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Policy Regarding Appointment, Promotion, Salary and Tenure of Office of the Civilian Members of the Faculty at the Naval Postgraduate School (The Pink Book)

Monterey, California. Naval Postgraduate School

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From: Assistant Secretary of the Navy (Manpower and Reserve Affairs)

To: President, Naval Postgraduate School

Subj: NAVAL POSTGRADUATE SCHOOL POLICY REGARDING APPOINTMENT, PROMOTION, SALARY AND TENTURE OF OFFICE OF THE CIVILIAN MEMBERS OF THE FACULTY

Ref: (a) SECNAVINST 12534.1C

Encl: (1) NAVAL POSTGRADUATE SCHOOL POLICY REGARDING APPOINTMENT, PROMOTION, SALARY AND TENTURE OF OFFICE OF THE CIVILIAN MEMBERS OF THE FACULTY

1. The subject policy, required by reference (a) and reviewed with changes incorporated by the Civilian Human Resources Review Team in accordance with the responsibilities assigned in reference (a), is hereby approved. Changes to the subject policy document are not authorized without the review and approval of the Assistant Secretary of The Navy, (Manpower and Reserve Affairs) (ASN (M&RA)).
This revised Policy Regarding Appointment, Promotion, Salary and Tenure of Office of the Civilian Members of the Faculty at the Naval Postgraduate School has been approved by the Secretary of the Navy. The effective date of the revised Policy regarding Civilian Members of the Faculty is January 2015. Changes to this document are not authorized without review and approval by the Assistant Secretary of the Navy, Manpower and Reserve Affairs (ASN (M&RA)).

The Faculty Salary Schedule is published separately and revised as changes occur.
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APPOINTMENT, PROMOTION,
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POLICY REGARDING
APPOINTMENT, PROMOTION, SALARY, AND TENURE OF OFFICE

Of the

CIVILIAN MEMBERS OF THE
FACULTY

At the

NAVAL POSTGRADUATE SCHOOL

1. **Scope.** This policy statement applies to all civilian members of the faculty of the Naval Postgraduate School (NPS), Monterey, California.

2. **President.** Title 10, U.S. Code, Section 7042 authorizes the position of President, NPS which may be filled by either an active-duty officer of the Navy or Marine Corps or by a civilian individual. Appointments to this position are made by the Secretary of the Navy. If filled by a civilian, the President shall serve in that position for a term of not more than five years, and may be continued in that position for an additional term of up to five years. The President is the senior executive leader responsible for the execution of the NPS mission and the management of the organization and workforce. The President is the decision authority for all actions pertaining, but not limited, to the initial appointment, salary setting, promotion, merit pay step increases, and awarding of tenure of all faculty members.

3. **Provost and Academic Dean.** Title 10, U.S. Code, Section 7043 authorizes the civilian position of Provost and Academic Dean. Appointments to this position are made by the Secretary of the Navy for a period of not more than five years. Before making an appointment to the position of Provost and Academic Dean, the Secretary consults with the Board of Advisors for the NPS and must consider any recommendation of the leadership and faculty of the NPS. The Provost and Academic Dean is selected from candidates whose previous association with educational institutions or programs has demonstrated a high caliber of prestige on a national scale. The title Provost will be used in this document to refer to the Provost and Academic Dean. The Provost is the Chief Academic Officer of the NPS.

4. **Civilian Faculty Positions.** Civilian members of the faculty are those who are appointed pursuant to the authority in Title 10, U.S. Code, Section 7044 as implemented in Department of Defense Instruction 1402.06, 06 Nov 2007, and who occupy positions with primary functions including one or more of the following criteria:

   a. Teaching, lecturing, instructing, facilitating discussions in seminars:

      (1) Preparing for and teaching credit courses, non-credit courses, or short courses, whether in residence, afloat, off-campus, or online;
(2) Leading scheduled student seminars;

(3) Designing, preparing, administering, and grading student exams and work assignments;

(4) Supervising and evaluating student thesis and dissertation work; or,

(5) Providing additional instruction for individual students as necessary.

b. Conducting scholarly research and writing:

(1) Leading or performing scholarly research that provides thesis or capstone opportunities for students;

(2) Leading or performing scholarly research that leads to publication or presentation in an open, peer-reviewed venue, within other scholarly venues, or within a Department of Defense classified network; or,

(3) Leading or performing scholarly research that provides direct support to decision makers within the leadership of the Department of Defense or other Governmental Agencies.

Note: These criteria apply to principal investigators, directors of approved research institutes and centers, and other investigators possessing critical skills not routinely accounted for within the competitive service or whose length of service cannot be specified a priori because of the uncertain duration of the research program for which they are needed; these criteria do not apply to administrative or clerical research staff.

Scholarly research is defined as a systematic investigation of a question or problem leading to generalizable knowledge that can be used by others. Researchers participate in the larger community of scholars to convey the new knowledge by publishing papers, participating in conferences, and, where appropriate, interacting within classified networks. Researchers also work to integrate the new knowledge into the educational programs offered by their institutions.

c. Designing or developing curricula:

(1) Designing and developing curricula and degree programs;

(2) Developing learning objectives and learning outcomes;

(3) Implementing educational skill requirements;

(4) Developing courses, seminars, directed studies, thesis projects, capstone activities, teaching materials, and other learning activities to meet the learning objectives;

(5) Developing teaching materials (both on-line and face-to-face) for both residential and non-residential students, including multiple media presentation and assessment tools;
(6) Developing other learning activities, such as special seminars or workshops for students;

(7) Organizing and managing curricula reviews and program evaluations through appropriate review/approval activities (NPS, accreditation, sponsor, Navy);

(8) Designing and conducting appropriate course, curricular review and assessment mechanisms;

(9) Organizing or participating in activities that improve faculty teaching or student learning; or,

(10) Service on curricula committees.

d. Designing or developing learning support systems:

(1) Developing education/teaching materials, for both residential and non-residential students, including multiple media presentation and assessment tools;

(2) Designing programs and providing resources for faculty to improve teaching;

(3) Designing programs and providing resources for students to improve learning skills;

(4) Designing or developing library information services to support education and research;

(5) Designing or developing academic information technology systems or services;

(6) Designing or developing information/analysis of academic programs to support review and assessment (e.g., Institutional Research); or,

(7) Designing or developing systems for education program management (e.g., registration system, faculty evaluation system).

e. Providing academic advice or consultation:

(1) Providing academic advice to NPS students, such as by an academic associate, educational associates, program officer, or thesis advisor;

(2) Providing expert advice or consultation to Naval entities, DoD activities, Combatant Commands (COCOMs), or other agencies of the U.S. Government based on disciplinary expertise, with knowledge leveraged to improve NPS' capability, curricula, programs, and student theses/learning; or,

(3) Providing expert advice or consultation to other academic organizations, including accreditation agencies and professional societies, and in return learning best practices and benchmarks for use at NPS.
f. Managing and governing of the academic enterprise:

(1) Serving as one of the primary line managers at the NPS (President, Provost, Dean, Chair; or,

(2) Serving as one of their principal deputies/assistants who oversee academic functions (e.g. Director of Academic Administration, Associate Provosts, Associate Deans, Associate Chairs.)

Note: This criterion applies to positions in which the individual is responsible for exercising senior level leadership over the NPS’s academic units.

g. Managing and governing of an educational program:

(1) Serving as the head of an educational program (e.g., Academic Department Chair, Academic Group Chair, Academic Unit Director, and Academic Program Director); or,

(2) Managing the academic aspects of programs, including Academic Associates and Program Officers for Curricula, and Program Managers of Educational Programs.

Note: These criteria apply to positions in which the individual is responsible for exercising management and evaluative oversight of the NPS’s academic units and educational programs.

5. Position Documentation. All civilian faculty positions are further defined in a description which outlines the primary duties of the position, the scope of responsibility and required qualifications. Each position will be accompanied by the Administratively Determined (AD) Position Description Addendum and include a signed statement certifying to the accuracy of the position description.

6. Excepted Service Appointments. Civilian members of the faculty are appointed by the President, NPS, in the excepted service, as authorized by Title 10, U.S. Code, Section 7044, and Title 5, Code of Federal Regulations (CFR) Section 213.3108(b). The CFR specifically assigns the Faculty of the NPS to Schedule A of the Excepted Service. Schedule A is defined as positions other than those of a confidential or policy-determining character for which it is impracticable to examine. NPS Faculty positions are assigned to the AD pay schedule and are placed in the General Education and Training Occupational Series, 1701. Under Schedule A, Excepted Appointments, members of the faculty are covered by the Office of Personnel Management regulations governing merit principles, veterans’ preference, equal employment, performance ratings, annual and sick leave, health benefits, retirement and insurance benefits.

7. Faculty Appointments. Initial appointment to the faculty will be made by the President upon recommendation of the Provost after discussion with the appropriate faculty, Chair, and Dean. There are two appointment series for faculty: Tenure-track and Non-tenure-track. Tenure-track faculty appointments are those appointments which have or may lead to appointment with no definite term of office; non-tenure-track appointments are those with definite terms of office with no promise of renewal of appointment. The initial appointment of all Federal civil service employees encompasses a one-year probationary period; this is applicable to the civilian members of the
a. **Primary Criteria.** In evaluating the record and potential of candidates for appointment, the following criteria will receive primary consideration:

1. Professional competence, as evidenced by the candidate's educational record; by scholarly activities such as publications, research, papers presented at professional meetings, and contributions to the DoD; and by reputation among peers in the field of specialization;

2. Teaching/research ability, as evidenced by recommendations from former supervisors, peers, students, or other appropriate evidence;

3. Personal attributes, such as initiative, cooperation, and breadth of intellectual interests; and,

4. Veterans' preference. When filling positions from external recruitment sources or where veteran's preference is otherwise applicable, veterans' preference eligibility is treated as a positive factor in all stages of the review process. If all relevant merit factors for the position are deemed equal, the offer must be made to the equally qualified preference-eligible candidate. If a non-preference eligible candidate is appointed, the reasons for non-selection of any equally qualified preference eligible candidate must be documented in writing, made part of the selection record, and the reason for non-selection provided to the preference eligible candidates.

b. **Tenure-track Appointments.** Appointments to the several tenure-track academic ranks will be based on the following specific qualifications:

1. Assistant Professor. Appointment to the rank of Assistant Professor will require possession of the Doctorate degree, high standards of scholarship, promise of growth and development in the candidate's professional field.

2. Associate Professor. Appointment to the rank of Associate Professor will require possession of the Doctorate degree, a definite record of scholarship and growth, superior personal traits, and at least five years of significant teaching and research experience at the college level, or equivalent professional service.

3. Professor. Appointment to the rank of Professor will require possession of the Doctorate degree, superior teaching ability, unquestioned evidence of high professional qualifications including professional publications, superior personal traits, and at least six years' experience in the rank of Associate Professor in accredited institutions of higher learning, or equivalent professional service.

c. **Administrative Faculty Appointments.** The President is authorized to employ faculty to administrative duties such as Associate Dean, Associate Provost, Chair or Associate Chair. The President is further authorized to employ faculty in academic administrative positions. All such appointments must be consistent with established AD criteria.

d. **Non-tenure-track Appointments.** The President is authorized to employ non-tenure-track
(adjunct) faculty members on excepted service time-limited appointments of more than one year (i.e., 366 days) under authority of 5 CFR 213.104(a)(1) to support the teaching, research, or academic administrative needs of the NPS. Adjunct faculty must possess appropriate academic and experiential qualifications for the positions to which they are appointed. Titles for adjunct faculty include: Lecturer, Senior Lecturer, Research Assistant Professor, Research Associate Professor, Research Professor, Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor, Professor-of-the-Practice, and Faculty Associate (of specified functions). Specific title used depends upon the appointee’s qualifications and position. Adjunct faculty appointments are time limited and are not tenure accruing positions. Qualifications required of adjunct faculty are similar to those for tenure track faculty, but may be weighted more towards practical experience than in the case for tenure track appointments; this is particularly so for Professor-of-the-Practice appointments. Lecturers and Senior Lecturers must possess at least a Master's degree in an appropriate area of study. The President is also authorized to employ as Distinguished Visiting Professors faculty who are nationally or internationally recognized eminent scholars or experts in areas of DoD interest. The function of a Distinguished Visiting Professor is essentially one of bringing to NPS advice and expertise, through consultation, lectures and/or teaching assignments, from the highest academic and professional levels. Accordingly, Distinguished Visiting Professors are normally appointed for a period not to exceed one year. Subsequent appointments may be granted if the President believes such appointments will be of advantage to the NPS. Non-tenure-track faculty are paid using the same pay scales as an instructor, assistant, associate, or full professor, as appropriate.

e. Exceptions. Criteria for appointments may be waived in exceptional circumstances when doing so would operate to the distinct advantage of the NPS. Waivers may be granted only by the President upon the recommendation of the Provost in accordance with locally established policies and procedures.

f. Executive Faculty Appointments. The President is authorized to designate, with the advice and recommendation of the Provost, members of the civilian faculty to serve in the executive positions of Dean and Vice Provost and University Librarian. These positions report to the Provost.

8. Promotion and Tenure, Tenure-track faculty. Tenure-track faculty are subject to both promotion and tenure review processes.

a. The term “promotion” refers to a change in academic rank from Assistant Professor to Associate Professor or from Associate Professor to Professor. In addition to the criteria below, promotion requires that a faculty member have a performance rating of record of “Meritorious”. Promotion proceedings will occur annually. Promotions are made by the President upon recommendation of the Provost, after consideration of the candidates by the Academic Unit of School, the Faculty Promotion Council (as defined in the Faculty Handbook), and the Deans' Council (as defined in the Faculty Handbook). The Promotion proceedings consider two general categories of performance:

(1) Internal service such as those faculty activities which contribute to supporting the high quality of the NPS's academic environment; and,
(2) External service such as those faculty activities that enhance the NPS's contributions especially to the DON, the DoD, National Security and Homeland Defense, and/or the Academic Community.

b. In evaluating the record and potential of candidates for promotion in the above categories, emphasis will be placed on the following criteria:

(1) Instructional Activity and Teaching Effectiveness as evidenced by the vitality of classroom presentation; the thoroughness of preparation; a demonstrated interest in students; the capacity to impart knowledge and understanding and to stimulate the intellectual curiosity and growth of the student; developing and teaching courses (including short courses) with significant Navy/DoD content; development of other new course materials; direction of student thesis research; production of instructional material for use both inside and outside of the NPS; and conducting off-campus courses and instructional seminars.

(2) Scholarly Activity as evidenced by research directed toward the development of new knowledge, including efforts in areas related to national security; the application of knowledge to the solution of problems, including those of DoD and other national security organizations; by publication of significant new research results in peer-reviewed scholarly journals; and by the preparation, editing or revision of text books and monographs which represent significant new contributions in their areas or disciplines. Scholarly activity includes the Scholarship of Discovery, the Scholarship of Integration, the Scholarship of Application, and the Scholarship of Teaching.

c. In addition, the following criteria will also be considered in judging a candidate's potential for promotion:

(1) DON/DoD service as evidenced by serving on DON/DoD or other national security organizations boards and panels, providing consulting support to headquarters organizations and operational commands, and assisting NPS organizations;

(2) Professional service activity as evidenced by professional activities external to the NPS such as: conference planning, committee work and offices in professional organizations, editorial work, refereeing or reviewing papers, book reviewing, lecturing and consulting work;

(3) Administrative activity as evidenced by service on faculty or administrative committees; service on departmental committees, and service in an administrative appointment such as academic associate, associate chair, chair, dean etc.; and,

(4) Personal attributes as evidenced by integrity, sense of public trust, industry, cooperation, initiative and breadth of intellectual interests.

d. In applying these criteria, the determining factor for promotion to Associate Professor shall be possession of the qualifications necessary to achieve effective leadership in carrying out the mission of the NPS. Promotion to Professor requires that the person demonstrates consistent leadership in at least one area of faculty activity, and have meritorious performance in both internal and external service in carrying out the mission of the NPS.
(1) Tenure. The term “tenure” refers to appointment without a definite term of office to the academic unit to which the faculty member is assigned. Except for possible termination due to a reduction-in-force or separation for cause (see sections 8.f.(3)(f) and (g)), a civilian faculty member with tenure may serve until retirement. The primary criteria for the granting of tenure are the same as those stated above for consideration for promotion. However, tenure is conferred in expectation of continuing significant contributions to future requirements of the NPS. The award of tenure will be based on a continuing expected need for the particular capabilities of the faculty member and also the need to insure continued ability of the NPS to recruit new faculty who can have a reasonable expectation of achieving tenure. Tenure will not be granted at any rank below that of Associate Professor. The granting of salary increases or promotions in rank shall not be interpreted to imply the intention of the NPS to grant tenure to any faculty member. (Note: Tenure as used in this policy statement refers to academic tenure; it does not encompass “status” as used in the competitive civil service.)

(2) Terms of Appointment. A new tenure-track appointee to the faculty of the NPS will normally be given a three-year time-limited appointment, the first year being a probationary period as referred to at the beginning of this section. At the end of the second year, the appointee will be considered for an extension of the term of appointment for an additional year. This will, thereafter, be repeated annually until the sum of his or her accepted prior experience (a faculty member may be granted up to three years of in-rank credit for service as a tenure track or tenured faculty member at another major, research university) and the length of the appointments at the NPS reaches seven years. Each extension decision will be based upon a formal performance review using the criteria of section 8(a). If any appointment is not extended, then it will be understood to terminate upon completion of the stipulated term.

(3) Assistant Professor. An Assistant Professor will be given first consideration for promotion to Associate Professor not later than the end of six years of total experience. An Assistant Professor promoted to Associate Professor must be considered for permanent tenure at that time. If tenure is not granted then the faculty member may not be promoted to Associate Professor.

(4) Associate Professor. An Associate Professor appointed from outside the NPS will be considered for tenure not later than the end of the sixth year of total experience (accepted prior experience plus experience at the NPS). An Associate Professor will be given first consideration for promotion to Professor between the seventh and the tenth years of experience as Associate Professor (accepted prior experience plus experience at the NPS). No time constraints apply for any subsequent consideration for promotion from Associate Professor. In exceptional cases warranted by unique and significant outstanding performance at NPS, an Associate Professor may be considered for promotion earlier at the discretion of the Provost.

(5) Professor. A Professor appointed from outside the NPS will be considered for tenure not later than the end of the sixth year of total experience (accepted prior experience plus experience at the NPS). Under exceptional circumstances, as determined by the Provost, a Professor may be appointed with tenure. Such an appointment will be made only after the candidate has been reviewed and approved by the appropriate tenured faculty, the full Faculty Promotion Council, and the Deans’ Council.
e. Consideration for award of tenure will be given not later than the end of the sixth year of total experience (accepted prior experience plus experience at the NPS). A partial year's appointment, that is an appointment that begins after the first of July in any academic year, does not count in the total years' service referred to in this paragraph. Tenure is awarded by the President upon the recommendation of the Provost after consideration of the candidate by the Academic Unit/School, the Faculty Promotion Council, and the Deans’ Council. A faculty member who fails to receive tenure will be given a one-year terminal appointment.

f. Decisions on promotion and tenure are based on an extensive evaluation of the candidate’s entire performance history in the areas of teaching, research and service. Additionally, an annual performance rating of meritorious is required for any candidate being considered for promotion or the granting of tenure.

(1) Performance Reviews. The performance of all faculty members will be appraised against established performance standards annually. Tenure track faculty are evaluated on two criteria - internal contributions to the institution, and external contributions that demonstrably enhance NPS’s reputation in either the academic community, DON/DoD or both. Evaluation of non-tenure track faculty who are hired for specific tasks will be based on their degree of success in performing those tasks. A summary rating of Meritorious (M) or Unsuccessful (U) which best describes the employee’s overall performance will be assigned.

(2) Military Service. It is the policy of the NPS that civilian faculty who are recalled to active duty will not be disadvantaged by virtue of such service.

   (a) Service of a civilian, tenure-track faculty member called to active duty in the Armed Forces of the United States subsequent to appointment at the NPS shall be counted year for year as service on the civilian faculty for the purpose of determining eligibility for advancement.

   (b) A civilian, tenure-track faculty member on active duty with the Armed Forces may at the faculty member’s election, when eligible, be considered with other eligible candidates. If selected, promotion in absentia will be effective as of the date it would have been made notwithstanding the absence for military duty.

(3) Non-reappointment, Termination. Tenure-track faculty members are subject to non-reappointment or termination actions as follows:

   (a) Non-reappointment. Circumstances permitting, if reappointment is not to be made, tenure-track faculty members with more than two years of service at the NPS will be given notice up to one year prior to the termination of the appointment; faculty members with one to two years of service will be given notice up to six months prior to the termination of the appointment; and faculty members with less than one year of service will be given notice up to three months prior to the termination of the appointment. Notice of non-continuation beyond the probationary year will be given up to three months prior to the end of the probationary period. Non-reappointment of faculty members who are eligible for veterans' preference and have completed one year of continuous employment, including non-reappointment to administrative positions, will be made in compliance with applicable Civilian Personnel Instructions.
(b) Non-award of promotion and/or tenure. Promotion and tenure decisions rest upon the professional judgments of each of the many individuals involved in the process. The process is designed so that the individual professional judgments can be exercised in a fair and equitable manner. At each stage of the deliberations, there is provision for the presence of an objective observer to assure that the process is indeed fair and equitable. Appeals of the final decision may be entertained only if there is demonstrable evidence that there has been an error in process.

(c) Promotion and/or tenure denied at the Academic Unit/School. A faculty member whose promotion or tenure has initially been denied at the Academic/School may file a written appeal with the Provost. The Provost, after making a preliminary review of the matter, may grant the appeal, remand the matter back to the originating academic unit for further consideration, or deny the appeal. If the appeal is granted, the case is considered along with all other promotion and/or tenure cases for action during the appropriate tenure/promotion cycle. If the Provost denies the appeal, the faculty member, colleagues, and/or Department, Chair or School Dean may request the assistance of the Faculty Professional Practices Committee (see Faculty Handbook) in appealing on the basis of process errors. The Professional Practices Committee shall determine whether, in its view, such process errors are significant and recommend to the Provost how such process errors may be remedied. The Provost makes the final decision on the appeal, and may choose to follow the recommendations of the Professional Practices Committee or may decide not to do so in whole or in part. The Provost will inform the appellant of the decision. Upon receipt of the Provost’s final decision, the appellant may request a further review by the President. The President may decline the request. If the President chooses to consider the appeal, he or she may make any inquiries he or she deems appropriate. Following the examination of the case the President may grant or deny the appeal. The President’s decision is final.

(d) Promotion and/or tenure denied by Provost. A faculty member whose promotion or tenure has been supported by his or her Academic Unit/School but which is then denied by the Provost may file a written appeal with the President who will then perform the functions assigned to the Provost in the previous paragraph. At the end of the process the President’s decision will be conveyed to the appellant and is final.

(e) Promotion and/or tenure denied by the President. A faculty member whose promotion or tenure is denied by the President after a positive recommendation by the Provost may file a written appeal with the President. The President may take any action he or she deems appropriate. The President’s decision will be conveyed to the appellant and is final.

(f) Reduction in Force. A reduction in the number of faculty may be required by such reasons as a lack of federal funds, or by a change in mission, organization or workload. Any such reduction will be conducted in accordance with 5 CFR 531 and applicable DoD and DON guidance. In such event, and where permitted by law, regulation, or guidance, every effort will be made to honor the conditions of non-reappointment as in (a) above.

(g) Separation for Cause. Any member of the faculty may be separated for such cause as will promote the efficiency of the service. Such separation will be effected in accordance
with the applicable civilian personnel and Navy regulations.

9. **Faculty Salary Schedule.** The salary for the civilian members of the faculty is determined by the Secretary of the Navy as authorized by Title 10, U.S. Code, Section 7044, and is promulgated by the Deputy Assistant Secretary of the Navy (Civilian Human Resources) (SECNAVINST 12534.1C, 18 October 2005, and appropriate updates). The faculty salary schedule is modified on a comparative basis with changes authorized by the Congress for federal employees paid under the General Schedule. The term "Academic Rank" refers to the academic grade (Professor, Associate Professor, etc.) of an individual; and the term "Step" refers to the salary level within the category (Step 27, 28, etc.). In addition, locality-based comparability payments have been extended to the NPS Faculty Schedule.

   a. **Academic Session.** The Naval Postgraduate School operates year-round, with four academic quarters. Faculty members of the NPS are encouraged year-round to maintain professional proficiency and remain cognizant of the needs of the Navy with regard to postgraduate education. However, in accordance with usual academic practice, tenure-track faculty members are expected each year to perform duties for the "Academic Session." The length of the academic session is specified by the President and communicated in the faculty appointment letter. During the academic session the faculty member is expected to perform the requirements of the position, except when absent on approved annual or sick leave, leave without pay, sabbatical leave, or military leave.

   The remainder of the calendar year, beyond the academic session, is the "intersessional period." The intersessional periods may occur in any of the four quarters of the calendar year for individual faculty. Faculty members will be retained in a non-pay status during the intersessional period. They will be free during that time to pursue study, research, other professional developments, or other occupations compatible with their status as faculty members of the Naval Postgraduate School. Outside employment will be governed by the provisions outlined in DoD 5500.7-R – The Joint Ethics Regulations (JER) on Standards of Conduct and Government Ethics.

   b. **Intersessional Period.** As determined by the President to be necessary, faculty may be assigned to perform academic duties (research, instruction, or service) during the intersessional period. Faculty assigned and directed to perform academic duties during all or part of the intersessional will be paid at the same rate as during their academic session.

   c. **Salary determination.** The salary of a civilian member of the faculty is determined by the President in accordance with the faculty salary schedule cited in section (9). The Faculty Schedules have been capped at a level equal to that of Level IV of the Executive Schedule. The Secretary of the Navy may approve rates above those listed on the schedule.

   d. **Appointment.** Initial appointments of faculty members will be in an academic rank at a step as determined by the President. The decision to set pay at a specified step will involve consideration of the employee's qualifications and unique skills for the position being filled; local labor market conditions that affect recruiting, motivating, and retaining qualified employees; internal equity and salary alignment with other employees; merit system principles; and fiscal and budgetary implications.
e. **Promotion.** With every promotion to another academic rank a civilian member of the faculty shall receive a salary increase equivalent to at least one pay step. The decision to grant an increase equivalent to more than one pay step will be based on a consideration of those same factors outlined in 8a.

(1) **Merit Pay Step Increases.** Upon recommendation of the Provost the President may authorize within-rank step increases for civilian faculty on an annual basis, subject to budgetary constraints. Such step increases will recognize excellence in faculty performance as evidenced by current performance rating of record of meritorious accomplishments documented in the Faculty Activity report and other criteria. Decisions on merit step increases will be based upon recommendations from the appropriate chairs and deans and the approval of the Provost.

(2) **Executive/Administrative Appointments.** Civilian members of the faculty who are appointed to the various executive administrative positions will be paid at a salary step in the Administrative Faculty Salary category, as determined by the President, commensurate with the candidate's unique qualifications and the business needs of NPS. The Faculty member will retain all merit pay step increases and performance ratings earned while on the Administrative Faculty Schedule.

(3) **Effective Date of Promotions and Other Personnel Actions.** Tenure-track faculty promotions, reappointments, and salary increases will normally become effective on the first pay period after 1 July.

10. **Research and Professional Advancement.** Faculty members are encouraged to conduct research, write educational and professional articles and textbooks, and to attend and participate in conferences of learned societies. The primary objective, as well as the governing factor of such research and professional activity, must be the resulting enrichment and improvement of education at the NPS, and contributions to the improvement of the national security of the United States. Valuable accomplishments of this nature shall be taken into account in recommendation for promotion and tenure.

11. **Leave, Health Benefits, Incentive Awards and Life Insurance.** Civilian members of the faculty are entitled to such benefits on the same basis as employees in the competitive civil service.

12. **Retirement.** Civilian members of the faculty hired after 1 January 1984 are covered by the Federal Employees Retirement System (except that those appointed for one year or less are covered only by the Social Security Act). Either the Civil Service Retirement Act or the Federal Employees Retirement System, depending on the member’s chosen option covers permanent faculty hired before that date. NPS Standard Form 105, Certificate of Membership, outlines the coverage and specific provisions of the retirement system and is issued to each member of the faculty at the time of appointment. More complete details concerning retirement are contained in the Federal Personnel Manual.

13. **Absence for Service, Study and Research.** Special leave without pay for study, research,
or service may be granted at the discretion of the President to civilian members of the faculty when such leave would result in the improvement of education at the NPS.

14. **Sabbaticals.** In recognition of the scholarly work accomplished by the NPS, sabbaticals for study and research may be granted to civilian members of the faculty by the President when such a sabbatical would result in the improvement of education at the NPS. Unless otherwise specifically provided, such a sabbatical shall be granted at full pay for one-half the academic session. The number of members of the professional staff to be granted sabbaticals at any one time shall be so limited as to avoid interference with the regular work at the NPS. A civilian member of the faculty who accepts a sabbatical assumes an obligation to continue service at the NPS for a two-year period following return from the sabbatical.

15. **Long-term Training and Education Program for Civilian Employees.** Civilian members of the faculty are eligible for participation in Navy Department programs designed to provide Navy employees with opportunity for comprehensive training or education consistent with significant changes in their responsibilities. This long-term program provides tuition, travel, per diem, transportation of family and household effects, and salary. Acceptance of this opportunity for training or education obligates the civilian member of the faculty to remain an employee for a period three times the length of the period of training or education.

16. **Consulting.** Faculty members of the NPS may be permitted to engage in outside employment or professional activity that enhances their professional competence. Any outside activity must be limited in scope so as not to interfere with the full and energetic execution of the member's primary responsibility in meeting all assigned professorial duties. Applicable regulations governing outside employment of government employees apply, in particular, DoD 5500.07-R – The Joint Ethics Regulations (JER) on Standards of Conduct and Government Ethics. Local procedures will provide for the reporting and approval of such activity by the faculty member. A faculty member, in accepting an agreement for extramural professional activity, does so as an addition to full-time employment by the NPS and not as a substitute for a portion of it.