I. Motion to be Considered:

Approve recommended policy addition and revisions to the Faculty Handbook as presented in Attachments 1-4, which includes a preamble differentiating policies from procedures, and rescinding sections of the Faculty Handbook as presented in Attachment 5 to bring portions of the Faculty Handbook into alignment with current Board of Regents policies and directives.

II. Background:

At their March 25, 2010 meeting, the Board of Regents directed President Dobbins, working with the Faculty Senate, to review the Faculty Handbook and recommend changes to ensure that the Faculty Handbook conforms to current Board policies and directives.

To address the Board’s mandate, an Ad Hoc Committee was formed from members of the Academic Council and Faculty Senate. The initial charge to the committee was to review the Faculty Handbook sections concerning program restructuring, retrenchment and program review. Members of the Ad Hoc Committee developed draft policy documents and engaged the university community in an iterative process to generate recommendations for improvement. The committee incorporated suggestions from various individuals across campus including the faculty, faculty senators, deans, the Provost, and the President. A draft of the policies and procedures was presented to the Board of Regents for comment at their October 22 meeting. The Ad Hoc Committee reviewed the feedback from the Board of Regents meeting, solicited additional input from the faculty and deans, requested legal counsel’s review, and met with the Faculty Senate and President to revise the draft. With all comments taken into consideration, the Ad Hoc Committee has prepared these drafts of revised Faculty Handbook documents:

- **Attachment 1** - Faculty Senate Bill 10A13: Separation of Policy and Procedures,
- **Attachment 2** - Faculty Senate Bill 10A14: Retrenchment,
- **Attachment 3** - Faculty Senate Bill 10A15: Restructuring,
- **Attachment 4** - Faculty Senate Bill 10A16: Academic Program Review, and
- **Attachment 5** - Faculty Handbook Policies to be Rescinded.

In addition to recommended policies, draft procedures are included for Board information only. Please note that for clarification purposes, the original polices which are being replaced are listed in Attachment 5.

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**Recommended By:**

- Student Government
- Faculty Senate
- Administrative Council
- VP, Finance & Admin.
- VP, University Advancement

**Chairperson**

**Dean**

**Academic Council**

**Provost**

**President**

**Board Action**

- Motion By: ____________________________
- Second By: ____________________________
- Vote: Yeas: _______ Nays: _______

- Postpone: ____________________________
- Amend: ____________________________
- Disapprove: ____________________________
- Approve: ____________________________
- Secretary: ____________________________
FACULTY SENATE          SOUTHEAST MISSOURI STATE UNIVERSITY

FACULTY SENATE BILL 10-A-13

Addition of a Faculty Policy vs. Procedures Guideline as a Preamble at the Beginning of the Faculty Handbook

BE IT RESOLVED THAT: the Faculty Handbook adds the following Policy vs. Procedures Guideline as a Preamble of the Faculty Handbook:

PREAMBLE

The Southeast Missouri State University Faculty Handbook is organized according to a fundamental distinction between policies and procedures. Broadly speaking, policies set institutional goals and objectives. Procedures, on the other hand, detail the specific steps necessary to implement those policies. Confusion between policies and procedures can hinder an institution’s ability to respond quickly and appropriately to a changing environment. This guideline, "Policy vs. Procedures," is intended to provide clarity as to the distinction.

DEFINITIONS

Policy: The formal guidance needed to coordinate and execute activity throughout the institution.

When effectively deployed, policy statements help focus attention and resources on high priority issues—aligning and merging efforts to achieve the institutional vision. Policy provides the operational framework within which the institution functions. Policies, understood to include changes in a current policy, require the formal approval of the Board of Regents.

Procedures: The operational processes required to implement institutional policy.

If policy is "what" the institution does operationally, then its procedures are "how" it intends to carry out those operating policy expressions. New or revised procedures may be proposed by Faculty Senate or the president. Procedures do not require approval of the Board of Regents, but rather are approved by the president in consultation with the Faculty Senate.

After the consultation with the president, the Faculty Senate will submit a written recommendation to the president. Proposed procedures or revisions, with recommendations by the Faculty Senate and the president, will be submitted for campus review via Newswire, email, or other appropriate means. Comments from the campus community should be submitted to the Faculty Senate within a minimum of 15 working days. Barring substantive concerns raised during the comment period, procedures will take effect as outlined in the proposal. Substantive concerns will be discussed within 15 working days by the Faculty Senate and the president.

DISTINGUISHING CHARACTERISTICS

The distinctions commonly drawn between policy and procedures can be subtle, depending upon the nature of the organization and the level of operations being described in the statements.
Nevertheless, there are common characteristics that can help discern policy from procedures including:

<table>
<thead>
<tr>
<th>Policy</th>
<th>Procedures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focuses on goals</td>
<td>Focuses on implementation</td>
</tr>
<tr>
<td>Widespread application</td>
<td>Narrow application</td>
</tr>
<tr>
<td>Changes less frequently</td>
<td>Prone to change</td>
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<tr>
<td>Usually expressed in broad terms</td>
<td>Often stated in detail</td>
</tr>
<tr>
<td>Statements of &quot;what&quot; or &quot;why&quot;</td>
<td>Statements of &quot;how,&quot; &quot;when,&quot; and &quot;who&quot;</td>
</tr>
<tr>
<td>Answers major operational issue(s)</td>
<td>Describes process</td>
</tr>
</tbody>
</table>

Approved by the Faculty Senate
date

Approved by the Board of Regents
date
FACULTY SENATE       SOUTHEAST MISSOURI STATE UNIVERSITY

FACULTY SENATE BILL 10-A-14

Addition of a Retrenchment Policy

BE IT RESOLVED THAT: the Faculty Handbook add the following Policy for Retrenchment

RETRENCHMENT

POLICY

In the face of a financial exigency, defined by AAUP in Regulation 4(c) as “an imminent financial crisis that threatens the survival of the institution” that cannot be alleviated by less drastic means than the termination of certain academic and nonacademic programs and faculty appointments, the Board of Regents may need to officially declare a state of financial exigency, resulting in a process of retrenchment, “a reduction of expenses.” The process of retrenchment will occur only when a “demonstrably bona fide” condition of financial exigency exists. The president, in consultation with Budget Review Committee and Faculty Senate (in accord with AAUP’s recommendation that “a faculty body should participate in the decision that financial exigency exists,” but does not have “primary responsibility with respect to these decisions”), will determine the need to recommend a declaration of financial exigency. The president will present the findings, including data or other supporting materials, to the Board of Regents for consideration. Only the Board of Regents can declare a state of financial exigency.

The steps for declaring a state of financial exigency are as follows:

1. After consulting with the Budget Review Committee, the president will consult with the Faculty Senate, with supporting data and materials that show a financial crisis exists which cannot be managed except by a discontinuance or merger of programs, or reduction of faculty or other personnel. Faculty Senate will provide verbal comments and a written response to the president.
2. The president then notifies the faculty that he is recommending to the Board of Regents that a financial exigency should be declared.
3. The Board of Regents takes action on the recommendation from the president. If appropriate, the Board officially and publicly acknowledges the financial crisis and declares a state of financial exigency.

Teaching and learning are the primary reasons for the University’s existence, and maintenance of academic programs should be the highest priority during a process of retrenchment. However, faculty appointments may be terminated before the end of their specified term because of the merger or discontinuance of programs or departments during financial exigency. The guiding principle of faculty termination is programmatic need. Upon the determination of programmatic need, faculty may be considered for retention in the following order: tenured, probationary tenure-track, regular non-tenure track (RNTT), term contract, and part-time.

Approved by the Board of Regents
RETRENCHMENT PROCEDURES  (Note: Procedures do not require approval of the Board of Regents.)

Initial Procedure for Recommending All Program Mergers, Reductions, Discontinuance, or Faculty Reductions within Financial Exigency:

1. Following the university's procedure for Academic Program Review, the provost will initiate the Academic Program Review. The Faculty Advisory Committee for Academic Program Review will identify programs that are candidates for merger, reduction, or discontinuance, or number of faculty positions for reduction, then will make recommendations to the provost.

2. The provost reviews the recommendations and the associated data from the Program Review, and makes his/her recommendation to the president.

3. The president reviews the information and makes his/her recommendation to the Board of Regents.

4. The Board of Regents takes action on the recommendations.

5. If a program has been selected for discontinuance, the provost informs students of its upcoming elimination. The affected students are advised that provisions have been made to continue to offer courses for a limited period of time so that juniors and seniors enrolled in the program will have an opportunity to graduate from that program. Freshmen and sophomores in the program are advised to move into other related programs at Southeast Missouri State University.

Procedure for Faculty Termination in Financial Exigency with Program Discontinuance:

1. The deans of the Colleges or Schools with programs affected by retrenchment inform the chairs and faculty about the affected programs.

2. Within each program designated for discontinuance, before any faculty positions are terminated, programmatic need must be determined by the department's tenured and probationary tenure-track faculty and chairperson, who will convene as a special advisory committee to recommend a phase-out schedule for any discontinued courses and a termination date for any discontinued program.

3. The advisory committee will determine:
   a. ongoing programmatic needs for unaffected programs (those programs in the department/College/School which are not being discontinued) and the University,
   b. courses which need to remain in the University curriculum,
   c. the frequency, numbers (quantity), and sequence of the retained courses, which leads to a determination of the number of faculty to retain, and
   d. qualified faculty who have the credentials to teach courses within the unaffected departmental programs or to teach retained courses from the discontinued program.

4. Prior to any analysis and evaluation by the special advisory committee, criteria for making recommendations regarding programmatic need, courses to retain, and qualifications of faculty to teach courses must be submitted to the university's legal counsel through the Office of the Provost for consideration and advice.

5. The foremost issue to be considered by the departmental advisory committee will be which faculty are qualified to teach in departmental programs and courses, in adherence to the primary criterion of programmatic need. The individual faculty members' votes will be submitted by secret ballot to the department chair and will remain confidential.

6. Based upon the department advisory committee's recommendations, the department chair will recommend which faculty positions should be discontinued. RNTT, term contract, and part-time faculty who are not essential to or not qualified for programmatic need will be the first faculty to be released. Following this, should further need remain for
programatically non-essential or non-qualified tenured or probationary tenure-track faculty positions to be discontinued, the department chair will send his/her recommendations for discontinuance and a written explanation to the dean who will forward the recommendations and explanation to the College/School Tenure and Promotion Committee.

7. The tenured and probationary tenure-track faculty under consideration for discontinuance by the College/School Tenure and Promotion Committee will have three weeks in which to prepare their professional dossiers for review by the College/School Committee. The criteria for this review will be teaching effectiveness, professional achievements and qualifications, and service to the university as described in that department’s Tenure and Promotion Guidelines for promotion, with an examination period of the previous five years.

8. Based upon the criteria described in #7 above, the College/School Committee creates a ranking of faculty retention for the affected department. Their recommendation is forwarded to the dean.

9. The dean reviews the recommendation and forwards his/her recommendation and that of the College/School Committee to the provost. The affected faculty member is notified of the dean’s recommendation. Affected faculty members may respond to the notification within 5 working days.

10. The provost reviews the recommendations of the dean and College/School Committee and forwards his/her recommendation to the president along with the College/School Committee’s and the dean’s recommendations.

11. The president reviews the documents and consults with the provost on a recommendation to the Board of Regents.

12. The president makes his/her recommendation to the Board of Regents.

13. The Board of Regents takes action on any recommendations by the president.

14. The provost determines the possibility of reassignment for affected tenured or probationary tenure-track faculty to vacant tenure-track academic positions for which the affected faculty member is qualified, that would be in the best interests of the receiving academic program and would enhance the educational mission of the University. Reassignment would be at the faculty member’s current rank and tenure-track status. Based on review of the proposed reassigned faculty member’s professional dossier, the receiving department makes a recommendation to the dean and provost on whether to accept that faculty member.

15. As part of the process of transfer, the receiving program must review the faculty member's record with respect to future promotions, using the receiving department/program's promotion criteria, and apprise the faculty member of that evaluation. The reassigned faculty member may elect to take up to a 3-year grace period, without prejudice, on which to apply for future tenure or promotion using the receiving department's guidelines.

16. If reassigned to a tenure-track position, the faculty member will retain his/her current rank and same tenure-track status, receive a salary equal to the average salary listed for that department and rank, or, if none is available, by the CIP code (Classification of Instructional Programs) for that position and percentage of CUPA (College and University Professional Association) at the College/School average for that position, and adhere henceforth to the Tenure and Promotion Guidelines of the program to which he/she is reassigned.

17. If a tenure-track position is not vacant, but an RNTT position for which the faculty member is qualified is vacant, the tenured/probationary tenure-track faculty member may choose to enter that position. The receiving department will have the option to hire the tenured/probationary tenure-track faculty member as a tenure-track or RNTT
appointment. If the receiving department elects to retain the vacant position as RNTT, the faculty member choosing to accept the RNTT position must relinquish rank and tenure-track status. If the department elects to hire at the faculty member’s current rank and tenure-track status, the position becomes tenure-track, retaining all the rights appertaining therein, and the next vacant tenure-track position in that department will revert to an RNTT position. In either case, the starting salary provided will adhere to the salary guidelines described in point #16 above.

18. The provost communicates to the affected faculty members his/her decision on reassignment, based upon the receiving program’s need, the University’s best interests, and the existence of a vacant position.

19. The provost makes his/her recommendation to the president.

20. The president reviews the recommendation and informs the Board of Regents of his/her recommendation, as appropriate.

21. The Board of Regents takes action on any recommendation by the president.

22. Written notice of the institution’s intention to terminate a faculty appointment is given by the provost to the member of the faculty by: (1) March 1 during the first or second academic year of service, exclusive of the summer session; (2) the first class day of the spring semester for the third, fourth or fifth year of service, exclusive of the summer session; (3) the first class day of the fall semester for the remaining years of non-tenured or tenured service, exclusive of the summer session. If the financial exigency is not declared so as to provide tenured faculty notice of termination by the first day of the fall semester, a minimum of one year’s notification will be given.

23. On the recommendation of the Budget Review Committee and the president, the Board of Regents, may determine what, if any, severance payments will be made beyond the effective date of termination, and may take into account the length of service of the faculty member.

24. The provost will provide a personal letter of reference for each terminated faculty member, stating that the termination is due to financial exigency and is not a negative reflection of the faculty member's performance.

25. The University will provide career counseling and placement services for the released faculty.

26. The institution will not hire in the same area of teaching expertise of an involuntarily terminated probationary tenure-track or tenured faculty member for three years following the date that the program is approved for discontinuance by the Board, unless reinstatement at previous rank, same tenure-track status, and salary is first offered to that faculty member, with a two-week time period in which the faculty member may accept or decline the offer.

27. Deviations from the above procedure for faculty reduction or program discontinuance may be appealed. Appeals are limited to claims regarding whether the Procedure for Faculty Termination in Financial Exigency With Program Discontinuance has been followed. The Faculty Senate Grievance Committee will provide the opportunity for the affected faculty member(s) to demonstrate a claim of deviation in the procedure.

28. The steps for declaring that financial exigency is over are as follows:
   a. At such a time as the president believes, after consultation with the Faculty Senate and Budget Review Committee, that the University no longer has a financial emergency that cannot be managed except for further discontinuance, reduction, or merger of programs, or reduction of faculty or other personnel, the president will notify the faculty that he is recommending to the Board of Regents that the financial exigency should be declared over.
   b. The Board of Regents will then officially and publicly acknowledge that the state of financial exigency is declared over.
29. After the Board of Regents declares that the financial exigency is over, no new processes for discontinuance, reduction, or merger of programs, or reduction of faculty or other personnel for reasons of financial exigency will thereafter be initiated. Any process of discontinuance, reduction, or merger of programs, or reduction of faculty or other personnel initiated because of the financial exigency prior to the Board’s declaration will, however, proceed to completion.

**Procedure for Faculty Termination in Financial Exigency without Program Discontinuance:**

1. In a state of financial exigency, the provost reviews programmatic need and, after consultation with the appropriate chairperson and deans, determines the allocation of faculty positions.
2. The provost recommends the faculty allocations to the president.
3. The president informs the affected administrators and faculty of his/her decision on faculty allocation.
4. The department’s full-time tenured and probationary tenure-track faculty, including the chairperson, will convene as a special advisory committee. The advisory committee will determine:
   a. ongoing programmatic needs for the department and the University,
   b. the frequency, numbers (quantity), and sequence of the courses, which leads to a determination of the number of faculty to retain, and
   c. qualified faculty who have the credentials to teach the courses within the department’s programs.
5. Prior to any analysis and evaluation by the special advisory committee, criteria for making recommendations regarding programmatic need, courses to retain, and qualifications of faculty to teach courses must be submitted to the university’s legal counsel through the Office of the Provost for consideration and advice.
6. The foremost issue to be considered by the departmental advisory committee will be which faculty are qualified to teach in departmental programs and courses, in adherence to the primary criterion of programmatic need. The individual faculty members’ votes will be submitted by secret ballot to the department chair and will remain confidential.
7. Based upon the department advisory committee’s recommendations, the department chair will recommend which faculty positions should be discontinued. RNTT, term contract, and part-time faculty who are not essential to or not qualified for programmatic need will be the first faculty to be released. Following this, should further need remain for programatically nonessential or non-qualified tenured or probationary tenure-track faculty positions to be discontinued, the department chair will send his/her recommendations for discontinuance and a written explanation to the dean who will forward the recommendations and explanation to the College/School Tenure and Promotion Committee.
8. The tenured and probationary tenure-track faculty under consideration for discontinuance by the College/School Tenure and Promotion Committee will have three weeks in which to prepare their professional dossiers for review by the College/School Committee. The criteria for this review will be teaching effectiveness, professional achievements and qualifications, and service to the university as described in that department’s Tenure and Promotion Guidelines for promotion, with an examination period of the previous five years.
9. Based upon the criteria described in #8 above, the College/School Committee creates a ranking of faculty retention for the affected department. Their recommendation is forwarded to the dean.
10. The dean reviews the recommendation and forwards his/her recommendation and that of the College/School Committee to the provost. The affected faculty member is notified of the dean's recommendation. Affected faculty members may respond to the notification within 5 working days.

11. The provost reviews the recommendations of the dean and College/School Committee and forwards his/her recommendation to the president, along with the College/School Committee’s and the dean’s recommendations.

12. The president reviews the documents and consults with the provost on a recommendation to the Board of Regents.

13. The president makes his/her recommendation to the Board of Regents.

14. The Board of Regents takes action on any recommendations by the president.

15. The provost determines the possibility of reassignment for affected tenured or probationary tenure-track faculty to vacant tenure-track academic positions for which the affected faculty members are qualified, that would be in the best interests of the receiving academic program and would enhance the educational mission of the University. Reassignment would be at the faculty member’s current rank and tenure-track status. Based on review of the proposed reassigned faculty member’s professional dossier, the receiving department makes a recommendation to the dean and provost on whether to accept that faculty member.

16. As part of the process of transfer, the receiving program must review the faculty member’s record with respect to future promotions, using the receiving department/program’s promotion criteria, and apprise the faculty member of that evaluation. The reassigned faculty member may elect to take up to a 3-year grace period, without prejudice, in which to apply for future tenure or promotion using the receiving department’s guidelines.

17. If reassigned to a tenure-track position, the faculty member will retain his/her current rank and same tenure-track status, receive a salary equal to the average salary listed for that department and rank, or, if none is available, by the CIP code (Classification of Instructional Programs) for that position and percentage of CUPA (College and University Professional Association) at the College/School average for that position, and adhere henceforth to the Tenure and Promotion Guidelines of the program to which he/she is reassigned.

18. If a tenure-track position is not vacant, but an RNTT position for which the faculty member is qualified is vacant, the tenured/probationary tenure-track faculty member may choose to enter that position. The receiving department will have the option to hire the tenured/probationary tenure-track faculty member as a tenure-track or RNTT appointment. If the receiving department elects to retain the vacant position as RNTT, the faculty member choosing to accept the RNTT position must relinquish rank and tenure-track status. If the department elects to hire at the faculty member’s current rank and tenure-track status, the position becomes tenure-track, retaining all the rights appertaining therein, and the next vacant tenure-track position in that department will revert to an RNTT position. In either case, the starting salary provided will adhere to the salary guidelines described in point #17 above.

19. The provost communicates to the affected faculty members his/her decision on reassignment, based upon the receiving program’s need, the University’s best interests, and the existence of a vacant position.

20. The provost makes his/her recommendation to the president.

21. The president reviews the recommendation and informs the Board of Regents of his/her recommendation, as appropriate.

22. The Board of Regents takes action on any recommendation by the president.
23. notice of the institution's intention to terminate a faculty appointment is given by the provost to the member of the faculty by: (1) March 1 during the first or second academic year of service, exclusive of the summer session; (2) the first class day of the spring semester for the third, fourth or fifth year of service, exclusive of the summer session; (3) the first class day of the fall semester for the remaining years of non-tenured or tenured service, exclusive of the summer session. If the financial exigency is not declared so as to provide tenured faculty notice of termination by the first day of the fall semester, a minimum of one year’s notification will be given.

24. On the recommendation of the Budget Review Committee and the president, the Board of Regents, may determine what, if any, severance payments will be made beyond the effective date of termination, and may take into account the length of service of the faculty member.

25. The provost will provide a personal letter of reference for each terminated faculty member, stating that the termination is due to financial exigency and is not a negative reflection of the faculty member’s performance.

26. The University will provide career counseling and placement services for the released faculty.

27. The institution will not hire in the same area of teaching expertise of an involuntarily terminated probationary tenure-track or tenured faculty member for three years following the date that the faculty member is approved for discontinuance by the Board, unless reinstatement at previous rank, same tenure-track status, and salary is first offered to that faculty member, with a two-week time period in which the faculty member may accept or decline the offer.

28. Deviations from the above procedure for faculty reduction may be appealed. Appeals are limited to claims regarding whether the Procedure for Faculty Termination in Financial Exigency Without Program Discontinuance has been followed. The Faculty Senate Grievance Committee will provide the opportunity for the affected faculty member(s) to demonstrate a claim of deviation in the procedure.

29. The steps for declaring that financial exigency is over are as follows:
   a. At such a time as the president believes, after consultation with the Faculty Senate and Budget Review Committee, that the University no longer has a financial emergency that cannot be managed except by termination of faculty or other personnel without program discontinuance, the president will notify the faculty that he is recommending to the Board of Regents that the financial exigency should be declared over.
   b. The Board of Regents will then officially and publicly acknowledge that the state of financial exigency is declared over.

30. After the Board of Regents declares that the financial exigency is over, no new processes for termination of faculty or other personnel for reasons of financial exigency will thereafter be initiated. Any process of reduction of faculty or other personnel without program discontinuance that was initiated because of the financial exigency prior to the Board’s declaration will, however, proceed to completion.
FACULTY SENATE       SOUTHEAST MISSOURI STATE UNIVERSITY

FACULTY SENATE BILL 10-A-15

Addition of an Academic Restructuring Policy

BE IT RESOLVED THAT: the Faculty Handbook add the following Policy for Academic Restructuring.

ACADEMIC RESTRUCTURING

POLICY

Southeast Missouri State University must occasionally readjust to changes in funding and student needs, other than during a state of financial exigency. Reorganization or elimination of programs may be needed to balance priorities with resources. Such decisions will be based on sound educational and financial considerations.

The University recognizes two types of restructuring:

1. **Minor academic restructuring**: involves reorganization or renaming of departments, centers, or programs which does not involve the discontinuance of tenured or tenure-track faculty positions. Minor restructuring need not follow the longer, major academic-restructuring process.

2. **Major academic restructuring**: involves program or department discontinuance, creation, reorganization, or merger of departments, Colleges, and Schools. Major restructuring may involve the discontinuance of tenured, tenure-track, or RNTT positions.

A proposal for Academic Restructuring must be submitted in the approved format as defined in the Procedures section.

If a program is discontinued, the University will make every reasonable effort to assist affected juniors, seniors, and graduate students in the completion of their program degree.

Approved by the Board of Regents
ACADEMIC RESTRUCTURING PROCEDURES (Note: Procedures do not require approval of the Board of Regents.)

Proposal Format:
1. **Rationale**, two pages or less: a Statement of Purpose stating the name of the current program, the name of the proposed program, if applicable, the name of the initiator of the proposal, an explanation of the reasons for the changes, and an explanation of costs and benefits of the proposed changes.
2. **Supporting Materials**: supporting data up to ten pages that includes impact upon students, personnel considerations, budget, and resource considerations. If the proposal is made by the Faculty Advisory Committee for Academic Program Review, the affected department’s associated impact documents should also be attached.

Procedure for Minor Academic Restructuring:
1. A minor restructuring proposal may be initiated by a department chair, dean, or the provost and must be written in the approved format. For purposes of this process, the library is considered a department that reports directly to its dean.
2. The proposal will be evaluated by the appropriate department, College/School Council(s), and dean(s), and, when appropriate, by the Graduate Council or University Studies Council.
3. The proposal, in the appropriate format, is posted for a 30-day review.
4. If no written objections are submitted, the proposal is forwarded to the provost for consideration and action.
5. If any written objections are filed, the objection and the proposal with its written approvals and dissenting statements are submitted to the Academic Council for deliberation. The Academic Council’s recommendation is sent to the provost for his/her decision.
6. If students are significantly affected, the provost informs students of the changes.

Procedure for Major Academic Restructuring:
1. A major restructuring proposal may be recommended by the Faculty Advisory Committee for Academic Program Review as a part of the ongoing program-review process.
2. A proposal may be initiated by a department chair, dean, or the provost and must be written in the proposal format. The written proposal is submitted to the provost for distribution to all affected departments. For purposes of this process, the library is considered a department that reports directly to its dean.
3. Consideration of proposals proceeds from the initiator to 1) the affected departments, 2) their respective College/School Councils and deans, 3) the Graduate School Council or School of University Studies Council, if appropriate, 4) the Academic Council and provost, and 5) the president. Each deliberating body forwards with the proposal a report endorsing or rejecting the proposal, indicating the degree of support and suggestions, and including any separately authored minority viewpoints. Department chairpersons and deans may, if they wish, submit separate reports. Copies of these reports are sent to all affected departments, academic deans, and the provost.
4. The provost reviews the recommendations and associated data, and makes his/her recommendation to the president.
5. The president reviews the information, determines the next course of action, and makes his/her recommendation to the Board of Regents, as appropriate.
6. The Board of Regents takes action on any recommendations presented by the president.
7. If a student program is affected, the provost informs students that a program is being discontinued. The affected students are advised that provisions have been made to continue to offer courses for a limited period of time so that juniors and seniors enrolled in the program will have an opportunity to graduate from that program. Freshmen and sophomores in the program are advised to move into other related programs at Southeast Missouri State University.

**Timeline for Major Academic Restructuring:**

1. **In the first week of the fall or spring semester:** the proposal is submitted to the provost.
2. **Within 5 working days of the submission date:** The provost distributes the proposal to all affected departments. Departments consider the proposal. The initiator is allowed to present the proposal to each affected department.
3. **Within 15 working days of the distribution to departments,** with 5 additional working days waiver through permission from the provost: All proposal documents are submitted to the appropriate College/School Councils. College/School Councils consider the proposal. Authors of department-level reports are allowed to present their positions, summarized in a one-page written document.
4. **Within 15 working days of the distribution to College/School Councils,** with 5 additional working days waiver through permission from the provost: All College/School Council documents are submitted to the appropriate deans. The deans consider the proposal. Authors of College/School Council-level reports are allowed to present their positions, summarized in a one-page document.
5. **Within 5 working days of the submission to the deans,** with 5 additional working days waiver through permission from the provost: All documents from the department, College/School Councils, and dean levels are submitted to the Academic Council (and Graduate Council and University Studies Council if appropriate) for recommendations. The affected parties may present their positions to the Council(s), summarized in a one-page document.
6. **Within 10 working days,** with 5 additional working days waiver through permission from the provost: Academic Council submits its recommendations, the reports, and all other documents to the provost.
7. **Within 5 working days,** with responses being submitted to the provost: The provost submits a recommendation and all documents to the president for his/her recommendation.
8. **Within 10 days of the provost’s recommendations being submitted to the president:** The president informs the provost and the affected parties of his/her response to the provost’s recommendations and informs the Board of Regents of his/her recommendation, as appropriate.
9. The Board of Regents takes action on any recommendations by the president.

**Procedure for All faculty Terminated through Major Academic Restructuring:**

1. When a major restructuring proposal is approved which affects faculty positions, the affected department’s full-time tenured and probationary tenure-track faculty, including the chairperson, will convene as a special advisory committee to recommend a phase-out schedule for any discontinued courses and a termination date for any discontinued program. The advisory committee will determine:
   a. ongoing programmatic needs for unaffected programs (those programs in the department/College/School which are not being discontinued) and the University,
   b. courses which need to remain in the University curriculum,
   c. the frequency, numbers (quantity), and sequence of the retained courses, which leads to a determination of the number of faculty to retain, and
d. qualified faculty who have the credentials to teach courses within the unaffected departmental programs or to teach retained courses from the discontinued program.

2. Prior to any analysis and evaluation by the special advisory committee, criteria for making recommendations regarding programmatic need, courses to retain, and qualifications of faculty to teach courses must be submitted to the university's legal counsel through the Office of the Provost for consideration and advice.

3. The foremost issue to be considered by the departmental advisory committee will be which faculty are qualified to teach in departmental programs and courses, in adherence to the primary criterion of programmatic need. The individual faculty members' votes will be submitted by secret ballot to the department chair and will remain confidential.

4. Based upon the department advisory committee's recommendations, the department chair will recommend which faculty positions should be discontinued. RNTT, term contract, and part-time faculty who are not essential to or not qualified for programmatic need will be the first faculty to be released. Following this, should further need remain for programatically non-essential or non-qualified tenured or probationary tenure-track faculty positions to be discontinued, the department chair will send his/her recommendations for discontinuance and a written explanation to the dean who will forward the recommendations and explanation to the College/School Tenure and Promotion Committee.

5. The tenured and probationary tenure-track faculty under consideration for discontinuance by the College/School Tenure and Promotion Committee will have three weeks in which to prepare their professional dossiers for review by the College/School Committee. The criteria for this review will be teaching effectiveness, professional achievements and qualifications, and service to the university as described in that department's Tenure and Promotion Guidelines for promotion with an examination period of the previous five years.

6. Based upon the criteria described in #5 above, the College/School Committee creates a ranking of faculty retention for the affected department. Their recommendation is forwarded to the dean.

7. The dean reviews the recommendation and forwards his/her recommendation and that of the College/School Committee to the provost. The affected faculty member is notified of the dean’s recommendation. Affected faculty members may respond to the notification within 5 working days.

8. The provost reviews the recommendations of the dean and College/School Committee and forwards his/her recommendation to the president, along with the College/School Committee’s and the dean’s recommendations.

9. The president reviews the documents and consults with the provost on a recommendation to the Board of Regents.

10. The president makes his/her recommendation to the Board of Regents.

11. The Board of Regents takes action on any recommendations by the president.

12. The provost determines the possibility of reassignment for affected tenured or probationary tenure-track faculty to vacant tenure-track academic positions for which the affected faculty members are qualified, that would be in the best interests of the receiving academic program and would enhance the educational mission of the University. Reassignment would be at the faculty member's current rank and tenure-track status. Based on review of the proposed reassigned faculty member's professional dossier, the receiving department makes a recommendation to the dean and provost on whether to accept that faculty member.

13. As part of the process of transfer, the receiving program must review the faculty member's record with respect to future promotions, using the receiving
department/program's promotion criteria, and apprise the faculty member of that evaluation. The reassigned faculty member may elect to take up to a 3-year grace period, without prejudice, in which to apply for future tenure or promotion using the receiving department's guidelines.

14. If reassigned to a tenure-track position, the faculty member will retain his/her current rank and same tenure-track status, receive a salary equal to the average salary listed for that department and rank, or, if none is available, by the CIP code (Classification of Instructional Programs) for that position and percentage of CUPA (College and University Professional Association) at the College/School average for that position, and adhere henceforth to the Tenure and Promotion Guidelines of the program to which he/she is reassigned.

15. If a tenure-track position is not vacant, but an RNTT position for which the faculty member is qualified is vacant, the tenured/probationary tenure-track faculty member may choose to enter that position. The receiving department will have the option to hire the tenured/probationary tenure-track faculty member as a tenure-track or RNTT appointment. If the receiving department elects to retain the vacant position as RNTT, the faculty member choosing to accept the RNTT position must relinquish tenure-track and tenure-track status. If the department elects to hire at the faculty member's current rank and tenure-track status, the position becomes tenure-track, retaining all the rights appertaining therein, and the next vacant tenure-track position in that department will revert to an RNTT position. In either case, the starting salary provided will adhere to the salary guidelines described in point #14 above.

16. The provost communicates to the implicated faculty member his/her decision on reassignment, based upon the receiving program's need, the university's best interests, and the existence of a vacant position.

17. The provost makes his/her recommendation to the president.

18. The president reviews the recommendation and informs the Board of Regents of his/her recommendation as appropriate.

19. The Board of Regents takes action on any recommendation by the president.

20. Written notice of the institution's intention to terminate a faculty appointment is given by the provost to the member of the faculty by: (1) March 1 during the first or second academic year of service, exclusive of the summer session; (2) the first class day of the spring semester for the third, fourth or fifth year of service, exclusive of the summer session; (3) the first class day of the fall semester for the remaining years of non-tenured or tenured service, exclusive of the summer session. If the financial exigency is not declared so as to provide tenured faculty notice of termination by the first day of the fall semester, a minimum of one year's notification will be given.

21. On the recommendation of the Budget Review Committee and the president, the Board of Regents may determine what, if any, severance payments will be made beyond the effective date of termination, and may take into account the length of service of the faculty member.

22. The provost will provide a personal letter of reference for each terminated faculty member, stating that the termination is due to financial exigency and is not a negative reflection of the faculty member's performance.

23. The University will provide career counseling and placement services for the released faculty.

24. The institution will not hire in the same area of teaching expertise of an involuntarily terminated probationary tenure-track or tenured faculty member for three years following the date that the program is approved for discontinuance by the Board, unless reinstatement at previous rank, same tenure-track status, and salary is first offered to that
faculty member, with a two-week time period in which the faculty member may accept or
decline the offer.
25. Deviations from the above procedure for faculty reduction or program discontinuance
may be appealed. Appeals are limited to claims regarding whether the Procedure for All
Faculty Terminated through Major Academic Restructuring has been followed. The
Faculty Senate Grievance Committee will provide the opportunity for the affected faculty
member(s) to demonstrate a claim of deviation in the procedure.
FACULTY SENATE     SOUTHEAST MISSOURI STATE UNIVERSITY

FACULTY SENATE BILL 10-A-16

Addition of a Program Review Process

BE IT RESOLVED THAT: the Faculty Handbook add the following Policy.

ACADEMIC PROGRAM REVIEW

For purposes of this document, “program” will be defined as “any major degree,” unless the department requests different designations.

POLICY

All programs will be reviewed by the Faculty Advisory Committee for Academic Program Review through the Regular (cyclical) Program Review procedure involving a review of each program at least every five years. The overall purpose of program reviews is to assess each unit’s program quality and effectiveness; to stimulate program planning and improvement; to continue to fulfill our mission to the students, communities, and people that we serve; and to encourage the unit’s development in strategic directions that reflect the University’s priorities. The fundamental principle in program review is the use of multiple measures to assess programs.

When necessary due to major financial constraints or other major institutional or state-level forces, the president, after consulting with the provost and the Faculty Senate, may recommend to the Board of Regents that the University must suspend the Regular (cyclical) Program Review process and initiate an Extraordinary Program Review. Under such extraordinary conditions, after considering the president’s recommendation, the Board of Regents may direct the University to complete an Extraordinary Review of programs with specific instructions and timelines.

If a program is discontinued, the University will make every reasonable effort to assist affected juniors, seniors, and graduate students in the completion of their program degree.

Approved by the Board of Regents
ACADEMIC PROGRAM REVIEW PROCEDURES (Note: Procedures do not require approval of the Board of Regents.)

Membership:
The faculty of each department with academic programs will nominate a faculty candidate who will then stand for election within each College and the School of Polytechnic Studies. The names of the two faculty who garner the most votes from each College/School will be forwarded to the president, who will appoint one of them as committee member. Those faculty will serve a three-year term. Non-rotating members will include the representative of the Office of the Provost, Chair of the Faculty Senate, Chair-elect of the Faculty Senate, and the Moderator of the Chairperson’s Forum. The Committee will be chaired by the representative of the Office of the Provost. Initial appointments’ terms will be staggered for continuity.

Election timeframe and term limits: for future discussion

Procedure for Regular (cyclical) Program Review
1. As part of a regular program review cycle, using data from the Office of Institutional Research and the Office of the Provost, all academic programs at the University are evaluated against a number of criteria, including but not limited to:
   a. number of majors.
   b. number of graduates.
   c. student credit hours generated per faculty member.
   d. cost per major student.
   e. cost per student-credit hours generated.
   f. achievement of student learning outcomes.
2. Upon receipt of a compilation of the data, the provost will advise the faculty, chairpersons, and deans that the data is available for review of the accuracy and quality of the datasets relative to their programs, within a two-week period, prior to consideration by the Faculty Advisory Committee for Academic Program Review.
3. With the parameters in #1 above, the data is used:
   a. to compare our performance to nationally normed data, using national datasets such as the University of Delaware dataset or other appropriate and comparable datasets.
   b. to look at three-year trends for most of these parameters.
   c. to rank all of our academic programs based on how they perform with these criteria.
   d. to conduct elaborate statistical analysis, which may include but is not limited to: generating ranks, comparative ranks, sum of ranks, and mean rank for the performance of each program against each criteria dataset.
4. Departments review the datasets and complete a written report to address issues including, but not limited to:
   a. size, scope, and productivity of the program,
   b. revenue and other resources generated by the program,
   c. costs and other expenses associated with the program,
   d. contribution to University Studies and courses serving other programs,
   e. external demand,
   f. quality of program inputs,
   g. quality of program outputs,
   h. currency of curriculum,
   i. impact, justification, and overall essentiality to the Southeast mission, and
j. planning for the future.

5. Each department chair reviews the data, reviews the report from the department, and submits an independent recommendation.

6. The dean reviews the data, reviews the previous two recommendations, and submits an independent recommendation.

7. The University-level Faculty Advisory Committee for Academic Program Review conducts a detailed analysis of the program and all responses generated by the review, and submits a recommendation. The Committee will conduct a more thorough analysis, including a more in-depth analysis of methods for increasing programmatic and budgetary efficiency, study datasets to identify areas for improved financial and programmatic strength, request additional data or new analysis of existing data if it adds clarity to the task, and consider creative alternative means for offering programming. Among other possible criteria, the Committee may consider the economic and programmatic impact of:
   a. enhancing or eliminating majors.
   b. eliminating majors, but keeping the university studies courses in a major.
   c. merging similar majors, such as the various education majors offered in various colleges.
   d. eliminating elective courses.
   e. partnering or collaborating with other institutions to offer programming.
   f. possible course redesign.
   g. use of technology.
   h. planning for future programs.

8. The provost reviews the original dataset and considers recommendations from the department, the department chair, the dean, and the Faculty Advisory Committee for Academic Program Review. If necessary, the provost consults with University legal counsel to seek advice on potential courses of action. After considering all recommendations, the provost makes a recommendation to the president.

9. As appropriate, the president reviews the data, considers recommendations, secures additional clarification and data, and makes an independent recommendation to the Board of Regents.

10. The Board of Regents takes action on any recommendation by the president.

11. If a program will be eliminated, the Faculty Senate, the University community as a whole, and the faculty in the program are informed about the decision. If the elimination of the program has an impact on the number of faculty remaining in the department, the University follows the “Procedure for All Faculty Terminated by Program, College, or School Discontinuance Within Academic Restructuring” outlined in the Faculty Handbook.

12. If appropriate, the University informs students that a program is being discontinued. The affected students are advised that provisions have been made to continue to offer courses for a limited period of time so that juniors and seniors enrolled in the program will have an opportunity to graduate from that program. Freshmen and sophomores in the program are advised to move into other related programs at Southeast Missouri State University.

Timeline: for future discussion

Procedure for Extraordinary Program Review
1. Under the special circumstances of an Extraordinary Review, the president and provost will consult with deans, chairpersons, the Faculty Senate, and the Faculty Advisory
Committee for Academic Program Review to establish a special review procedure that is appropriate for the special circumstances that have resulted in the Extraordinary Review and that conforms to the instructions from the Board of Regents.

2. The Office of the Provost will provide to deans, chairpersons, and the Faculty Advisory Committee for Academic Program Review the data necessary to evaluate each program under the specific conditions of the Extraordinary Review.
Sections of the Faculty Handbook to be Rescinded

(Senate Bill 10-A-14 will replace the following section of the current Faculty Handbook:)

TERMINATION DURING A PERIOD OF RETRENCHMENT

Faculty Senate Bill 76-A-11 begins here.

1. After consulting with and demonstrating to the Faculty Senate that a financial emergency exists which cannot be managed except by a reduction of faculty and/or other personnel, the President notifies the faculty and the Board of Regents that a financial emergency may require release of University personnel. (These procedures apply only in response to financial emergency—not usual reallocations of resources reflecting program changes in the best interests of students and the educational mission.)

2. The Board officially and publicly acknowledges the financial emergency and the need for personnel reduction.

3. Where faculty are involved, the Provost, after consultation with the appropriate chairperson and deans, determines the allocation of faculty.

4. The Provost recommends the faculty allocations to the President.

5. The President informs the appropriate administrative officials and the faculty of his/her decision on faculty allocation.

6. Affected departments then shall convene to select a special advisory committee to consider and make recommendations concerning the personnel adjustments necessary to comply with the President's decision and need for reduction. This committee shall be composed of full-time, tenured or tenure-track faculty. To assure equity and fairness to the personnel involved, the University shall be represented on the special committee by a voting faculty member from outside the department chosen by the dean of the college. In reaching recommendations for retrenchment, the committee shall consider the following criteria: overall service to the department and the University, consistent teaching effectiveness, scholarship, professional qualifications, tenure, and program. Prior to confronting the problem of retrenchment, it is recommended that a department formulates the criteria, including the
ones above noted, which will guide the special committee in reaching decisions on recommendations. Such criteria should be in place and in the hands of each member of the department as soon as possible. The special committee shall inform the department chairperson of its recommendation concerning personnel adjustments. The chairperson will advise the dean of the college and the affected faculty member(s) of the chairperson's and the committee's recommendation(s) together with a written explanation of how the decisions were reached. Following this consideration, the dean will then transmit to the Provost the recommendations of the committee and the department chairperson together with his/her own.

7. The Provost, in consultation with appropriate administrative groups, reviews the possibility of reassignment or other alternatives which would be in the best interests of the faculty members and enhance the educational mission of the University. Departments will continue to consider proposed additional faculty in their customary manner, and the wishes of both the faculty member in question and the department will be of primary importance in any proposed reassignment.

8. The Provost shall communicate to the affected faculty members his/her decision for termination or reassignment.

9. Both tenured and non-tenured faculty to be terminated or reassigned may (1) accept the action, or (2) request a review by an annually appointed Appeals Committee composed of six members--two members to be chosen by the Faculty Senate, two by the President, and two by the appellant from a case available list of ten tenured faculty chosen annually by the Membership Committee of the Faculty Senate.

10. The appellant may strike any three; the Provost may strike any three; the Membership Committee will then assign two of the remaining faculty members to the case. In the event of a request for review, the Appeals Committee shall provide the opportunity for the affected faculty member to demonstrate impropriety or deviations in the application of departmental criteria.

11. After determining whether an impropriety or deviation in the application of department criteria has occurred, the Appeals Committee forwards its findings both to the Provost for appropriate action and to the appellant.

12. Recommendations of the department chairperson, college dean, and Provost shall be presented to the President for his/her consideration.

13. Recommendations of the President are presented to the Board of Regents.

14. The decision of the Board of Regents shall be conveyed to the affected person(s) through the proper channels and in accord with the policy on Notification of Termination by the University. A probationary appointment
may be terminated at the end of any academic year, but written notice of the institution's intention to terminate such appointment shall be given by the administration to the member of the faculty: (1) by March 1 during the first or second academic year of service, exclusive of the summer session; (2) by the first class day of the spring semester for the third, fourth or fifth year of service, exclusive of the summer session; (3) by the first class day of the fall semester for the remaining years of non-tenured or tenured service, exclusive of the summer session. If the financial emergency is not known soon enough to provide tenured faculty notice of termination by the first day of the fall semester, the year's notification will continue to be respected by notifying of termination one year from date of notification, i.e., first day of spring semester for following spring semester.

15. In all cases of termination of appointment of a tenured faculty member because of financial emergency, the position of the faculty member concerned will not be filled by a replacement within a period of three years unless the released faculty member has been offered reinstatement and a reasonable time in which to accept or decline it.

16. If the reassignment of a faculty member overstaffs a department, the department shall follow the procedures for retrenchment outlined above. The reassigned faculty member shall not be exempt from the application of these procedures.
(Senate Bill 10-A-15 will replace the following section of the current Faculty Handbook:)

**PROCESS FOR ACADEMIC RESTRUCTURING**

**Definition**

Academic restructuring may include (a) the creation, division, merger, dissolution, or renaming of one or more academic departments or colleges/schools and (b) the realignment of administrative relationships within colleges or among these units. Since restructuring implies changes of a relatively broad nature, this policy does not apply to the transfer of individual courses between departments.

**Initiation**

A restructuring proposal may be initiated by a department, an academic dean, or the Provost. The written proposal will be submitted to the Provost for distribution to all affected departments. For purposes of this process only, the library is considered a department which reports directly to the Academic Council in lieu of the College Council.

**Consideration, Termination, or Modification**

Consideration of proposals proceeds from the affected departments to their respective College Councils and deans, the Academic Council and Provost, and the President. Each deliberating body will forward with the proposal a report endorsing or rejecting the proposal, indicating the degree of support, and including any separately authored minority viewpoints. Department chairpersons and deans may, if they wish, submit separate reports. Copies of these reports will be sent to all affected units, academic deans, and the Provost.

A proposal will automatically be reviewed at the next higher level unless all affected units at any one level reject it. In that case, it will be advanced only upon a written request by a department, an academic dean, or the Provost. A proposal may be withdrawn by its initiator provided all concerned parties consent to the withdrawal. Modifications or substitute proposals may be introduced by a College Council or the Academic Council, but all affected units must be notified of the specific changes and given an opportunity to react to them. Such changes may include the combination of several proposals or the forwarding of only one among similar proposals.
Timetable for Consideration

These dates represent the normal progress of consideration; under special circumstances the schedule may be modified by mutual consent of the Provost and the concerned units.

1. By September 1, the proposal is submitted to the Provost for distribution.
2. By September 15, the proposal is distributed to all affected departments. Departments consider the proposal. The initiator is allowed to present it to each department. By October 15, all department documents are submitted to the appropriate College Councils.
3. College Councils consider the proposal. Authors of department-level reports are allowed to present their positions. By November 15, all documents from the department and college/school levels are submitted to the Academic Council, and the departments are notified of any modifications.
4. By December 15, departments submit to the Academic Council their reactions to any modifications.
5. The Academic Council considers the proposal. Authors of college/school-level reports and any dissenting department-level reports are allowed to present their positions. By February 15, the Academic Council submits to the Provost its report and all other documents and notifies departments and College Councils of any modifications.
6. By March 15, departments and College Councils submit to the Provost their reactions to any modifications.
7. By April 1, the Provost submits a recommendation and all documents to the President.

Procedure to be Followed When a Program is Discontinued or Reorganized

Preamble

When it becomes necessary to discontinue or reorganize a program (defined as any curricular entity tied to a sequence of courses) within the academic division of the University, this decision will have been reached following procedures set forth in the current Faculty Handbook under "Course and Curricular Approval Process." However, program discontinuance or reorganization could have been initiated at levels other than the department. Such a decision will have been based on sound educational considerations which ignore temporary or cyclical variations of enrollment related to that program. Such a decision will not have been based primarily on financial
considerations; in such an instance, a state of financial exigency would need to be declared. The procedures of retrenchment in the current Faculty Handbook would then apply.

The procedures outlined below are intended to apply to those faculty members whose appointments are terminated due to programmatic decisions. The first section describes procedures for probationary tenure-track faculty, and the second section describes those for tenured faculty. The University is committed to the humane disposition of all affected individuals and emphasizes the role of the individual faculty member in determining the options available to him/her at the time of program discontinuance or reorganization.

**Treatment of Faculty**

**Probationary Tenure-track Faculty**

This procedure does not apply to probationary faculty members who are being released for reasons other than programmatic ones.

1. In the case of program discontinuance or reorganization, each probationary faculty member will be allowed to complete the period of appointment in accordance with the terms of his/her contract, including the customary notice of termination that is specified in the Faculty Handbook.

2. Each probationary faculty member who has been given proper notice of termination will be released from the remainder of his/her contract at the end of any academic term, provided he/she submits written notice no less than 30 calendar days prior to the end of that term.

3. Non-tenured faculty may be requested by other departments of the University. This procedure would follow regular University employment practices.

4. Each released faculty member shall be given a personal letter from the Provost expressly stating that termination is due to a program change and does not imply a negative judgment about the individual's performance.

5. The offices of the department chairperson, dean, and Provost shall provide assistance in career counseling and job placement. The Provost shall offer to send letters of explanation on behalf of such persons to other institutions.
Tenured Faculty

The following steps will be followed when a program is discontinued or reorganized. This procedure applies to tenured faculty members, including administrators who have tenure by virtue of previous faculty status.

1. The programmatic needs of the students affected by the discontinuance or reorganization will be determined by the department and dean of the college/school whose program is being discontinued. The dean will report these needs to the office of the Provost. For example, such questions as "Which courses need to be offered for how long?" and "What facilities must be maintained for how long?" must be addressed.

2. The department will recommend to the college/school dean the retention of any faculty members required to meet the needs determined in Step 1. Although programmatic needs must remain paramount, the department, in making its recommendation, may consider additional criteria, such as overall service to the department and the University, consistent teaching effectiveness, scholarship, and professional qualifications. Prior to confronting any problem of program discontinuance or reorganization, it is recommended that a department should formulate criteria which will guide it in reaching decisions on recommendations. Such criteria should be in place and in the hands of each member of the department.

3. The programmatic date (i.e., that date after which the services of the individual would no longer be required for the maintenance of the program) will be determined for each faculty member. The emphasis at this point is that faculty members whose employment is being affected by the discontinuance of the program have ample opportunity to explore a wide variety of options which would be mutually agreed upon by the faculty member and the University. Some of these options could include early retirement, half-time employment for a specified period of time prior to retirement, joint appointments with other departments, or other similar adjustments.

4. If none of the above options apply, each individual will be guaranteed one of the following, which would occur at the time that the individual's programmatic date had been reached.

5. A one-year paid professional development leave with the salary and all benefits which the individual would have received had the program not been discontinued. The effective date of termination will be the day following the last day of the academic year in which the paid professional development leave was used.

6. A continuing appointment elsewhere at the University, which is agreeable to all parties involved. If it is an academic appointment, the
faculty member will maintain his/her academic rank as well as tenure. As part of the process of transfer, the receiving unit must evaluate the faculty member's record (with respect to future promotion considerations), using its own promotion criteria, and apprise the faculty member of that evaluation.

7. This process should emphasize the continuous nature of the decision-making process and its inception at the earliest possible moment. For example, as early as Step 2, there must be a discussion among each individual faculty member, the chairperson, and the dean of the college/school, with the intent of exploring the possible options suggested in Step 3.

8. The options in Step 3 are only suggestions. This document is not intended to supply an exhaustive list of options. Individual faculty members are urged to take the initiative in suggesting possible alternatives.

9. Although this process is primarily designed to handle tenured faculty members, there is nothing in the process that precludes non-tenured faculty members from being requested by other departments. This would follow regular University employment practices.

10. During the interim period (i.e., the time prior to the programmatic date of the individual faculty member) an individual can initiate a request to renegotiate an agreement if another position has become available.