Administrator Evaluation Process

1. Chairs, program heads, and deans will be appointed for a term of no less than three years and no more than five years. Under normal circumstances they will be eligible for renewal. Such administrators shall be reviewed no later than during the third year of their first term and no less frequently than every fifth year thereafter, preferably in the penultimate year of their term.

2. A) The Provost or the Provost’s designee shall initiate administrator evaluations and, except as noted in B), shall have the discretion to determine the manner in which to conduct the review, who would be involved in the process, and what the scope of the review may be.

B) Once the Provost or Provost’s designee commences an administrator evaluation, or at the discretion of the Senate Agenda Committee, the Administrator Evaluation Oversight Committee (AEOC) of the Faculty Senate will select an administrator review team composed of two or three tenured faculty members who will survey the faculty served by the administrator being evaluated. The administrator review team will prepare a report on the administrator’s leadership in matters of concern to the faculty, and submit it to the AEOC of the Faculty Senate for editorial review. The AEOC will edit the report especially to expunge it of identifying references to the originator of a specific comment(s) and of personal references and then to the Provost or Provost’s designee. Specifically, if there are matters in that report that the AEOC believes are of a highly personal or intimate nature, or that harass, threaten, defame, or slander the administrator, or make invidious reference to the administrator’s race, religion, national origin, ethnicity, age, gender, marital status, sexual orientation, veteran status, genetic makeup, or disability, the AEOC will edit the report in a manner that omits these matters or deals with them in an unobjectionable manner. The AEOC will then send the report to the administrator being reviewed and to his or her supervisor. The administrator will have five business days to review the report in conjunction with his or her supervisor and request deletions of comments that he or she believes are of a highly personal or intimate nature, or that harass, threaten, defame, or slander him or her, or make invidious reference to his or her race, religion, national origin, ethnicity, age, gender, marital status, sexual orientation, veteran status, genetic makeup, or disability. The AEOC will consider these requests, with the legal assistance of an attorney from the General Counsel’s Office, and will then make the appropriately redacted version available at the Faculty Senate Office, as specified below. The administrator team’s report will

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1 Passed by the Faculty Senate, 2 December 2009 by a vote of 24-2-5; approved by Provost Director 11 December 2009.
become part of the evaluation being prepared by the Provost or Provost’s
designee or will be submitted directly to the Provost or the Provost’s designee.

A copy of the final version of the administrator review team’s report shall be
made available for review at the Faculty Senate Office to all full-time faculty
members within the unit.

If the AEOC has edited or deleted any materials, on its own motion or in
response to a request from the administrator, that the AEOC believes raise
questions of the propriety of the administrator’s behavior, the AEOC will so inform
the administrator’s supervisor in order to permit the supervisor to initiate an
appropriate investigation into these questions.

3. The Senate Agenda Committee will appoint an Administrator Evaluation Oversight
Committee to implement evaluation procedures. Its members will be chosen from
the university at large, to be composed of three faculty and two administrators. The
AEOC will:

A. develop evaluation instruments in consultation with the Senate Agenda
   Committee;

B. appoint the faculty for each evaluation team, as described in section 2.B) above;

C. schedule the sequencing of evaluations for individuals in units and provide each
team with a reporting deadline;

D. review all reports from the administrator review teams, analyze the results for
   institutional patterns, and provide a report and recommendations to the Senate
   Agenda Committee, to the Provost or appropriate vice president, and to the
   President;

E. suggest changes in the procedures and/or evaluation instruments, as deemed
   necessary.

4. Non-academic units (i.e. those without faculty members) may be evaluated at the
discretion of the Senate Agenda Committee, which will determine the timing and
manner of the evaluation and the composition of the administrator review committee.
The evaluation will be provided to the person in charge of the unit and his or her
superior. A, and a version of the report, expunged of identifying references to the
originator of a specific comment(s) and of personal references, may be used as a
basis for Senate resolutions.

5. Evaluation of the Provost

The Provost shall be evaluated on three-year cycles, or less if requested by the
President, and be under the general oversight of the Administrator Evaluation
Oversight Committee.
The report arising from the evaluation, once reviewed by the AEOC and expunged of identifying references to the originator of a specific comment(s) and of personal references that are personal and invidious, shall be sent to the Provost and to the President. The Provost will have five business days to review the report in conjunction with the President and request deletions of comments that he or she believes are of a highly personal or intimate nature, or that harass, threaten, defame, or slander him or her, or make invidious reference to his or her race, religion, national origin, ethnicity, age, gender, marital status, sexual orientation, veteran status, genetic makeup, or disability. The AEOC will any such requests, with the legal assistance of an attorney from the General Counsel’s Office, and will then make a copy of the appropriately redacted version available at the Faculty Senate Office for review by and a copy shall be made available for review at the Faculty Senate Office to all full-time members of the faculty.
NON-TENURE-TRACK FULL-TIME LECTURERS

Rank, Title and Status (2.8)

Full-time, non-tenure-track lecturers are appointed to the rank (Lecturer; Senior Lecturer; Principal Lecturer) commensurate with their experience and credentials.

All faculty appointments in these ranks are non-tenure-track, and service in them may not be applied towards tenure consideration at Northeastern under any circumstances. Non-tenure-track faculty appointments may not be used to extend the probationary period of a tenure-track faculty member.

Rights and Responsibilities

Faculty members in the Lecturer ranks are primarily responsible for credit-bearing, course-based instruction. The specific responsibilities of individual faculty members in these ranks are conveyed in the faculty member's appointment and reappointment letters.

Lecturers are responsible for meeting the same performance expectations in the areas of teaching and service, as appropriate to their assignments, as those that apply to tenure-line faculty. In fulfilling their responsibilities, they enjoy the protections of academic freedom.

Faculty members in these ranks are eligible to participate in faculty governance as determined by the procedures of their unit and college and according to the Bylaws of the Faculty Senate.

Appointments, Terms, and Reappointments

Full-time Lecturer appointments are made by the dean on the basis of the recommendation of the unit. Full-time Lecturers must have earned a doctorate or equivalent terminal degree in the field in which they seek appointment; exceptions may only be granted with prior approval of the Provost. Initial faculty appointments at the Lecturer rank are made for a period of one year; Initial appointments of up to five years may be extended at the Senior Lecturer and Principal Lecturer ranks.

Faculty appointments in these classifications are renewable, contingent upon several factors in the sole discretion of the University, including satisfactory performance and unit and University need. Renewals of appointments at the ranks of Senior Lecturer or Principal Lecturer may be for a period of up to five years.

No non-tenure-track faculty appointment, reappointment or promotion carries a guarantee of future re-appointments or promotions. All appointments and reappointments are contingent upon maintaining the appropriate visa status and work authorization.

Notice of Non-reappointment

Non-reappointment of a faculty member in the Lecturer ranks may be based on several factors in the sole discretion of the University, including but not limited to insufficient funding or lack of need; unsatisfactory performance; or for cause. Northeastern will make reasonable efforts to provide faculty members with written notice of the University's intent not to renew within the following guidelines: three months notice for one- and two-year appointments, and six months' notice for appointments of three years or more.
Annual Evaluation and Salary Determination

Full-time, non-tenure-track faculty members in these ranks will be evaluated annually and are eligible for raises on the basis of their performance in teaching, service and professional development, as appropriate to their specific work assignments.

Promotion

Faculty members in the ranks of Lecturer and Senior Lecturer may request consideration for promotion to the next faculty rank after completing at least three full years of service at the faculty member's current rank. The candidacy shall be considered, in turn as specified by the established procedures of the unit, by the unit promotion committee, the unit head, the dean and the Provost.

The candidate shall prepare and submit to the promotion committee a promotion portfolio. The portfolio shall include, at minimum, the candidate's most recent CV; copies of annual evaluations; a summary of teaching assignments and teaching evaluations; and evidence of effectiveness in any other requirements of the position.

Denial of promotion does not preclude reappointment at the current faculty rank, nor does it preclude reconsideration for promotion at a later date. A faculty member may not be reconsidered for promotion until two years after the previous unsuccessful promotion consideration.

Units employing faculty members in these ranks shall develop procedures for promotion consideration consistent with the Faculty Handbook. These procedures must have the approval of the dean and the Provost prior to their implementation.

Eligibility for Leaves of Absence

Full-time Lecturers are eligible for leave under the terms of the Family and Medical Leave Act. In addition, faculty members in these ranks may, with the approval of the dean, take a personal or professional leave of absence of up to one year, if the leave is unpaid or if any continuing compensation during the leave period is provided by external funds. Faculty members in these ranks are not eligible for University-funded sabbatical leaves.

Grievance procedure

Faculty appointed in these ranks may pursue grievances under the Grievance Procedure for Academic or Clinical Specialists and Full-Time Lecturers.

Dismissal

Dismissal of a full-time Lecturer before the end of an appointment period may occur for cause. Incompetence in the faculty member's professional capacity; neglect of duty; repeated and/or willful disregard of the rules of the University or of academic freedom; physical or mental incapacity; or any other conduct of a character seriously prejudicial to a faculty member's teaching or research or to the welfare of the University, its faculty, staff or students may each constitute cause for dismissal.

Dismissal for cause will normally be preceded by written notice of the performance concerns or other issues which form the basis for the dismissal, an opportunity to address these concerns, and/or prior disciplinary action. However, in an unusually sudden or serious case, a faculty member may be dismissed without prior notice.

When reason arises to consider whether cause exists to dismiss a faculty member before the end of an appointment period, the faculty member's dean shall first invite the faculty member to discuss the issue and work towards a resolution. If the dean, following discussion with the faculty
member, believes there is probably cause for dismissal, he/she shall formulate a preliminary statement of charges and evidence, a copy of which shall be given to the faculty member who shall have the opportunity to comment.

If, following the faculty member's opportunity to comment, the dean believes that there is good cause to proceed further, he/she shall convene a hearing committee of three faculty members, at least one of whom shall be a full-time, non-tenure-track faculty member, to be chosen by the Senate Agenda Committee after consultation with the Provost. The committee shall meet with the faculty member, the dean, and other parties the committee believes may have knowledge relevant to the charges. If the charges against the faculty member include professional incompetence, the hearing committee shall meet with other faculty members qualified to address the issue. During the committee's proceedings the faculty member may elect to be accompanied by a faculty advisor of his or her own choice. The faculty advisor must be a full-time member of the Northeastern University community. As this is a personnel matter, the hearing committee process shall be closed. Only the dean, the faculty member, the faculty advisor, and the witnesses shall be entitled to attend. The hearing shall be confidential and no committee member or attendee shall be permitted to divulge the content of the proceedings.

The faculty member and the dean shall be afforded reasonable opportunity to obtain necessary witnesses and documentary or other evidence. Both the faculty member and the dean have the right to confront and cross-examine all witnesses. All decisions and recommendations of the committee, both substantive and procedural, will be made by majority vote of the committee members. With respect to other procedural matters, the hearing committee may establish its own rules so long as they are consistent with the rules noted herein.

The hearing committee shall conclude its gathering of evidence concerning the dismissal charges within 30 days of beginning hearings and shall render its recommendation in writing to the dean and the faculty member within 14 days of the conclusion of hearings. If the hearing committee recommends dismissal, the dean shall allow the faculty member 10 business days to respond before forwarding the recommendation and any response to the Provost. If the hearing committee recommends against dismissal, the dean may append a response before forwarding the recommendation, within 10 business days, to the Provost. The Provost's decision will be final and will be communicated to the faculty member, the dean and the chair of the hearing committee. If the Provost's decision differs from the recommendation of the hearing committee, s/he will provide a rationale. As this process constitutes a personnel decision, all those individuals authorized to receive the final decision shall maintain the confidentiality of the process and shall not divulge the decision or the rationale, if any, to anyone else, either within or outside of the University.
PROFESSOR OF THE PRACTICE

Rank, Title and Status

Appointment as “Professor of the Practice” may be offered by the University to a limited number of eminently qualified creative, business, entrepreneurial, law, or other professionals who are recognized by peers as having made significant contributions to fields and disciplines important to Northeastern University programs. Because of the eminent stature of individuals offered these positions, this title has only two ranks: Professor of the Practice and Distinguished Professor of the Practice.

Professor and Distinguished Professor of the Practice appointments are non-tenure-track, and service in these ranks may not be applied towards tenure consideration at Northeastern under any circumstances.

For communications purposes, holders of such appointments may be referred to as “Professor [or Distinguished Professor] of the Practice of X,” where X is an academic discipline or specialty.

Rights and Responsibilities

A Professor of the Practice makes a continuing commitment to both teaching and academic service and may maintain his or her professional activities outside of the university as long as these activities do not conflict with the duties of his or her academic appointment. Professors of the Practice may be appointed at any fraction of a full-time appointment. Professors of the Practice in benefits-eligible appointments are governed by Northeastern’s Conflict of Commitment and Interest policy; all Professors of the Practice, whatever the status of their appointment, must disclose, and cooperate fully with University officials in managing, potential conflicts of interest.

The specific responsibilities and expectations of each Professor of the Practice position, including expectations or agreements concerning continued outside professional activity, will be approved by the dean of the hiring unit and itemized in the faculty member’s letter of appointment. At the discretion of the dean and with the approval of the Senior Vice Provost for Research and Graduate Education, a Professor of the Practice may be considered a “Principal Investigator” for the purpose of submitting grants proposals through Northeastern, and may support some or all of his or her salary through external funding.

Professors of the Practice enjoy the protections of academic freedom and are governed by the Performance Expectations relevant to their specific duties, including adherence to University policies and professional standards of conduct in the course of their fulfilling their teaching, research and service obligations.
Appointments, Terms, and Reappointments

Faculty appointments as Professor or Distinguished Professor of the Practice are made by the dean with the approval of the Provost, following consultation with the faculty in the professor’s unit(s) of appointment. Faculty members are appointed to these ranks on the basis of outstanding and sustained professional accomplishment, which may or may not include possession of an earned terminal degree.

Professors of the Practice will be appointed for a minimum of one semester or quarter and a maximum of five academic years, to be stipulated in the appointment letter, and the appointment may be renewed for a period of up to five years, to be stipulated in the new appointment letter at the discretion of the dean and with the concurrence of the faculty of the unit(s) and the Provost. A faculty member initially appointed at the rank of Professor of the Practice may, at the discretion of the dean and with the agreement of the Provost, be reappointed at the rank of Distinguished Professor of the Practice.

All appointments and reappointments are contingent upon documentation of U.S. citizenship or upon maintaining the appropriate visa status and work authorization.

Notice of Non Reappointment

No appointment as Professor or Distinguished Professor of the Practice carries a guarantee of future reappointments. Non-reappointment of a Professor or Distinguished Professor of the Practice is discretionary, based upon the dean’s assessment of need and the ability of the individual to advance the interests of the college and the University. Northeastern will make reasonable efforts to provide three month’s written notice of the University’s intent not to renew a Professor of the Practice appointment.

Annual Evaluation and Salary Determination

Professors of the Practice will be evaluated annually and are eligible for raises on the basis of their performance of the duties set out in their letters of appointment as part of the unit’s usual merit review process.

Eligibility for Leaves of Absence

Professors of the Practice in benefits-eligible appointments are eligible for leave under the terms of the Family and Medical Leave Act. Faculty members in these ranks may, with the approval of the dean, take a personal or professional leave of absence of up to one year, if the leave is unpaid or if any continuing compensation during the leave period is provided by external funds. Professors of the Practice are not eligible for University-funded sabbatical leaves.

Dismissal

Dismissal of a Professor of the Practice before the end of an appointment period may occur for cause. Incompetence in the faculty member's professional...
capacity; neglect of duty; repeated and/or willful disregard of the rules of the University or of academic freedom; physical or mental incapacity; or any other conduct of a character seriously prejudicial to a faculty member’s teaching or research or to the welfare of the University, its faculty, staff or students may each constitute cause for dismissal.

Dismissal for cause will normally be preceded by written notice of the performance concerns or other issues which form the basis for the dismissal, an opportunity to address these concerns, and/or prior disciplinary action. However, in an unusually sudden or serious case, a faculty member may be dismissed without prior notice.

When reason arises to consider whether cause exists to dismiss a faculty member before the end of an appointment period, the faculty member's dean shall first invite the faculty member to discuss the issue and work towards a resolution. If the dean, following discussion with the faculty member, believes there is probably cause for dismissal, he/she shall formulate a preliminary statement of charges and evidence, a copy of which shall be given to the faculty member who shall have the opportunity to comment.

If, following the faculty member's opportunity to comment, the dean believes that there is good cause to proceed further, he/she shall convene a hearing committee of three faculty members to be chosen by the Senate Agenda Committee after consultation with the Provost. The committee shall meet with the faculty member, the dean, and other parties the committee believes may have knowledge relevant to the charges. If the charges against the faculty member include professional incompetence, the hearing committee shall meet with other faculty members qualified to address the issue. During the committee's proceedings the faculty member may elect to be accompanied by a faculty advisor of his or her own choice. The faculty advisor must be a full-time member of the Northeastern University community. As this is a personnel matter, the hearing committee process shall be closed. Only the dean, the faculty member, the faculty advisor, and the witnesses shall be entitled to attend. The hearing shall be confidential and no committee member or attendee shall be permitted to divulge the content of the proceedings.

The faculty member and the dean shall be afforded reasonable opportunity to obtain necessary witnesses and documentary or other evidence. Both the faculty member and the dean have the right to confront and cross-examine all witnesses. All decisions and recommendations of the committee, both substantive and procedural, will be made by majority vote of the committee members. With respect to other procedural matters, the hearing committee may establish its own rules so long as they are consistent with the rules noted herein.

The hearing committee shall conclude its gathering of evidence concerning the dismissal charges within 30 days of beginning hearings and shall render its recommendation in writing to the dean and the faculty member within 14 days of the conclusion of hearings. If the hearing committee recommends dismissal, the dean shall allow the faculty member 10 business days to respond before forwarding the recommendation and any response to the Provost. If the hearing committee recommends against dismissal, the dean may append a response
before forwarding the recommendation, within 10 business days, to the Provost. The Provost's decision will be final and will be communicated to the faculty member, the dean and the chair of the hearing committee. If the Provost's decision differs from the recommendation of the hearing committee, s/he will provide a rationale. As this process constitutes a personnel decision, all those individuals authorized to receive the final decision shall maintain the confidentiality of the process and shall not divulge the decision or the rationale, if any, to anyone else, either within or outside of the University.