

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 (CF.
11 [R. S. 17-1442](#)).
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
43 interview; (2) scholarly and creative capability, as evidenced by publications and the estimates of

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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
85 institution.

86

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Promotion

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

Application of Criteria

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

Instructor to Assistant Professor

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

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

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

Assistant Professor to Associate Professor

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

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Instructor to Assistant Professor, only progressively more extensive.

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

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

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.

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

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.
4. Demonstrate effective community service and sufficient contributions to the development and progress of the university.

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- 173 5. Display involvement in research activities and in professional activities with colleagues and
174 /or students.
175
176 6. Meet the minimum time requirements as per [PM-23](#).
177

178 Procedures for Promotion
179

180 The process for promotion for all ranks is as follows:
181

- 182 1. At the annual evaluation meeting of the academic unit head and faculty member progress
183 in professional growth and achievement is discussed and the faculty member is apprised of
184 progress in meeting promotional criteria.
185
186 2. The faculty member seeking promotion then initiates the review process through a written
187 petition to his or her academic unit head. A second meeting with the academic unit head to
188 discuss promotional criteria and the applicant's qualifications is scheduled. This conference
189 must be held prior to October 1 in the year in which promotion is sought. (In the event that
190 the academic head is seeking promotion, the words "Vice Chancellor for Academic Affairs"
191 should be substituted for "academic unit head" in the preceding sentences.)
192
193 3. The standard promotion document (dossier) must be submitted to the academic unit head
194 (or the Vice Chancellor for Academic Affairs, as appropriate) by November 15 of that year.
195
196 4. Each Faculty Council member of the academic unit holding a rank equal to or above that
197 for which the candidate is aspiring shall review the dossier prior to December 15. It is
198 expected that reviewing faculty will be familiar with the petitioner's teaching performance.
199 These individuals will then be convened by the academic unit head (or by a member of the
200 division faculty designated by the Vice Chancellor for Academic Affairs, in the event that the
201 applicant is the academic unit head) to vote on the promotion and, collectively, to prepare a
202 written evaluation of the candidate's qualifications. In divisions without academic peers, an
203 external faculty board to be appointed by the Vice Chancellor for Academic Affairs
204 (preferably from the LSU system or from another two-year institution) will serve as an
205 advisory panel, but not a voting entity.
206
207 5. Following the faculty vote on promotion, the division head will then prepare an independent
208 evaluation- recommendation together with the promotion committee's vote and faculty
209 recommendations and forward these findings to the Vice Chancellor of Academic Affairs.
210
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

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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.
- 227
- 228 9. Granting of tenure to an existing faculty member, and/or promotion in faculty rank, is
- 229 delegated to the Chancellor as per PM 69.
- 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 12. An unsuccessful candidate for promotion has the right to receive a verbal explanation of the
- 245 reasons underlying the decision. The candidate has the right to appeal a negative decision
- 246 based on merit and/or procedural error. All appeals must be resolved prior to a final
- 247 decision made by the Chancellor.
- 248

249 The candidate will receive copies of forwarding memoranda demonstrating that each step in the

250 promotion process is being properly implemented.

251

252 Salary Increases.

253 Although subject to budgetary constraints, faculty promotions normally involve salary increases as

254 follows:

- 255 Promotion to Assistant Professor \$1000
- 256 Promotion to Associate Professor \$2000
- 257 Promotion to Professor \$4000.

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Tenure

The term of employment of probationary employees is as specified in the appointment form.

Those who rank as Instructor or Associate are on annual appointment or a lesser stipulated period of appointment.

The initial term of employment of those who rank as Assistant Professor shall be for a stipulated term of no longer than three years. A pre-tenure review will be made at the completion of the third year at the Assistant Professor rank. The purpose of this pre-tenure review will be to assist the candidate in meeting all criteria essential for the award of tenure. This pre-tenure review shall be conducted by the division head with participation, evaluation and recommendation from appropriate faculty. In a timely fashion, the candidate will receive written notification before his/her next review of any specific deficiencies which need correction before tenure is achieved. The formal tenure review will be made during the sixth year of service in order that notice of termination may be given if necessary no later than the end of the sixth year of service. In conjunction with this review, the faculty member must prepare and present a dossier which documents excellence in teaching and productivity. If tenure is awarded after the review, it shall be of indeterminate duration.

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

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

Sixth-Year Review.

Heads of academic units review the status of Assistant Professors in their divisions who are in their sixth year of total service to the University in the rank of Assistant Professor and are untenured. The tenure review process, which follows the steps and dates in "Procedures for Promotion," formally begins with the Assistant Professor's written petition for indeterminate tenure. Assistant professors may be tenured; for consideration, they must follow the formal tenure process.

To be considered for tenure, the faculty member must submit a dossier documenting excellence

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

314
315 All of the procedures applying to promotion will apply to petitions for tenure.
316

317 Tenure Recommendations.

318 During the first semester of each academic year, the Office of Academic Affairs will call for
319 recommendations for tenure for each faculty member with the rank of Assistant Professor or above
320 who does not already have tenure extending beyond the end of that year. Tenure
321 recommendations are initiated by the head of the academic unit, with the advice and counsel of
322 faculty members with indeterminate tenure in the same academic unit as the faculty member(s)
323 under consideration. The recommendations subsequently are considered by the Vice Chancellor
324 for Academic Affairs and the Chancellor. The Chancellor has the authority to grant tenure as per
325 PM 69.
326

327 Careful consideration should be given to the number and distribution of personnel by rank within
328 the department, division, or unit concerned, particularly in making recommendations for granting
329 tenure and/or promotion in rank.
330

331 At the beginning of each academic year, the Vice Chancellor for Academic Affairs will distribute to
332 faculty members a table showing the number of faculty, the number of faculty with tenure, and the
333 percent of faculty who are tenured in each division.
334

335 **Post-Tenure Review**

- 336
- 337 1. Tenured faculty who receive two consecutive annual evaluations that are predominantly
338 unsatisfactory (in the judgment of the faculty member's academic unit head), or three such
339 unsatisfactory annual evaluations in a five-year period, will be provided a more extensive
340 peer review as described below.
 - 341 2. The Vice Chancellor for Academic Affairs will initiate the peer review by calling for the
342 appointment of an *ad hoc* review committee. The committee will consist of three tenured
343 faculty members whose academic duties are not primarily administrative and who hold rank

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344 at or above that of the faculty member undergoing the peer review.
345

346 (a) One member will be appointed by the Vice Chancellor for Academic Affairs, one by the
347 Chair of the Faculty Senate, and one by the campus-wide tenure and promotion
348 committee. The member appointed by the Chair of the Faculty Senate will serve as
349 chair of the committee.
350

351 (b) If possible, all of the committee members shall be from the academic unit of the person
352 being reviewed. If, however, the number of tenured faculty at the appropriate rank
353 within the academic unit is insufficient, tenured faculty at the appropriate rank from
354 outside the academic unit shall be selected to participate in the review. All
355 appointments outside the academic unit of the person being reviewed require the
356 approval of the Vice Chancellor for Academic Affairs.
357

358 3. The peer review process will occur in the Fall semester following the Spring semester in
359 which the faculty member receives the unsatisfactory annual evaluation which triggers the
360 process. The work shall be completed by the end of the semester. The committee shall
361 strive to maintain the confidentiality of all proceedings. At the end of its process, the
362 committee shall submit a full report to the head of the academic unit of the faculty member
363 being reviewed. The review and report should address deficiencies noted in the annual
364 evaluations. The faculty member being reviewed shall receive copies of all reports
365 generated in the review process.
366

367 (a) If the faculty evaluators do not concur with the assessment of the academic unit head,
368 the unit head may reconsider and revise his/her assessment, in which case the review
369 process is automatically terminated.
370

371 (b) If the faculty evaluators do concur with the assessment of the academic unit head, or if
372 the unit head does not revise his/her assessment, then the unit head will refer the
373 matter to the Vice Chancellor for Academic Affairs with a recommendation for further
374 review and remediation.
375

376 4. If the Vice Chancellor for Academic Affairs concurs with the recommendation for review
377 and remediation, then, with the advice of the *ad hoc* review committee, he/she will appoint
378 a committee of peers (numbering three to five persons) to assist the faculty member in
379 developing a positive plan to improve those areas where deficiencies were noted.
380

381 (a) The plan should respect academic freedom and professional self-direction. Resources
382 adequate to support the performance improvement plan should be provided by the
383 campus administration.
384

385 (b) The appointment of this committee shall occur in the Spring semester immediately
386 following the completion of the work of the *ad hoc* review committee. The committee

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387 shall provide annual progress reports to the head of the academic unit, with copies to
388 the member being reviewed.
389

390 5. After two years of assistance by this committee, the faculty member will be reviewed by the
391 head of the academic unit in which the member is domiciled, and by the tenured faculty in
392 the unit who are at or above the faculty member's rank. If this review is also negative, the
393 Vice Chancellor for Academic Affairs will recommend that the Chancellor institute
394 proceedings for removal for cause (including proper due process). If the review is favorable,
395 the evaluation cycle will begin anew.
396

397 Termination of Tenured Employees.

398 Tenure may be terminated by retirement, acceptance of resignation, or discharge for cause.
399

400 If termination is for cause, tenured faculty are entitled to due notice and a hearing prior to any
401 termination decision by the administration.
402

403 Every member of the faculty will at all times be held responsible for competent and effective
404 performance of duties. No principles of tenure will be permitted to protect anyone from dismissal
405 after full and careful investigation and due notice of a decision that the employee has not met, and
406 does not give promise of meeting, the responsibilities of the position.
407

408 **Faculty Evaluation**

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

- 411 1. Training
 - 412 2. Experience
 - 413 3. Performance as a teacher
 - 414 4. Contribution to total university program
 - 415 5. Publications
 - 416 6. Professional growth
 - 417 7. Plans for continuing professional growth
 - 418 8. Research
 - 419 9. Overall effectiveness
- 420

421 Evaluations of faculty are conducted by academic unit heads in accordance with the following
422 calendar:

- 423 1. Faculty with less than two years of service - following midterm of the first semester of
424 employment and again during the first month of the subsequent semester of employment.
 - 425 2. Faculty in their second year of service – February
 - 426 3. Faculty in their third or subsequent year of service - May
- 427

428 Annual evaluations are conducted on a standard LSU Eunice evaluation form. Additional faculty
429 evaluations utilizing an LSU System form are required for purposes of promotion and indeterminate

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430 tenure. These latter evaluations are conducted at the conclusion of the fall semester. Evaluation
431 procedures and criteria for the purposes of tenure and promotion are specified in this policy
432 statement and in [PM-23](#).

433
434 It is the responsibility of faculty to periodically update their personnel files to reflect recent
435 professional activities and accomplishments. Special attention should be given to the following
436 areas:

- 437 1. Documentation of teaching excellence
- 438 2. Graduate work/degrees completed
- 439 3. Research and scholarly achievements
- 440 4. Community service
- 441 5. Participation in professional organizations, meetings, etc.

442
443 Materials faculty wish considered in the evaluation process should be submitted to the appropriate
444 academic unit head prior to the annual evaluation.

445
446 Approved by Faculty Council on March 9, 1998.
447 Approved by Faculty Council on April 23, 2001.
448 Approved by Faculty Council on May 2, 2007.
449 Approved by Faculty Council on May 5, 2010.