

SUBJECT: Recruitment, Retention, Promotion, Tenure, and Evaluation of Faculty Members

1 Members of the faculty and staff are expected to be familiar with the Bylaws and Regulations of the
2 Board of Supervisors, particularly the Preamble and Articles VI and VIII of the Bylaws, and
3 Chapters I through VII of the Regulations. Faculty should also be familiar with the contents of [PM-](#)
4 [23](#) and [PM-35](#). Copies of these documents are available in your division head's office or the library.
5 PM-23 is also found in the [Employee Handbook](#).

6
7 **Recruitment**

8 Recruitment of faculty is one of the most serious obligations of the University. Careful
9 consideration must be given to the nature, role, and mission of the University, which is to provide
10 programs of instruction, research, and service of the highest order for the people of Louisiana
11 (CF.RS17-1442).

12
13 The Position.

14 Duties and responsibilities of the specific position to be filled must be carefully considered, for they
15 determine the qualifications required of a prospective employee. Although all members of the
16 faculty are expected to be competent in instruction, scholarship, creative activities, and community
17 service, probably none will possess equal competence or demonstrate equal productivity in all
18 areas. The nature of the available position will determine the degree of emphasis to be given to
19 each of these areas in assessing the qualifications of a candidate for employment.

20
21 Educational Diversity.

22 Every effort should be made to recruit faculty members who have diverse educational
23 backgrounds. Appropriate precautions should be taken to avoid employing a large number of
24 faculty with terminal degrees from the same institution.

25
26 Procedure.

27 Administrators of academic units should establish in reasonable detail the procedures and criteria
28 for selection, consistent with the following provisions: (1) Announcement of available positions
29 should be made as widely as possible by personal letter, advertisements in appropriate
30 professional publications, announcement to professional societies, and other means, including
31 those mandated by the University's Affirmative Action Plan. The purpose of this effort should be to
32 bring the position to the attention of as many potential applicants as possible. (2) Except when
33 circumstances prohibit it, applicants will be screened by a selection committee composed of a
34 minimum of three faculty members in the same or a related discipline, the appropriate division
35 head, and the Vice Chancellor for Academic Affairs. Faculty members will be appointed by the
36 division head to serve on the selection committee.

37
38 Criteria.

39 Criteria contained in [PM-23](#) will be used in judging the suitability of an applicant for a position on
40 the faculty. Divisions should consider all aspects of the professional preparation of the applicant,
41 including (1) teaching or instructional effectiveness, as judged by qualified colleagues in prior
42 association and, where possible, by an evaluation of the applicant's performance during an

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43 interview; (2) scholarly and creative capability, as evidenced by publications and the estimates of
44 qualified colleagues; (3) cooperativeness and dedication, as assessed by prior colleagues and
45 other persons qualified to make such judgments.

46
47 LSU Eunice provides equal opportunities for all employees and prospective employees regardless
48 of race, sex, color, national origin, religion, age, sexual orientation, disability, or veteran's status.
49 Vacancies are to be filled on a regular basis only when an appropriately qualified applicant can be
50 appointed and when stipulations of the University's Affirmative Action Plan are fulfilled.

51
52 **Retention**
53 Except in unusual instances, initial appointments to the faculty are probational and should be so
54 described to the appointee. Probationary appointments are made for specific periods, and no
55 assumption of reappointment should be made until approval of reappointment is obtained from the
56 appropriate University offices. Instructors, associates, and part time members of the faculty are
57 appointed only on a year-to-year basis or for periods of appointment of less than one year.
58 Appointments at the rank of Assistant Professor may not exceed three years, but upon
59 reappointment after seven years of satisfactory service as Assistant Professor the employee may
60 receive indeterminate tenure. Initial appointments at the rank of Associate Professor or Professor
61 are ordinarily probationary and are made for a stipulated term, but upon reappointment after five
62 years of service employees at these ranks will receive indeterminate tenure.

63
64 Criteria for Retention.
65 Reappointments of probationary employees for further specified probationary periods (non-tenured
66 appointments) will be decided on the same basis as initial appointments, except that evaluations of
67 the employee's professional suitability will be made.

68
69 Administrative Termination.
70 Termination of employment of persons who hold probationary appointments may be made by the
71 University at the expiration of the appointment period. Such termination carries no implication
72 whatsoever as to the quality of an employee's work or conduct. Upon the request of the faculty
73 member, the University must provide a statement of causes to persons in probationary
74 appointments who are not reappointed.

75
76 Notice of Termination.
77 In instances in which probationary employees are not being reappointed, written notice to the
78 employee will ordinarily be provided in accordance with the following schedule: (1) not later than
79 March 1 of the first academic year of service if the appointment expires at the end of the year; or, if
80 a one-year appointment terminates during an academic year, at least three months in advance of
81 its termination; (2) not later than December 15 of the second academic year of service, if the
82 appointment expires at the end of that year; or, if an initial two-year appointment terminates during
83 an academic year at least six months in advance of its termination; or (3) at least twelve months
84 before the expiration of an appointment after the completion of two or more years of service in the

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85 institution.

86
87 **Promotion**

88 LSU System criteria for promotion are specified in [PM-23](#). Promotion from the rank of Instructor to
89 Assistant Professor and award of tenure at the rank of Assistant Professor will occur for those
90 faculty who meet the time requirements (see [PM-23](#)) and who both demonstrate and document
91 excellence in teaching. It is expected that all faculty will contribute to the mission of the University
92 through effective teaching, advising, public service, and competent participation in the work of
93 University and divisional committees. It should be noted that mere length of service in one rank
94 and competent performance of one's assigned duties do not in themselves constitute cause for
95 promotion to the next academic rank. Promotions are always based upon merit and outstanding
96 achievement. As stated in [PM-23](#), the terminal degree is the normal requirement for promotion to
97 senior ranks. However, members of the faculty without the terminal degree but who have
98 demonstrated excellence in teaching, research, or professional service are encouraged to apply for
99 promotion to senior ranks after a passage of an appropriate length of time. Criteria for promotion
100 between library ranks are described in [PM-23](#) and will be followed at LSU Eunice.

101
102 Application of Criteria

103 Individuals seeking promotion must primarily demonstrate excellence in teaching, and they must
104 also document a research or professional service record pertinent to each professional rank as
105 follows:

106
107 **Instructor to Assistant Professor**

- 108 1. Normally possess a minimum of a Master's Degree in a relevant discipline.
109
110 2. Must demonstrate evidence of excellence primarily in the area of teaching. Documentation
111 may include (1) evaluations by individuals in the same or similar disciplines, (2) supervisor
112 evaluations and recommendations, (3) student evaluations, (4) a record of off campus
113 recognition as an excellent teacher, and (5) advising and mentoring of students.

114
115 While individuals seeking promotion must demonstrate excellence in teaching, they must also
116 document a research or professional service record which may include but is not limited to:

- 117 1. Display involvement in other areas such as public service, research, scholarly and/or
118 creative activities.
119
120 2. Exhibit effective leadership qualities.
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122 3. Normally served at least three (3) years service in the rank of instructor at LSU Eunice or
123 other accredited institution.

124
125 **Assistant Professor to Associate Professor**

- 126 1. Normally possess the commonly accepted terminal degree in a relevant discipline.

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2. Must demonstrate excellence in the area of teaching. Excellence in teaching can be demonstrated in a manner similar to that reviewed above for the promotion from the rank of Instructor to Assistant Professor, only progressively more extensive.

132 While individuals seeking promotion must demonstrate excellence in teaching, they must also
133 document a research or professional service record which may include but is not limited to:

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1. Display a history of research activities, research presentations and/or professionally related presentations, especially at the university, state, regional, and national level.
 2. Make professional contributions to the division and/or campus in such efforts as course/program development, grants and/or academic administration.
 3. Demonstrate competent work in one or more of the following: advising, administration, division or university committee, and/or professional organizations.
 4. Demonstrate effective community and campus service.
 5. Display involvement in research activities and in professional activities with colleagues and/or students.
 6. Meet the minimum time requirements as per [PM 23](#).

Associate Professor to Professor

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1. Normally possess the commonly accepted terminal degree in a relevant discipline.
 2. Must demonstrate excellence in the area of teaching. Excellence in teaching can be demonstrated in a manner similar to that reviewed above for the promotion from the rank of Instructor to Assistant Professor, only progressively more extensive.

157 While individuals seeking promotion must demonstrate excellence in teaching, they must also
158 document a research or professional service record which may include but is not limited to:

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1. Display a timely publication record of research activities, research presentations and/or professionally related presentations, especially at the university, state, regional, and national levels.
 2. Exhibit a consistent record of productive scholarship and research or other creative performance of high order in his/her profession during a substantial period of time.
 3. Contribute to the division and/or campus in such efforts as program development, grants and/or academic administration, and mentoring of faculty.

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4. Demonstrate effective community service and sufficient contributions to the development and progress of the university.
 5. Display involvement in research activities and in professional activities with colleagues and /or students.
 6. Meet the minimum time requirements as per [PM 23](#).

178 Procedures for Promotion

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180 The process for promotion for all ranks is as follows:

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1. At the annual evaluation meeting of the academic unit head and faculty member progress in professional growth and achievement is discussed and the faculty member is apprised of progress in meeting promotional criteria.
 2. The faculty member seeking promotion then initiates the review process through a written petition to his or her academic unit head. A second meeting with the academic unit head to discuss promotional criteria and the applicant's qualifications is scheduled. This conference must be held prior to October 1 in the year in which promotion is sought. (In the event that the academic head is seeking promotion, the words "Vice Chancellor for Academic Affairs" should be substituted for "academic unit head" in the preceding sentences.)
 3. The standard promotion document (dossier) must be submitted to the academic unit head (or the Vice Chancellor for Academic Affairs, as appropriate) by November 15 of that year.
 4. Each Faculty Council member of the academic unit holding a rank equal to or above that for which the candidate is aspiring shall review the dossier prior to December 15. It is expected that reviewing faculty will be familiar with the petitioner's teaching performance. These individuals will then be convened by the academic unit head (or by a member of the division faculty designated by the Vice Chancellor for Academic Affairs, in the event that the applicant is the academic unit head) to vote on the promotion and, collectively, to prepare a written evaluation of the candidate's qualifications. In divisions without academic peers, an external faculty board to be appointed by the Vice Chancellor for Academic Affairs (preferably from the LSU system or from another two-year institution) will serve as an advisory panel, but not a voting entity.
 5. Following the faculty vote on promotion, the division head will then prepare an independent evaluation- recommendation together with the promotion committee's vote and faculty recommendations and forward these findings to the Vice Chancellor of Academic Affairs.

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- 211 6. Prior to December 31, the academic unit head (or the faculty member designated by the
212 Vice Chancellor for Academic Affairs, in the event that the applicant is the academic unit
213 head) transfers the dossier, including the letter received from the faculty in the division or
214 the external faculty board as noted above, as well as his or her independent evaluation and
215 recommendation to the Vice Chancellor for Academic Affairs for review and distribution to
216 the campus-wide tenure/promotion committee.
217
- 218 7. For peer review of candidates, a campus-wide tenure and promotion committee will review
219 the dossier and make recommendations to the Vice Chancellor for Academic Affairs at a
220 date to be communicated by the Vice Chancellor for Academic Affairs at the beginning of
221 the academic year. The committee will consist of five senior, tenured faculty appointed by
222 the Vice Chancellor for Academic Affairs for a staggered time frame and one senior,
223 tenured faculty elected by each division and the Library on an annual basis each August.
224
- 225 8. Prior to February 1, the Vice Chancellor for Academic Affairs submits an independent
226 evaluation and recommendation, along with all documentation, to the Chancellor.
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- 228 9. Prior to February 25, promotion documents are forwarded to the LSU System with the
229 Chancellor's comments and recommendations.
230
- 231 10. Any candidate for tenure/promotion not recommended by the division head must be
232 verbally informed within ten business days from the date of this initial decision. The division
233 head will then supply written notification to the candidate within ten business days after
234 verbal notification. The division head's written notification will function as the formal
235 notification of his/her decision and will provide the unsuccessful candidate with the definitive
236 results of the promotion procedures. A copy of the final recommendations will be
237 forwarded to the Vice Chancellor of Academic Affairs.
238
- 239 11. Those candidates whose reappointments/promotions are recommended by the division
240 head should be notified of this decision within ten business days. Candidates should be
241 apprised of the review process still in progress before the recommendations are made
242 official.
243

244 The candidate will receive copies of forwarding memoranda demonstrating that each step in the
245 promotion process is being properly implemented.
246

247 Salary Increases.

248 Although subject to budgetary constraints, faculty promotions normally involve salary increases as
249 follows:

250 Promotion to Assistant Professor \$1000

251 Promotion to Associate Professor \$2000

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252 Promotion to Professor \$4000.
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254
255 **Tenure**

256 The term of employment of probationary employees is as specified in the appointment form.
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258 Those who rank as Instructor or Associate are on annual appointment or a lesser stipulated period
259 of appointment.
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261 The initial term of employment of those who rank as Assistant Professor shall be for a stipulated
262 term of no longer than three years. A pre-tenure review will be made at the completion of the third
263 year at the Assistant Professor rank. The purpose of this pre-tenure review will be to assist the
264 candidate in meeting all criteria essential for the award of tenure. This pre-tenure review shall be
265 conducted by the division head with participation, evaluation and recommendation from appropriate
266 faculty. In a timely fashion, the candidate will receive written notification before his/her next review
267 of any specific deficiencies which need correction before tenure is achieved. The formal tenure
268 review will be made during the sixth year of service in order that notice of termination may be given
269 if necessary no later than the end of the sixth year of service. In conjunction with this review, the
270 faculty member must prepare and present a dossier which documents excellence in teaching and
271 productivity. If tenure is awarded after the review, it shall be of indeterminate duration.
272

273 The tenure of those who rank as Professor or Associate Professor is normally of indeterminate
274 duration, except that the initial appointment and subsequent reappointments through not more than
275 five years of total service may be for stipulated terms. Persons promoted to the rank of Professor
276 or Associate Professor after less than five years of service may be continued on term appointment
277 through no more than the fifth year. Persons appointed to or promoted to the rank of Professor or
278 Associate Professor while being paid from a grant or contract may be given limited tenure not
279 exceeding the duration of the grant or contract. Professors and Associate Professors on term
280 appointment who wish to petition for indeterminate tenure must do so during their penultimate year
281 of service.
282

283 Indeterminate tenure is not a guarantee of lifetime employment, particularly in the face of changing
284 academic needs or adverse changes in the institution's financial situation. It does assure that the
285 employee will not be dismissed without adequate cause and without institutional due process which
286 substantiates that cause.
287

288 Sixth-Year Review.

289 Heads of academic units review the status of Assistant Professors in their divisions who are in their
290 sixth year of total service to the University in the rank of Assistant Professor and are untenured.

291 The tenure review process, which follows the steps and dates in "Procedures for Promotion,"
292 formally begins with the Assistant Professor's written petition for indeterminate tenure. Assistant
293 professors may be tenured; for consideration, they must follow the formal tenure process.

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295 To be considered for tenure, the faculty member must submit a dossier documenting excellence
296 primarily in teaching. The faculty member will also demonstrate continued involvement in areas
297 such as: (1) community service, (2) university service, (3) research, and (4) scholarly and/or
298 creative activities. Qualities such as leadership and mentoring should also be considered in the
299 tenure process. According to the bylaws of the LSU Board of Supervisors, the University may, at
300 its discretion, count prior service at lower rank on the same campus toward the seven-year
301 evaluation period for an Assistant Professor to achieve indeterminate tenure. The ultimate
302 decision shall be left with the President, to be applied in each individual case for which the
303 respective campus recommends granting indeterminate tenure counting prior service favorably.
304 During the sixth year of service in rank as an Assistant Professor, a tenure review will be
305 conducted to evaluate the individual's performance so that before the end of the sixth year of
306 service the individual will be informed of the University's position regarding his/her retention. Upon
307 reappointment after seven (7) years of service in rank, tenure is automatic and appointments are
308 for an indefinite period of time.

309
310 All of the procedures applying to promotion will apply to petitions for tenure.

311
312 Tenure Recommendations.

313 During the first semester of each academic year, the Office of Academic Affairs will call for
314 recommendations for tenure for each faculty member with the rank of Assistant Professor or above
315 who does not already have tenure extending beyond the end of that year. Tenure
316 recommendations are initiated by the head of the academic unit, with the advice and counsel of
317 faculty members with indeterminate tenure in the same academic unit as the faculty member(s)
318 under consideration. The recommendations subsequently are considered by the Vice Chancellor
319 for Academic Affairs, the Chancellor, and (if indeterminate tenure is recommended) the President
320 of the LSU System.

321
322 Careful consideration should be given to the number and distribution of personnel by rank within
323 the department, division, or unit concerned, particularly in making recommendations for granting
324 tenure and/or promotion in rank.

325
326 At the beginning of each academic year, the Vice Chancellor for Academic Affairs will distribute to
327 faculty members a table showing the number of faculty, the number of faculty with tenure, and the
328 percent of faculty who are tenured in each division.

329
330 **Post-Tenure Review**

- 331 1. Tenured faculty who receive two consecutive annual evaluations that are predominantly
332 unsatisfactory (in the judgment of the faculty member's academic unit head), or three such
333 unsatisfactory annual evaluations in a five-year period, will be provided a more extensive
334 peer review as described below.

335

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- 336 2. The Vice Chancellor for Academic Affairs will initiate the peer review by calling for the
337 appointment of an *ad hoc* review committee. The committee will consist of three tenured
338 faculty members whose academic duties are not primarily administrative and who hold rank
339 at or above that of the faculty member undergoing the peer review.
340
- 341 (a) One member will be appointed by the Vice Chancellor for Academic Affairs, one by the
342 Chair of the Faculty Senate, and one by the campus-wide tenure and promotion
343 committee. The member appointed by the Chair of the Faculty Senate will serve as
344 chair of the committee.
345
- 346 (b) If possible, all of the committee members shall be from the academic unit of the person
347 being reviewed. If, however, the number of tenured faculty at the appropriate rank
348 within the academic unit is insufficient, tenured faculty at the appropriate rank from
349 outside the academic unit shall be selected to participate in the review. All
350 appointments outside the academic unit of the person being reviewed require the
351 approval of the Vice Chancellor for Academic Affairs.
352
- 353 3. The peer review process will occur in the Fall semester following the Spring semester in
354 which the faculty member receives the unsatisfactory annual evaluation which triggers the
355 process. The work shall be completed by the end of the semester. The committee shall
356 strive to maintain the confidentiality of all proceedings. At the end of its process, the
357 committee shall submit a full report to the head of the academic unit of the faculty member
358 being reviewed. The review and report should address deficiencies noted in the annual
359 evaluations. The faculty member being reviewed shall receive copies of all reports
360 generated in the review process.
361
- 362 (a) If the faculty evaluators do not concur with the assessment of the academic unit head,
363 the unit head may reconsider and revise his/her assessment, in which case the review
364 process is automatically terminated.
365
- 366 (b) If the faculty evaluators do concur with the assessment of the academic unit head, or if
367 the unit head does not revise his/her assessment, then the unit head will refer the
368 matter to the Vice Chancellor for Academic Affairs with a recommendation for further
369 review and remediation.
370
- 371 4. If the Vice Chancellor for Academic Affairs concurs with the recommendation for review
372 and remediation, then, with the advice of the *ad hoc* review committee, he/she will appoint
373 a committee of peers (numbering three to five persons) to assist the faculty member in
374 developing a positive plan to improve those areas where deficiencies were noted.
375
- 376 (a) The plan should respect academic freedom and professional self-direction. Resources
377 adequate to support the performance improvement plan should be provided by the

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378 campus administration.

379
380 (b) The appointment of this committee shall occur in the Spring semester immediately
381 following the completion of the work of the *ad hoc* review committee. The committee
382 shall provide annual progress reports to the head of the academic unit, with copies to
383 the member being reviewed.

- 384
385 5. After two years of assistance by this committee, the faculty member will be reviewed by the
386 head of the academic unit in which the member is domiciled, and by the tenured faculty in
387 the unit who are at or above the faculty member's rank. If this review is also negative, the
388 Vice Chancellor for Academic Affairs will recommend that the Chancellor institute
389 proceedings for removal for cause (including proper due process). If the review is favorable,
390 the evaluation cycle will begin anew.

391
392 Termination of Tenured Employees.

393 Tenure may be terminated by retirement, acceptance of resignation, or discharge for cause.

394
395 If termination is for cause, tenured faculty are entitled to due notice and a hearing prior to any
396 termination decision by the administration.

397
398 Every member of the faculty will at all times be held responsible for competent and effective
399 performance of duties. No principles of tenure will be permitted to protect anyone from dismissal
400 after full and careful investigation and due notice of a decision that the employee has not met, and
401 does not give promise of meeting, the responsibilities of the position.

402
403 **Faculty Evaluation**

404 Faculty are evaluated annually as a means of improving instructional effectiveness and enhancing
405 professional development. The faculty evaluation form requires evaluation in the following areas:

- 406 1. Training
407 2. Experience
408 3. Performance as a teacher
409 4. Contribution to total university program
410 5. Publications
411 6. Professional growth
412 7. Plans for continuing professional growth
413 8. Research
414 9. Overall effectiveness

415
416 Evaluations of faculty are conducted by academic unit heads in accordance with the following
417 calendar:

- 418 1. Faculty with less than two years of service - following midterm of the first semester of
419 employment and again during the first month of the subsequent semester of employment.

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- 420 2. Faculty in their second year of service – February
421 3. Faculty in their third or subsequent year of service - May

422
423 Annual evaluations are conducted on a standard LSU Eunice evaluation form. Additional faculty
424 evaluations utilizing an LSU System form are required for purposes of promotion and indeterminate
425 tenure. These latter evaluations are conducted at the conclusion of the fall semester. Evaluation
426 procedures and criteria for the purposes of tenure and promotion are specified in this policy
427 statement and in [PM-23](#).

428
429 It is the responsibility of faculty to periodically update their personnel files to reflect recent
430 professional activities and accomplishments. Special attention should be given to the following
431 areas:

- 432 1. Documentation of teaching excellence
433 2. Graduate work/degrees completed
434 3. Research and scholarly achievements
435 4. Community service
436 5. Participation in professional organizations, meetings, etc.

437
438 Materials faculty wish considered in the evaluation process should be submitted to the appropriate
439 academic unit head prior to the annual evaluation.

440
441 Approved by Faculty Council on March 9, 1998.
442 Approved by Faculty Council on April 23, 2001.
443 Approved by Faculty Council on May 2, 2007.
444 Approved by Faculty Council on May 5, 2010.