate (ESP) system, hold the rank of Instructor, Assistant Professor, Associate Professor, or Professor. Rank promotion is determined by assessment of a Faculty member's Engaged and Sustained performance in the areas of Teaching, Creative Activity/Research, and Service (to the institution, profession, and community), as reasonably determined in accordance with procedures set forth in this manual.

**Engagement**, for the purpose of rank promotion, means that a Faculty member's professional efforts in areas of evaluative criteria are propelled by heightened intent, purpose and focus.

**Sustained** activity is the persistent, consistent, continual or regularly recurring value-driven involvement in focused Creative Activity/Research, Service or Teaching path objectives.

#### Performance Levels

The individuals assessing a Faculty member's application for rank promotion based on Engaged and Sustained activity are given the evaluation options of five levels of performance; Outstanding; Good; Satisfactory; Poor and Does Not Meet Criteria.

**Outstanding:** That which stands out from the rest in highest quality, importance, and/or achievement; noteworthy; exceptionally good; stands out among others of its kind; prominent.

**Good:** Favorable; of high quality; deserving of respect; honorable; effectual; competent; thorough.

**Satisfactory:** Fulfilling expectations or needs; acceptable; adequate; sufficient.

**Poor:** of a low standard; not meeting reasonable expectations

**Does Not Meet Criteria.**

### Faculty Rank Definitions

#### *Instructors*

Full-time Faculty can be appointed to the rank of Instructor for a single 3-year contract. Typically, Instructors have recently entered the field of higher education, and may lack the appropriate credentials or qualifications for an appointment as Assistant Professor. At a minimum, Instructors are required to satisfactorily meet the criteria of Engaged and Sustained Teaching, Creative Activity/Research, and Service. An Instructor will become eligible for the rank of Assistant Professor after obtaining the necessary credentials and qualifications as explicitly stated in the offer of employment. Any variance from these stipulations requires the approval of the Provost.

#### *Assistant Professors*

Assistant Professors are typically in the early stages of their academic career and are beginning to develop their skills in Engaged and Sustained Teaching, Creative Activity/Research, and Service. Assistant Professors are expected to demonstrate and sustain at least Good performance in all three areas of Engaged and Sustained Teaching, Creative Activity/Research, and Service.

#### *Associate Professors*

Associate Professors demonstrate and sustain significant accomplishments in Engaged and Sustained Teaching, Creative Activity/Research, and Service. Associate Professors are expected to receive an evaluation of Outstanding performance in at least one of the three areas with an evaluation of Good or Outstanding in the other two areas.

#### *Professors*

Professors must demonstrate and sustain the highest level of accomplishment in Engaged and Sustained Teaching, Creative Activity/Research, and Service. Full Professors are expected to receive an evaluation of Outstanding performance in at least two of the three areas with an evaluation of not less than Good in the other area.

#### 8.2.7 Preliminary Steps Prior to Application for Rank Promotion

The Faculty contract articulates baseline activity of a Faculty member in terms of customary, necessary, and normal expectations as to what constitutes workload

The promotion process is voluntary, over and above the contract reappointment process. Once a Faculty member initiates an application for rank promotion, he/she may withdraw that application until such time as it reaches the Provost, in order to revise the strategies, objectives, and Activities that will satisfy a subsequent application cycle for promotion.

Prior to application for promotion, the Faculty member is encouraged to:

- Attend Faculty Rank Committee-sponsored workshops for information about the Engaged and Sustained Professoriate (ESP)
- Attend Faculty Rank Committee workshops on the Rank Promotion Application process
- Seek information from the Director of the Teaching & Learning Center regarding packet development.
- Self-evaluate: the Faculty member initiates the application by reviewing his/her own performance in the areas of Engaged and Sustained Teaching, Creative Activity/Research, and Service;
- Meet with Dean: where appropriate, the Faculty member meets with his/her Dean to discuss the rank application goals and strategies; and

#### 8.2.8 Faculty Rank Promotion Process

Faculty rank promotion guidance documents (including the Candidate's Guide to the Rank Promotion Process, Process & Deadlines for Rank Promotion, and Packet Requirements for Rank Promotion) and forms (including Letter for Intent for Rank Promotion and Application for Rank Promotion) are available on the [Office of Faculty Affairs webpage](#) under "Rank Promotion".

Any Faculty member who is eligible to apply for promotion may do so with adherence to the timelines established by the FRC in conjunction with the Office of the Provost. An application for promotion may be terminated by the candidate at any time until such time that it reaches the Provost.

#### Non-binding Letter of Intent

Faculty are requested to submit a non-binding Letter of Intent by the stated deadline in which they declare their intention to apply for rank promotion so



that the FRC may adjust its yearly work schedule. Any non-binding letter of intent received after stated deadlines will be deferred to the next academic year.

#### Rank Promotion Calendar

The timeline for rank promotion application is published on the Office of Faculty Affairs webpage and may be found [here](#).

### **8.3 Salary and Economic Benefits**

#### 8.3.1 Salary

##### Appointment Pay Periods

Unless otherwise stipulated, Faculty salaries for academic year (nine-month) and calendar year (twelve-month) appointments are payable in appropriate equal monthly installments.

##### Pay Day

Salary checks are issued on the last working day (Monday through Friday) of each calendar month, except that the December check is issued on or about December 20.

##### Deductions

Deductions may be made from the paycheck according to Human Resources policies and procedures.

##### Salary Determination

Individual salaries are determined at the time of initial employment, through negotiation within a range prescribed by availability of funds and variables which include the experience and distinction of candidates, among others.

Changes in salaries come about in two ways:

- Through legislatively mandated increments; and
- Through distribution of funds for EPA employees that are offered in recognition of merit, market equity and other considerations. Distribution of these funds result from review of annual performance of each member of the Faculty which includes self-evaluation, Provost's, Dean's evaluation and recommendation, and final determination by the Chancellor.

#### 8.3.2 Leave

##### Types of Leave

##### *Sick Leave*

University policy does not provide a sick or annual leave allowance for Faculty members with academic year (nine-month) appointments. However, should a Faculty member be absent due to a serious health condition or family leave under the Family

and Medical Leave Act (FMLA), he/she may request paid leave pursuant to the [Medical Leave Policy # 618](#).

#### *Absence (Leave without pay)*

Any leave of absence must have appropriate administrative approval initiated by the Dean. (See Section 8.4 Faculty Leave of Absence.)

#### *Military Leave*

Military leave with pay will be granted in compliance with state and federal law and the UNC Code and Policy Manual.

#### Leave and Payroll Benefits

Faculty members should check with Human Resources in advance of any “no salary/reduced salary” leave period to determine the effect of such a leave on retirement and insurance programs. In many instances, benefits may be continued by making special arrangements for premium payments. For information on the Family and Medical Leave Act of 1993, contact Human Resources.

#### 8.3.3 Professional Travel Expenses

Faculty is eligible for reimbursement of professional travel expenses, contingent upon availability of funds from the State of North Carolina. Faculty receiving such funds are required to adhere to state policies concerning obtaining advance permission from appropriate School officials, and for proper accounting for the expenditure of the funds according to guidelines established by the State of North Carolina.

#### 8.3.4 Free Tuition Privileges

Full-time Faculty and staff members may, during their period of normal employment, enroll for courses at the University of North Carolina School of the Arts or other constituent institutions of the University of North Carolina free of charge of tuition provided such enrollment does not interfere with normal employment and obligations. This privilege does not extend to individual instruction, e.g. in the School of Music.

The waiver of tuition shall be limited according to State law. Free tuition privileges do not include registration fees and course fees which may be charged for each enrollment.

Each applicant for free tuition privileges must complete and submit through regular administrative channels admissions applications and course registration forms. This should be done during the appropriate pre-registration period. Forms are available in the Human Resources Office or on the Human Resources website.

#### 8.3.5 Group Insurance

The University makes available several types of benefits through a group plan and payroll deduction:

(a) Health coverage is available through the North Carolina State Health Plan. The state provides the majority cost of this coverage for the individual employee.

(b) A disability salary continuation plan is provided by the state for all employees who have been employed for at least one year. Optional disability plans are also made available to employees.

(c) Group life insurance is available.

(d) Other plans include Accidental Death and Dismemberment Insurance, Cancer Insurance, Prepaid Legal Service, Flexible Spending Accounts, Dental Insurance, Liability Insurance and a Deferred Compensation Plan of North Carolina.

Details of these plans may be obtained from the Office of Human Resources.

## **8.4 Faculty Leaves of Absence**

Faculty leaves of absence are available only to full-time Faculty holding at least a three-year contract.

Application for leaves of absence with or without compensation must be made in writing by the Faculty member to his/her Dean. Application should be made no later than the fifth week of the immediately preceding term.

Short-term leaves of absence with compensation may occasionally be negotiated when teaching loads and programs are not adversely affected and only with the full approval of the appropriate Dean.

Upon the recommendation and approval of the appropriate Dean, unpaid leaves of absence for Faculty are subject to the final approval of the Provost. Paid leaves of absence require written approval of the Chancellor.

Leaves of absence for Faculty are not to exceed one (1) academic year in any five-year period. A Faculty member's leave of absence (whether paid or unpaid) does not extend the term of his contract; the contract expires on the date specified in the contract.

Faculty applying for leaves of absence must not finalize any arrangements with an outside agent or institution prior to receipt of formal notification of the approval of the leave of absence.

A Faculty member who is denied leave by his Dean may appeal the decision to the Provost, with a copy of the appeal to the appropriate Dean. The decision of the Provost is final. Failure to follow the guidelines and regulations above relating to leaves of absence will constitute a breach of the Faculty member's contract with UNCSA.

## **8.5 Ombuds Office**

The University of North Carolina School of the Arts (UNCSA) Ombuds Office, established in the summer of 2016, exists to provide an alternative resource for the management, prevention, and resolution of conflicts involving the faculty, staff and administrators of the University. The Ombuds Office provides a safe, informal environment where faculty, staff and administrators may speak in confidence about issues of concern they encounter in conjunction with their jobs at UNCSA. In all proceedings, the Ombuds shall be truthful and act with integrity, shall foster respect for all members of the University, and shall promote procedural fairness in the content and administration of the University's practices, processes, and policies.

#### 8.5.1 Purpose

The purpose of the UNCSA Ombuds Office, in keeping with the cornerstone principles articulated by the International Ombudsman Association (IOA), is to provide an informal, impartial, independent, and to the extent allowable by law, confidential source of assistance to individuals or groups experiencing conflicts or who have complaints involving others at the University. The Ombuds assists faculty, staff and administrators by listening to concerns, clarifying issues, explaining policies, articulating options, serving as a neutral party in resolving disputes, and providing referrals to other resources.

The Ombuds has no authority or capacity to render decisions, alter policy, offer legal advice, or provide psychological counseling. The Ombuds does not conduct formal investigations or serve as an advocate or representative for any group or individual. Unless required by law, the Ombuds does not participate in any formal grievance, hearing, administrative or legal proceeding.

The Ombuds Office can assist those interested in making formal complaints through referrals to other offices or channels at the University, but the Office is not designed to receive formal notice of complaints on behalf of the University and should not be used in that way.

Faculty, staff and administrators are not required to use the Ombuds Office for informal resolution of conflict and do so voluntarily.

#### 8.5.2 Ethical Principles Guiding the Ombuds

##### Independence

The Ombuds Office is independent in structure, function, and appearance to the highest degree possible within the organization.

##### Neutrality and Impartiality

The Ombuds, as a designated neutral, remains unaligned and impartial. The Ombuds does not engage in any situation that could create a conflict of interest.

##### Confidentiality

The Ombuds holds all communications with those seeking assistance in strict confidence, and does not disclose confidential communications

unless given permission to do so. The only exceptions to this privilege of confidentiality is where there appears to be imminent risk of serious harm, or if the Ombuds is otherwise required by law to disclose, report or testify. The privilege is held by the office and cannot be waived by others.

#### Informality

The Ombuds, as an informal resource, resists testifying in any formal proceeding, asserting the confidential nature of communications with the Ombuds Office.

### 8.5.3 Standards of Practice

The Ombuds will operate under the [IOA Code of Ethics](#), [IOA Standards of Practice](#) and IOA Best Practices, all of which are available on the [Ombuds Office website](#) at:

#### Constituents

Access to the services of the UNCSA Ombuds Office is limited to full and part-time faculty, staff and administrators.

#### Reporting

The Ombuds reports to the Chancellor for budgetary purposes and administrative purposes only and is limited to summary reports or recommendations that do not include or involve any specific client information.

#### Qualifications of the Ombuds

The Ombuds must follow the Code of Ethics and Standards of Practice of the IOA. The Ombuds must participate in continuing professional education during his or her term of office. As a minimum, the person selected as the Ombuds should have good listening and communication skills, be fair-minded, diplomatic, comfortable speaking to people with varying backgrounds, and sensitive to issues of diversity.

### 8.5.3 Structure and Guidelines

#### Scope

The Ombuds deals with concerns brought by faculty, staff, or administrators.

#### Structure

The Ombuds is hired and his or her performance assessed by the Chancellor and the Ombuds Committee consisting of two faculty, two staff, and two administrators.

The Faculty Council elects the faculty members, Staff Council elects the staff members and the Chancellor appoints the administrative members.

### Responsibility

The Ombuds relies on clarification, fact-finding, persuasion, and conciliation to resolve concerns, and recommends procedures to be followed. The Ombuds does not mediate, and has no judgmental or punitive power.

### Records

No records other than statistical data are created or retained.

### Reporting and Duties

1. The Ombuds reports to the Chancellor for budgetary purposes and administrative purposes only and is limited to summary reports or recommendations that do not include or involve any specific client information.
2. The Ombuds shall be independent of, and not associated with, either past or present, any administrative or other office of UNCOSA.
3. The Ombuds shall prepare an annual report to the Chancellor and the Ombuds Committee described below (see section F) for the purpose of annual evaluation. The Ombuds is encouraged to make recommendations to all parts and levels of the organization for improving UNCOSA procedures (see #5).
4. The duties of the Ombuds shall include:
  - a. Dealing with concerns brought by administrators, faculty, or staff;
  - b. Working with the parties involved to perform the functions outlined in the introductory paragraph;
  - c. Recommending procedures to satisfy identified needs.
5. To perform these duties, the Ombuds shall operate from an Office described below, and shall have access to any appropriate UNCOSA information that does not violate the rights of an individual to privacy.
6. The Ombuds shall rely on clarification, fact-finding, persuasion, and conciliation as described in the introductory paragraph. The Ombuds shall have no judgmental or punitive power.
7. The Ombuds shall undertake suitable training for the position as determined by the Ombuds Committee. This will include training and/or research in relevant UNC and UNCOSA policies and procedures. This will also include mediation training, even though the Ombuds will not perform mediations.

8. The Ombuds shall operate under the code of ethics and standards of practice of the International Ombudsman Association.

#### The Committee and the Office

1. The Ombuds Office shall be evaluated by a Committee with the following constituency:
  - a. Two faculty members elected by the Faculty Council, at least one of whom shall be a member of the Faculty Council;
  - b. Two staff members elected by the Staff Council, at least one of whom shall be a member of the Staff Council.
  - c. Two administrators appointed by the Chancellor;
  - d. All members shall serve two-year terms.
  - e. Terms will be staggered. Half of the members of the first committee to serve will serve a one-year term to initiate staggered terms.
2. The duties of the Ombuds Committee shall include:
  - a. Selecting the Ombuds;
  - b. Overseeing the counseling work of the Ombuds through a continuous evaluation of his or her performance;
  - c. Replacing the Ombuds should the need arise.
3. The Ombuds Committee shall select the Ombuds by a simple majority of the Committee, provided that the candidate receives at least one vote from the representatives of each constituency (faculty, staff, and administration). The performance of the Ombuds shall be reviewed annually.
4. The Ombuds Committee shall report to the Chancellor, Faculty and Staff Council.
5. The duties of the Ombuds relative to the Ombuds Committee shall be:
  - a. To prepare and present a written yearly report to the Committee describing activities and suggested reforms of University procedures, and interim reports as needed;
  - b. To carry out other activities requested or authorized by the Committee.
6. The Ombuds shall operate out of an office that shall be established with funds provided by UNCSA. These funds will provide for:
  - a. The salary of a full-time Ombuds;
  - b. Space, furnishings, supplies and travel, as necessary, to carry out the functions of the office.
  - c. Training.

7. The Ombuds Office shall be established for a three-year trial period with a review by the Ombuds Committee of its effectiveness near the end of the three-year period.

#### 8.5.4 Ombuds Role

##### 1. The Ombuds:

- a. Listens, which may be all that the individual needs.
- b. Discusses concerns and helps clarify the most important issues.
- c. Helps identify and evaluate options.
- d. Gathers information, explains policies, and offers referrals to other resources.
- e. Makes recommendations for improving University procedures as appropriate to any part or level of the organization.

##### 2. The Ombuds does not:

- a. Make decisions for anyone.
- b. Conduct formal investigations.
- c. Serve as an advocate on behalf of any party.
- d. Offer legal advice or psychological counseling.
- e. Offer mediation or arbitration services.
- f. Enforce or modify policies, regulations, or rules.
- g. Participate in the grievance or any other formal process.
- h. Testify in any judicial or administrative proceeding, unless required by law after reasonable efforts have been made.
- i. Serve as a place to put the University on notice of claims
- j. Address issues involving persons not at UNCSA.

##### 3. Additional aspects of the Ombuds role:

- a. The use of Ombuds services is strictly voluntary.
- b. The only exceptions to confidentiality are (a) when the Ombuds is given permission by the individual to do so and (b) where there appears to be an imminent risk of serious harm to oneself or others.
- c. The Ombuds does not formally receive reports of possible violations of law or policy on behalf of UNCSA.
- d. The Ombuds may discontinue providing services to an individual at his or her discretion.
- e. The Ombuds is independent in function and appearance to the highest degree possible within UNCSA.

##### 4. Competencies:

- a. Current knowledge and understanding of applicable UNCSA policies, processes, and procedures, and of the complexity and diversity of UNCSA.
- b. Effective communications skills.
- c. The capability of maintaining a balanced and objective approach.
- d. Completion of formal training through an appropriate professional organization such as the International Ombudsman Association.



5. Ethics:
  - a. The Ombuds shall be truthful and act with integrity at all times.
  - b. The Ombuds shall foster respect for all members of UNCOSA.
  - c. The Ombuds is a designated neutral that remains unaligned and impartial.
  - d. The Ombuds does not engage in any situation that could cause a conflict of interest.

## **9.0 Instructional Faculty Guidelines and Responsibilities**

The Instructional Faculty at UNCOSA are understood to be ambassadors of the institution as well as models of professionalism, integrity, respectfulness and collegiality within the institution. Faculty members have obligations that derive from common membership in the collateral communities of UNCOSA and the local and global communities of artists and scholars to which they belong. As colleagues the Faculty show due respect for the opinions of others. They are expected to accept their share of Faculty responsibility for the governance of the institution.

### **9.1 Instructional Faculty Broad Responsibilities**

The broad responsibilities of the members of the Instructional Faculty at UNC School of the Arts are the same as at any UNC institution: teaching, creative activity/research, and service. All three are considered important; but according to our mission statement, teaching young artists has the heaviest emphasis. The way in which Faculty members meet these three responsibilities will vary from school to school and may differ throughout a Faculty member's career. In a professional, ethical and collegial manner that enhance the mission of UNCOSA, Faculty are expected to do the following.

- Maintain the standard of teaching and performance of their duties which constitutes the basis for initial appointment, and to strive to improve that standard, the Board of Trustees and the Faculty Council recognize that the principle of professionalism does not lend itself to a fixed number of hours. Education of students is a major responsibility of the institution. Therefore, the duties and responsibilities of Instructional Faculty include, but are not limited to, the following:
  - Faculty shall keep well informed with particular attention to the latest developments in their discipline and pedagogy. They shall teach their assigned courses and develop course content consistent with the institution's level of excellent in regard to learning outcomes and instructional materials.
  - Classes shall meet at the time and place scheduled. Any changes to the time and place shall have the prior approval of the Dean and be reported to the Registrar.
  - All Faculty are responsible for preparing for classes. They shall fulfill routine duties and responsibilities, such as: creating syllabi; filing grade reports, book orders, supplies and materials orders, examinations and evaluations; checking papers; and evaluating student performances and projects.

- Faculty shall participate in graduation exercises as part of their professional obligations.
- Keep abreast of recent developments in the field of their professional expertise;
- Participate in annual assessments of their educational program and use the information gathered to affirm and/or bring improvements into their courses/programs;
- Maintain high personal and professional ethical standards. As teachers, Faculty members encourage the best standards of their discipline.
- Apprise themselves of state and federal regulations;
- Abide by policies of boards and committees of the University of North Carolina School of the Arts as directed by the Provost, their Dean, the Chancellor, or the President of the University of North Carolina;
- Apprise themselves of and actively participate in: teaching, shared governance, collegiality, service, and professional development;
- Advise and counsel with the Provost or their Dean with respect to budgetary needs and allocations and educational programs.

## **9.2 Instructional Faculty Specific Responsibilities and Rules for Teaching**

### 9.2.1 Faculty Teaching Loads

All Instructional Faculty have their duties assigned by their Dean and in compliance with [UNC Policy Manual, Chapter 400.3.4](#).

### 9.2.2 Office Hours

Faculty shall be available for a minimum of five (5) office hours per week for the assistance of students. Information on office hours should be provided in the course syllabus.

### 9.2.3 Attendance Policies

Each Faculty member is responsible for establishing and announcing, at the beginning of each term, the attendance policy for each course. Attendance policies may be established for each individual school; in which case, it is the Faculty member's responsibility to assure that his/her policy is in compliance with the school's policy. Attendance and participation policies should be logical and directly related to the class objectives. Faculty are responsible for determining what is an acceptable excuse for class absence and for making mutually agreeable arrangements with students for making up missed work.

Faculty members are expected to meet all classes in accordance with the schedule of classes published each term by the University Registrar.

#### 9.2.4 Grading System and Record Keeping

##### Grading System

UNCSA uses a four-point grading system. The following grades and quality points are used in the calculation of student GPAs and QPAs:

A = 4.0	C = 2.0	I = Incomplete
A- = 3.7	C- = 1.7	W = Withdrew
B+ = 3.3	D+ = 1.3	P = Pass
B = 3.0	D = 1.0	S = Satisfactory
B- = 2.7	D- = 0.7	U = Unsatisfactory
C+ = 2.3	F = 0.0	

Individual Arts Schools or Academic Programs may use a modification of this system. Faculty should check the UNCSA Bulletin to verify the grading practices employed by the specific Schools and in specific Programs.

##### Record Keeping

Faculty must follow the calendar published by the Registrar's office that provides dates for grade submission.

#### 9.2.5 Working with Students with Disabilities

Requests for disability-related accommodations must be authorized through the Office of Learning Resources. Accommodations for students with disabilities vary and are determined by an individual's functional limitations and how the disability impacts the individual in the academic or living environment for which accommodations are requested. Upon reviewing documentation, the Office of Learning Resources will make a determination regarding a student's eligibility for accessibility resources. Approved students are then provided a letter of accommodation that students will present to their respective Faculty for discussion and signature. Faculty who have questions about requested accommodations and how to implement them in the classroom are welcome to call the Office of Learning Resources for assistance or information – phone: 336-726-6963. Additional information regarding teaching strategies and the accommodation process can be found on the [Accessibility Resources web page](#).

Also, Faculty are required to include a statement in their syllabus regarding accommodations with students with disabilities; the following is offered as a sample you may use.

##### ***Sample Syllabus Statement***

Accessibility Resources are offered on campus to students with documented disabilities. If you are a student with a disability and anticipate the need for an accommodation in order to participate in this course, you must submit supporting documentation to the office of Learning Resources located in the Teaching & Learning Center – 2nd Floor, Library Annex, above the café. Their phone number is 336-726-6963, and a contact email is waybrantj@unca.edu. Once your documentation has been approved and you have registered for Accessibility Resources, you will be provided with a faculty accommodation letter. You are then required to meet with all instructor(s) of the course to request eligible accommodations. At that time, the instructor(s) will discuss how each accommodation request will be implemented in the course. Thank you!

To assist faculty, a comprehensive [Faculty & Staff Guide – Teaching Students with Disabilities at the Post-secondary Level](#) has been developed at UNCSA to aid in navigating the accommodation process for students with disabilities. For more information, please see the Faculty and Staff Guide

#### 9.2.6 Academic Integrity

The University of North Carolina has expectations of students in regard to their conduct and work. Students have a responsibility for coursework outlined in the [University Academic Integrity Policy](#) outlined in the [College Handbook](#) and the [High School Academic Integrity Policy](#) outlined in the [High School Handbook](#).

#### 9.2.7 Exams

Final examinations are scheduled at the end of each term as published in the Academic Calendar. Students are exempted from all other Activities not pertaining to exams during the examination period.

#### 9.2.8 Syllabus

Faculty have the responsibility to provide each student in the class with a copy of the course syllabus. The syllabus must be distributed to each student and the Office of the Dean by the first week of classes. A course syllabus must include the following elements:

- Course title and course number
- Faculty name(s)
- Term and year
- Office location
- Office hours
- Phone number
- Email address of Faculty
- Required materials to be purchased
- Supplemental materials
- Course outcomes consistent with assessment strategies and/or student learning outcomes as articulated by individual schools or programs.

- Assessment strategies employed shall be jointly developed by the Faculty and the Dean.
- Course outline (If tentative, Faculty should literally state that the syllabus is subject to change with proper notification.)
- Grade determination procedures – identify attendance impact
- Specific safety procedures for all lab classes
- Student with disabilities statement
- Academic Integrity Policy

### 9.2.9 Course Evaluations

Course evaluations are part of UNCSA's commitment to excellence in teaching and learning. Responses to course evaluations provide information on students' perceptions of their engagement, learning outcomes, and course Activities. This feedback will be used by Deans and Faculty members to help guide their future curriculum and program enhancement. It may also serve as a reference for Faculty evaluation and ranking. ([UNC Policy Manual, Chapter 400.3.1.1](#))

Course evaluations at UNCSA are guided by the Course Evaluation Committee, which consists of Vice Provost, Office of Academic Planning and Institutional Research, and representatives from each art school and high school. The Course Evaluation Committee meets after census date each semester to review the existing policies and discuss issues related to up-coming course evaluations. Policies include: all courses, including Independent Study, shall be evaluated each semester; courses are comprised of two parts (part one in the Fall semester and part two in the Spring semester) will be evaluated in the Spring; Production courses are evaluated separately in a survey format; Internships and Thesis are excluded from the regular course evaluation process. The Course Evaluation Committee also decides on the beginning and ending dates for the up-coming course evaluations and approves all the emails that will be delivered to Faculty and students before and during the evaluation period.

All course evaluations at UNCSA (college and high school) are administered via SmartEvals, an online course evaluation tool provided by GAP Technology Inc. Each school develops its own course evaluation questions, which may include assessing course content, evaluating instructor(s), and providing suggestions. Schools/divisions may revise their questions when needed. However, for year-to-year and longitudinal comparison purposes, we do not recommend schools/divisions to change their course evaluation questions frequently.

Based on the decisions made by the Course Evaluation Committee, the Office of Academic Planning and Institutional Research is responsible for getting the system ready. This process includes pulling all the course data, sending the data to each school/division for verification, and uploading the data into the system. Two weeks prior to course evaluations, Faculty will receive an initial email with their courses listed that will be evaluated. Students receive their initial email on the beginning date. Reminders will be sent via SmartEvals to students who have not finished all their

course evaluations. Faculty receives follow-up emails when students receive their reminders. The day after all grades are due, Faculty will have access to their own course evaluation results. The Dean of each school and Dean's designees will have access to the evaluation results of their own school. Beginning from Fall 2013, the course evaluation data are saved in SmartEvals and are available to Faculty.

#### 9.2.10 FERPA

The Family Educational Rights and Privacy Act (FERPA), a Federal law, and its corresponding regulations give students certain rights to privacy of their education records and rights of access to their education records. A general understanding of this law is imperative for Faculty members to do their jobs successfully. Basically, FERPA prohibits disclosure of educational records without valid consent or unless an exception applies. Educational records are defined broadly as materials that "contain information directly related to a student and are maintained by the educational agency or institution or by a person acting for such agency or institution." Generally, access to such records is limited to the student (and, in the case of minor high school students, the student's parent or guardian) and to Faculty and staff with a legitimate educational purpose to be served by reviewing the records. Some other exceptions also exist, such as disclosure for a health or safety emergency, disclosure to organizations or agencies conducting studies to improve instruction, and disclosure to parents where the college student is a dependent for tax purposes (certain documentation required).

Although falling within the educational records definition, certain information is not considered confidential if the institution classifies that information as directory information, provided the student has not requested "no release." Currently, UNCSA classifies the following as directory information: student's name, parents' names, addresses, telephone listings, date and place of birth, major field of study, class level, participation in officially recognized Activities, performance brochures, dates of attendance, degrees and awards received, most recent previous educational institution attended, email address, and full- or part-time status.

A Faculty member's notes about a student, when such notes remain in the Faculty member's file on that student, are not subject to FERPA. A student has a right to see his or her education record and to challenge any inaccurate records. If records are disclosed pursuant to the student's consent, the registrar retains a copy of the consent.

UNCSA's FERPA policy can be viewed at the following link:

<http://policy.uncsa.edu/2011/06/14/ferpa-policy-803-2/>

### **9.3 Textbook Policies**

The policy statement below was established by the University of North Carolina School of the Arts to clearly define the responsibility of individual Faculty members, Department Chairpersons, Deans, and the Virtual Bookstore Manager for identification and ordering of

required textbooks, course packs and other instructional materials needed in support of the academic programs and operations of the University.

The Virtual Bookstore Manager will provide each University Administrative Manager and Dean, Textbook Adoption Forms at least twenty-one (21) days prior to the established deadlines indicated below. Faculty members and Department Chairpersons, must submit Textbook Adoption forms and course pack materials to the University Administrative Manager or Dean, who will forward to the Virtual Bookstore Manager by the dates listed below:

- Fall Semester – First Monday in April
- Spring Semester - First Monday in October
- Summer Session - March 16

After the deadline dates have been reached, the Virtual Bookstore Manager will provide the Director of Procurement, Contracts and Auxiliary Services weekly updates detailing by department, any class / Faculty who has not yet submitted the required documentation. Once reviewed, the Director of Procurement, Contracts and Auxiliary Services will forward the information to the University Administrative Managers, who are responsible for communicating with Faculty Members to ensure remaining textbook orders are forwarded to the Virtual Bookstore Manager within five (5) working days.

If no responses have been received within this time period, an additional listing is forwarded to the Deans for action. If no responses are received within an additional five (5) working days, the listing is forwarded to the Provost for resolution. For courses where no Textbooks are required, the Virtual Bookstore Manager must have on record and in writing an indication from the Faculty member that no textbook is required preferably designated on a Textbook Adoption Form.

The [textbook adoption form](#) can be found on the UNCSA website

## **9.4 Adverse Weather and Other Emergencies**

In the event that adverse weather conditions may make travel to or from campus hazardous, or safety on campus compromised, UNCSA's Adverse Weather Policy #101 guides personnel on the specific effects that weather-related delays and closings have on Faculty and their classes. Faculty should refer to the Policy Manual for information.

## **9.5 Advising**

Each student is assigned two advisors, an Academic advisor and an Arts School advisor, when he or she enters UNCSA. The advising system varies from one Arts School to another. In some Arts Schools, the Dean or Assistant Dean acts as the student advisor; in others, members of the Faculty are assigned as advisors. High School students are assigned arts, academic, and residence life advisors.



Students meet with both advisors at different designated times to plan their academic and arts programs for the following term. The courses each student selects must be approved by the appropriate advisor. Students who complete course planning in the prescribed manner will receive a preprinted course schedule at registration.

## 9.6 Professional Development

### 9.6.1 Activities Supporting Professional Development

- Faculty Enrichment Day prior to the opening of Fall term
- Other programs in support of Faculty development are announced by the Teaching & Learning Center throughout the course of the year
- Faculty Development Committee  
Faculty Activities for development such as conference attendance, presenting, workshops, specialized learning may be financially supported by Faculty Development Grants awarded by the [Faculty Development Committee](#). See also Faculty Manual 7.3.3
- Faculty members may contact UNCSA's Advancement Office for guidelines and information about applying for award monies outside the School.

### 9.6.2 Awards Promoting Professional Development

- **UNCSA Awards for Excellence in Teaching**  
The Board of Governors of the University of North Carolina, implementing legislation passed by the North Carolina General Assembly in 1993, has (1) instituted system-wide Teaching excellence awards and (2) allocated money to each campus of the university to internally recognize outstanding teaching. Faculty must be at least in their second three-year contract or in their fourth year of a continuing yearly contract to be eligible for an Excellence in Teaching Award. The University of North Carolina School of the Arts receives \$9,500 each year from the Board of Governors to be used to recognize outstanding teaching on our campus. In addition, the Provost adds an additional \$3,000 in award money each year.
- **Board of Governors Award for Excellence in Teaching**  
Each year, one teacher from each of the sixteen campuses of the University of North Carolina will be chosen to receive Board of Governors' Awards for Excellence in Teaching. This award is designed to encourage, recognize, and reward superior teaching and meritorious performance on a North Carolina University system-wide basis. Full-time permanent Faculty who have taught at UNCSA for at least seven years are eligible. UNCSA Senior Administrators who have returned to their Faculty positions will begin their seven-year eligibility count as of the date upon which they resume their full-time functions as Faculty members. The amount of this award is \$12,500.
- **Board of Governors Award for Distinguished Public Service**  
The Board of Governor's Award for Distinguished Public Service was created in 2007 to encourage, identify, recognize, and reward Service by Faculty of the



University. A cash award is presented at an annual recognition event hosted by the Board of Governors.

- **O. Max Gardner Award**

The Gardner Award, first presented in 1949, is given to that member of the Faculty of the Consolidated University of North Carolina, who, during the current scholastic year, has made the greatest contribution to the welfare of the human race. The term 'Faculty' embraces persons, including instructors, engaged in teaching in any unit, institution or branch of Service of the Consolidated University of North Carolina. Nominations are solicited through Faculty Council.

## **10.0 Institutional Services**

### **10.1 Library**

#### 10.1.1 Faculty Requests

Faculty may request materials to be added to the collections at any time by contacting the Director of Library Services or by completing the online form on the [library's website](#). Requests for music materials should be directed to the Music Librarian. Faculty requests receive the highest priority in terms of acquisitions and every effort will be made to fill Faculty requests, but decisions are also based on budgetary considerations.

#### 10.2.2 Library Committee

The Library Committee is made up of a representative and alternate chosen by each school and division. One of the library's professional librarians serves as a chair of the committee and the Director of Library Services is an ex officio member. The committee meets on an as-needed basis to discuss concerns and provide suggestions related to the Library's mission and Services to campus. Committee members also relay information about the Library back to their departments.

### **10.2 Information Technologies**

The University of North Carolina School of the Arts' Information Technologies Department is responsible for all computing and telecommunications Services at the school. For more information, please reference the [IT website](#):

### **10.3 Email Services**

#### Exchange Email & Windows User Account Creation

UNCSA Faculty and staff are required to have valid, authorized email/domain accounts and may only use those computer resources that are specifically authorized. Chief Information Officer (CIO), Director of IT, and/or the systems administrator perform account creations and once created, desktop support is notified to assist with initial machine setup and login for Faculty/staff.

#### Email account deletion

Deletion occurs if requested through email by department head, departmental contact, or upon receiving a 'Notice of Employee Separation from Employment' form from human resources. Retirees in good standing are allowed to retain their email accounts – with no other system/file access – after retiring from UNCSA.

#### Email/Windows account password policy

Passwords must be changed every 90 days. Passwords have a 7-day minimum age. There is a password history of 3. The minimum password length is 8 characters. Passwords can be reset by anyone in the Information Technologies department, however only a subset of the department has access to the password reset tool. Call 770-3300 or 770-3368 for password reset.

#### Email storage space and file size restriction policy

Faculty/Staff email storage space is limited to 150 gigabytes, and the largest size of a single incoming or outgoing message is also limited to 10 megabytes including attachments. Some incoming file types are filtered to prevent the spread of viruses and other malicious programs.

Detailed information concerning email/domain account creation and management is found at <http://policy.uncsa.edu/2011/06/07/it-account-management-policy-503/>.

## **10.4 UNCSA Police**

The School of the Arts has a 24-hour a day Police Department that provides Services for the entire campus community. These Services include special event security, planning, staffing, directing traffic, vehicle patrol, enforcing state and local laws, security surveys, emergency planning and response, vehicle jump start and unlock, general safety and security responses, parking permits and parking enforcement and educational presentations to students, Faculty and staff. The UNCSA Police and Public Safety Department is located at 2010 Kenan Drive, south of the Gray Building. To contact the Police Department, from any campus telephone dial 55 for emergencies, 3321 for non-emergencies, or use any blue call box publicly displayed on campus. You may also dial 336-770-3362 in case of an emergency.

When calling from an on-campus phone:

- Pick up the receiver and dial 55
- Give your name, location, and message
- Wait for response from the Police Officer on duty

You may also use the blue light call boxes located throughout the campus. To use the call boxes you press the button and RELEASE to hear the officer's response. To respond back to the officer, press and hold the button to talk, and again release to listen.

There is a \$50 fine for misuse of any security telephones. The UNCSA Police Department is equipped to provide both protective and investigative Services in matters pertaining to the safety and security of the campus community. The officers are fully trained to provide any Service that is conducive to safeguarding the campus community and providing an orderly

campus environment. These police officers are state certified, armed and have the power of arrest under the authority from the State Attorney General's Office.

## **10.5 One Card**

The One Card is the only official form of identification at the University of North Carolina School of the Arts. Your One Card acts as your school ID, access card, meal plan card and prepaid flexible spending account for campus purchases & Services. It is to be carried at all times and must be presented for access to campus facilities, Services, campus sponsored events, and more.

The One Card Office is currently located on the lower level of the Hanes Student Commons building adjacent Kenan Student Affairs Center. You can contact the One Card Office at (336) 770-1429. Policy and procedures for the use of the One Card can be found at <http://www.uncsa.edu/onecard>.

To obtain a One Card please see your department's Building Access Coordinator (BAC) and they will complete and submit the [authorization form](#). The completed form must be digitally signed and emailed to [OneCard@uncsa.edu](mailto:OneCard@uncsa.edu) by an authorized BAC.

## **10.6 Complimentary Tickets**

Each Faculty member is eligible to receive two [complimentary tickets](#) for school productions on campus or at the Stevens Center.

The UNCSA Complimentary Request Form and the UNCSA Comp Ticket Policy are available through the UNCSA CUKES/Solo System, <https://Services.uncsa.edu>.

Tickets are also available at the Stevens Center Box Office Monday-Friday, 11am-6pm, or sixty minutes prior to show time at individual venue locations.

For additional information please contact the Box Office at 336-721-1945.

## **10.7 Center for Design Innovation**

The Center for Design Innovation (CDI) is a multi-campus Research center within the state-wide University of North Carolina system. The goal of CDI is to catalyze economic transformation of the state's Piedmont area through design-focused activity based on advanced digital technologies.

Currently CDI's constituent campuses are the UNC School of the Arts and Winston-Salem State University, collaborating with Forsyth Technical Community College. On a project basis CDI works broadly with members of various academic, business and community organizations. CDI deliberately work across disciplines, organizations and economic sectors in order generate innovative results.

## **10.8 Internal Audit Services**

UNCSA has entered into an agreement, effective July 1, 2011, with the Internal Audit Office of Winston-Salem State University (WSSU) to provide UNCSA's internal audit Services. UNCSA employees have access to Winston-Salem State's anonymous "hotline" for the reporting of the perceived misuse of state property or other inappropriate Activities. UNCSA employees with concerns or complaints can report such concerns to WSSU Internal Audit as follows:

Internal Audit Main Line:  
1-336-750-2065

Internal Audit Online:  
<https://www.wssu.edu/administration/internal-audit/default.aspx>

Internal Audit Hotline:  
1-336-750-2063  
<https://www.wssu.edu/administration/internal-audit/audit-form.aspx>

Internal Audit Email:  
[internalaudit@wssu.edu](mailto:internalaudit@wssu.edu)

Mail:  
Office of Internal Audit & Compliance Services  
Winston-Salem State University  
1600 Lowery Street, 2nd Floor  
Winston-Salem, NC 27110

## **11.0 University Policies**

### **11.1 Introduction**

The University of North Carolina School of the Arts is governed by Federal and State laws and regulations, UNC Board of Governors Policies and the Code, and UNCSA policies and procedures. While a Faculty member at UNCSA, it is imperative that you become familiar with the UNCSA Policy Manual, because it guides and governs your conditions of employment, academic freedom, and expectations for your behavior and your interaction with members of the UNCSA community.

The UNCSA Policy Manual contains both policies and procedures, which reflect requirements from governing authorities – which include laws and regulations, the UNC Policy Manual and Code, and UNCSA policies for a wide variety of campus Activities applicable to all members to the UNCSA community. In addition, the UNCSA Policy Manual explains policies and procedures specifically applicable to you as a member of the Faculty.

The UNCSA policies are divided by subject matter into eight sections, and many policies are followed by a corresponding procedure. The procedures are descriptive operational processes or methods identified to implement policies, including specific duties and obligations, personnel assignments, and required resources for effective compliance. In the preamble to each of the policies, the sources of authority, history, related policies, responsible office, and effective dates are given. This information gives you the basic

framework for the policies, why they were enacted, and who is responsible for the application and revisions to the specific policy.

To the extent that the UNCSA Policy Manual conflicts with the [Board of Governors approved UNC Policy Manual and Code](#), the UNC Policy Manual and Code shall govern. Moreover, to the extent that the UNCSA Policy Manual conflicts with UNCSA department-specific policies or operating procedures, the UNCSA Policy Manual shall govern.

## 11.2 The Policies

### 11.2.1 The UNC Board of Governors Policy Manual and Code

The University of North Carolina Board of Governors has authority delegated from the North Carolina General Assembly for the governance of the 17 constituent institutions in the UNC system. The BOG has promulgated the BOG Policy Manual and the Code to effect its governance. [The Policy Manual and Code can be accessed online at this link.](#)

### 11.2.2 The UNCSA Policy Manual

[The full UNCSA Policy Manual and the index can be accessed online at this link.](#) The subject matter sections of the UNCSA Policy are listed below, with brief descriptions and direct links to the policies.

**001. STATEMENT ON POLICIES.** The statement describes how the UNCSA policies and procedures are organized, and provides definitions necessary to understand the distinctions and applications for Internal Policies, Procedures, and the Official UNCSA Policy Manual.

[Statement on Policies #001](#)

**100. ADMINISTRATION & OPERATIONS.** The Administration and Operations section covers a wide range of policies from animals on campus and complimentary tickets to intellectual property and emeritus status. While some of the policies in the section have only a tangential application to Faculty – such as use of the Chancellor’s Residence and Honorary Degrees – most of the individual policies have direct application, and an understanding of the policies is essential to maintaining Faculty status. For example, your adherence to the requirements of Title IX and Prohibited Harassment is an absolute requirement for a Faculty member. Moreover, understanding the distinctions in a policy, such as the one applicable to Political Activities, will allow you to freely exercise academic freedom while complying with the State of North Carolina prohibitions on use of State resources.

[Adverse Weather Policy #101](#)

[Alcohol Policy #102](#)

[Animals on Campus Policy #103](#)

[Business Continuity Policy #104](#)

[Centers and Affiliated Entities Policy #105](#)

[Chancellor’s Residence, Use of Policy #106](#)

[Complimentary Tickets Policy #107](#)

[Conflicts of Interest \(Board of Trustees\) Policy #108](#)

[Contracts and Authority to Sign Policy #109](#)

[Emeritus Status Policy #110](#)  
[Equal Opportunity Policy #111](#)  
[Export Control Policy #112](#)  
[Honorary Degrees Policy #113](#)  
[Improper Activities Reporting Policy #114](#)  
[Intellectual Property Policy #115](#)  
[Political Activities Policy #116](#)  
[Prohibited Harassment Policy #117](#)  
[Records Request Policy #118](#)  
[Records Retention Policy #119](#)  
[Research Misconduct Policy #120](#)  
[Title IX Policy #121](#)  
[UNCSA Brand, Use of Policy #122](#)

**200. ADVANCEMENT.** Among the policies applicable to Advancement and Development is the Foundation Funds Use Policy. The Foundation supports UNCSA Activities and expenses – including select Activities and expenses related to Faculty – that cannot be supported with State funds. However, to fully benefit from the Foundation’s funding, Faculty must fully comply with the Foundation procedures and processes.

[Establishing Names for Building & Activities Policy #201](#)  
[Foundation Funds Use Policy #202](#)  
[Gifts of Art Policy #203](#)  
[Solicitation Policy #204](#)

**300. BUSINESS ADMINISTRATION/FINANCE.** This section addresses the basic business and financial accounting operations of UNCSA, including payroll, direct deposit, and travel expenses.

[Account Payable Policy #301](#)  
[Cash Management Policy #302](#)  
[Cashier Policy #303](#)  
[Fixed Assets Policy #304](#)  
[Honorarium Policy #305](#)  
[Independent Contractor Policy #306](#)  
[Payroll Policy #307](#)  
[Purchasing Policy #308](#)  
[Surplus Property Policy #309](#)  
[Travel Policy #310](#)  
[Travel and Subsistence Expenses for Applicants Policy #311](#)

**400. FACILITIES.** The Facilities Policies regulate how the physical space at UNCSA is used and utilized. It is important for Faculty to understand how their academic and organizational Activities relate to the priority of use detailed by the policies.

[Allocation of Academic Spaces Policy #401](#)  
[Facilities Use Policy #402](#)

**500. INFORMATION TECHNOLOGIES.** Information technology use is integrated with Faculty duties, and adherence to technology use policies is essential to the performance of Faculty duties, assurance of security and privacy, and protection of sensitive information.

[Confidential Information Access \(IT Security\) Policy #501](#)

[E-Mail Policy #502](#)

[IT Account Management Policy #503](#)

[Mobile Communication Devices Policy #504](#)

[Red Flag Rules/Identity Theft Policy #505](#)

[Security Breach Policy #506UNCSA](#)

[Takedown Notice Policy #507](#)

[Technology Use Policy #508](#)

[Unofficial Websites Policy #509](#)

[Virtual Private Network \(VPN\) Policy #510](#)

**600. PERSONNEL.** UNCSA Faculty are classified as “Exempt” from the State Personnel Act, but that does not mean Faculty are exempt from all State and Federal personnel laws. In addition, UNC Board of Governors policies and Code provisions and UNCSA policies, address and govern specific Activities that relate to Faculty; such as, conflicts of interest and commitment, external Activities for pay, retreat rights, and improper relations.

[Additional Employment Policy #601](#)

[Compensatory Time Policy #602](#)

[Conflicts of Interest \(Employees\) Policy #603](#)

[Criminal Background & Credit Checks Policy #604](#)

[Criminal Conviction Reporting Policy #605](#)

[Dual Employment Policy #606](#)

[Employee Assistance Program Policy #607](#)

[Employment of Related Persons Policy #608](#)

[EPA Recruitment Policy #609](#)

[External Activities for Pay Policy #610](#)

[Faculty Reassigned Time Policy #611](#)

[Faculty Retreat Policy #612](#)

[Foundation Faculty/Staff Loan Fund Policy #613](#)

[Grievance \(SAAO-II and Other EPA\) Policy #614](#)

[Grievance \(SPA\) Policy #615](#)

[Improper Relations Policy #616](#)

[Management Flexibility Policy #617](#)

[Medical Leave Policy #618](#)

[Military Leave Policy #619](#)

[Non-Salary and Deferred Compensation for Employees Policy #620](#)

[Occasional or Sporadic Employment Policy #621](#)

[On-Call and Emergency Callback Policy #622](#)

[Overtime Policy #623](#)

[Reduction in Force \(RIF\) Policy #624](#)

[SAAO-II and Other EPA Employment Terms and Conditions Policy #625](#)

[Secondary Employment Policy #626](#)



[Supplemental Pay Policy #627](#)  
[Voluntary Shared Leave Policy #628](#)

**700. SAFETY & HEALTH.** These policies address the expectations for a safe and healthy environment for all members of the UNCSA community.

[Emergency Management Policy #701](#)  
[Illegal Drugs Policy #702](#)  
[Smoking Policy #703](#)  
[Threat Assessment Policy #704](#)  
[Weapons Policy #705](#)  
[Workplace Violence Policy #706](#)

**800. STUDENTS.** The policies in this section address the expectations and processes for students, as a condition of enrollment. However, this section also provides expectations on how Faculty must protect the rights of UNCSA students.

[Absences for Religious Observances Policy #801](#)  
[Code of Conduct and Discipline Policy #802](#)  
[FERPA Policy #803](#)  
[Final Course Grade Review Policy #804](#)  
[Grievance Policy #805](#)  
[High School Attendance Policy #806](#)  
[Involuntary Withdrawal Policy #807](#)  
[Retention Policy #808](#)  
[Special Students Policy #809](#)

### 11.2.3 Interpretation of Policies and Application

If you have a question about which policy or procedure governs any activity, process, or other aspect of your Faculty position, you do not have to – and should not – guess. Ask for clarification from your Dean, who will consult with the Provost and General Counsel, if needed.