

FACULTY HANDBOOK

2014 Edition, Revised March 2024

As Approved by the Board of Trustees on April 8, 2024

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Admission to, employment by, and promotion within the University shall be on the basis of merit, and there shall be no discrimination on the basis of race, color, religion, sex, gender identity or expression, national origin, age, or disability.

Foreword

The purpose of this *Faculty Handbook* is to present information about the conditions of appointment to Johnson C. Smith University (JCSU). Moreover, it is designed to define responsibilities, describe relationships, and identify approved procedures that should promote orderly and effective cooperation among administrative personnel, faculty, staff, and students in supporting and achieving the purpose and objectives of JCSU.

This *Handbook* does not state all of the policies, practices and procedures governing University operations. The faculty is encouraged to read the official *Johnson C. Smith University Academic Catalog*, the *Johnson C. Smith University Student Handbook*, the *Johnson C. Smith University Policies and Procedures Manual* and specific policies and guidelines published periodically by the various areas of responsibility (e.g., Counseling and Testing, Financial Aid, Business and Finance, Human Resources).

It must be understood that this *Handbook* is peculiar and adapted to the situation and the mission of Johnson C. Smith University. Revisions and amendments will be made from time to time concerning the information presented herein and will be effective when approved by the President or the Board of Trustees, as appropriate.

Throughout this *Handbook*, all personal pronouns (e.g., he, she, him, her, and they) shall be construed to apply to any and all genders.

Section I - Johnson C. Smith University in General

- A Brief History
- Statement of Institutional Purpose
- Institutional Accreditations and Memberships
- Plan of Organization for the University

A Brief History

The Thirteenth Amendment and the end of the Civil War brought freedom to approximately four million enslaved African Americans throughout the South. What they gained in liberty, newly freedmen still lacked in opportunity. With no education, no property, and no jobs immediately available, freedmen faced as great a struggle for prosperity after emancipation as they did before. To help ease their transition from slavery to freedom, the Reverend S. C. Alexander and the Reverend W.L. Miller of the Catawba Presbytery sought to establish an educational institution for freedmen in the Piedmont region of North and South Carolina. On April 7, 1867, at a meeting in the old Charlotte Presbyterian Church, formerly located at the corner of D and Fourth Streets in Charlotte, North Carolina, the Presbytery agreed upon a plan for such a school and chose Alexander and Miller as the school's first professors.

News of the Presbytery's efforts soon reached a devout churchwoman of Philadelphia, Pennsylvania, Mrs. Mary D. Biddle, who promptly pledged \$1,400 to the new school. In appreciation for her generous contribution, the newly established school was named for her late husband, Major Henry Biddle, who was wounded at the Battle of New Market in June 1862 and died a month later. The school was officially chartered by the state as the Henry J. Biddle Memorial Institute, and the first classes were held on May 1, 1867. Along with the Colored Presbyterian Church of Charlotte, Biddle Memorial Institute was housed in a building on C Street in Charlotte, which had been donated to the institution by the Freedmen's Bureau. Still searching for a permanent home, Biddle Memorial Institute secured a donation of eight acres of land from a wealthy Charlottean, Colonel W. R. Myers. Soon after moving to the Myers site, the charter was changed in 1876 by the North Carolina State Legislature from Biddle Memorial Institute to Biddle University. The institution operated under this name until 1923. Other successes were achieved outside the classroom. In 1892, Biddle University played its first intercollegiate football game against Livingstone College. The Golden Bulls won victory that year, and the two teams have played every year since in what is known today as the Commemorative Classic.

During and after Reconstruction, Biddle University grew as it benefitted from personal generosity and government support. Using the Freedmen's Bureau as an intermediary, Mrs. Biddle donated an additional \$10,000 to erect a main education building and two professor's houses on the Myers site. Those buildings were completed in 1868. Between 1921 and 1928, Mrs. Mary Berry Smith of Pittsburgh, Pennsylvania, provided funds for the erection of a theological dormitory, a science hall, a teachers' cottage, and a memorial gate. She contributed also an impressive endowment for the institution in memory of her late husband, Mr. Johnson C. Smith. In recognition of these many generous gifts, the Board of Trustees voted to change the name of the institution to Johnson C. Smith University. Thus, the charter of the school was amended on March 1, 1923, by the North Carolina State Legislature. Before

her death in October 1929, Mrs. Smith donated even more money for the erection of five more buildings, including a church.

In 1924, Johnson C. Smith University was made more stable and prosperous as a result of a tremendous gift from James B. Duke, a wealthy and magnanimous businessman of Somerville, New Jersey. Duke, who also had a home in Charlotte and had made a tremendous amount of money in the tobacco industry, had been contacted several years earlier by the president of JCSU, Dr. H. L. McCrorey, for a contribution to the young school. Although Duke did not respond to McCrorey's letter, when the Duke Endowment was established on December 11, 1924, Johnson C. Smith University was named as one of four educational beneficiaries alongside Duke University, Davidson College, and Furman University, providing the University with immediate and long-term financial resources from which to draw. Through the years, the Duke Endowment has been of tremendous value to the continued development of the University.

The University underwent considerable demographic and financial changes in the decades before and after World War II. In 1924, the institution was recognized by the North Carolina State Board of Education as a four-year college. Five years later, the high school department was discontinued, and the standard educational program was restricted to a college of liberal arts and sciences and a theology department. In 1932, the University's charter was amended to provide for the admission of women to the senior division. The institution attained the status of an independent college, affiliated with the Presbyterian Church in the United States of America, and reporting to the General Assembly through the Board of Christian Education in 1938. By the time the Diamond Jubilee was celebrated in 1942, the University was a fully residential, coeducational institution. Two years later, Johnson C. Smith University joined the College Fund/United Negro College Fund (UNCF) as a founding member of this important institution. The Fund was organized to help church-related schools of higher learning revamp their training program, expand their physical plants, promote faculty growth, and create new areas of service.

With increasing support from the Duke Endowment, the UNCF, and other sources, the years between 1955 and 1968 brought significant physical and intellectual development to Johnson C. Smith University. In November 1955, the Henry Lawrence McCrorey Theological Hall was dedicated, providing a new home for the seminary and its library, space for a small chapel, classrooms, and offices. In 1969, the theology program moved to Atlanta, Georgia, becoming part of the Interdenominational Theological Center. Seven new buildings were erected on the JCSU campus during this period as well: the Jack S. Brayboy Gymnasium (1960), the Hardy Liston Residence Hall for women (1962), the University Memorial Union (1965), the Duke Memorial Library (1967), Myers Residence Hall for men and Sanders Residence Hall for women (1967), and the Rufus P. Perry Science Building (1968). Since 1968, JCSU has added several more buildings including the Johnson/Seabrook Education

Building, Carter Hall and Mary Irwin Belk Early Childhood Education Center (1976), Greenfield Hall (1985), the Lionel H. Newsom Humanities Building (1986), the Teaching and Learning Center (1988), the Robert L. Albright Honors College Center (1990), the Faculty Center (1991), the Edward E. Crutchfield, Jr. Center for Integrated Studies (1993), the New Res residence hall (1993), a Technology Center (1997), the Irwin Belk Complex (2003), and the New Science Center (2015). The addition of buildings symbolized the growth of the university and its continued success in educating young people.

As higher education became more competitive and more demanding in the 1980s, Johnson C. Smith University made efforts to enhance the academic curriculum and add special programs to attract and retain top students. The Teaching and Learning Center was established to provide academic support services to JCSU students, and the Honors College aimed to recruit outstanding students who have the academic, social, and service commitments to function as leaders and role models on campus as well as in their communities. JCSU added the Service Learning Center in 1994, and it quickly became a model program in the southern region to instill strong values of service to the community and create a well-balanced education for JCSU graduates. Renovations and upgrades to the James B. Duke Library were completed in 1999. and after a campaign that raised more than \$6.7 million, JCSU renovated the historic Biddle Memorial Hall. Fortunately, generous donors continued to support Johnson C. Smith. JCSU received a \$1 million gift from Irwin Belk, a prominent Charlotte businessman in 1996, and grants in excess of a million dollars each from other institutions including the Lilly Foundation, the Department of Interior, the Duke Endowment, and the Kresge Foundation. These funds allowed for the continued growth of JCSU.

In the 1990s, Johnson C. Smith University experienced a few important firsts. Dorothy Cowser Yancy became the first female president of JCSU in 1994. In 2000, JCSU launched the IBM Laptop Initiative, becoming one of the few colleges in the country and the first Historically Black College or University (HBCU) to provide an IBM laptop computer to every student.

At the end of the first decade of the new millennium, JCSU launched the Metropolitan College to offer undergraduate adult degree programs to enhance their opportunities for career advancement and success. These advances, among others, prompted Yahoo to name JCSU as one of the “Top 50 Most Wired Small Colleges” in 2002.

Following Dr. Yancy’s retirement in 2008, Dr. Ronald L. Carter became the thirteenth president of Johnson C. Smith University. Under his leadership, JCSU took major steps toward becoming Charlotte’s Premier Independent Urban University. Dr. Carter’s vision of a diverse and bright future for JCSU included a number of academic initiatives and physical upgrades. A \$5.7 million gift from the Duke Endowment funded not only the Metropolitan

College but also the new Center for Applied Leadership and Community Development. Aided by a generous donation by Mr. Larry Griffin, Sr., Johnson C. Smith University opened the Arts Factory building on Beatties Ford Road as the home for JCSU's new Visual and Performing Arts program. In addition to renovations to the Mary Joyce Taylor Crisp Memorial Student Union, in the summer of 2011, the University broke ground on the Mosaic Village, a four-story, mixed-use facility adjacent to the Arts Factory containing retail space, restaurants, and student housing. Groundbreaking on the new Wellness Center began later that same year.

In January of 2018, Clarence "Clay" Armbrister became JCSU's fourteenth president. His agenda, which he unveiled early in his tenure, includes the "Four Rs": Resources, Recruitment, Retention, and Rigor, all of which are crucial to the University's success.

Dr. Valerie Kinloch, Class of 1996, became the fifteenth president of JCSU in August 2023, ushering in what she calls "A New Era of Excellence."

From its humble beginnings on the grounds of old Charlotte Presbyterian Church, JCSU has grown to 100 acres of land on the highest point in Charlotte with more than 40 academic, service, and administrative buildings. As a result of the vision and commitment of past and present Boards of Trustees, presidents, administrators, faculty, and staff, Johnson C. Smith University is heralded as one of the best small colleges in the nation.

Statement of Institutional Purpose

Founded in 1867, under the auspices of the Committee on Freedmen of the Presbyterian Church, U. S. A., Johnson C. Smith University is an independent, private, co-educational institution of higher learning. Located in the rapidly growing metropolis of Charlotte, North Carolina, "Queen City of the South," this historically African American university has a residential campus with a familiar atmosphere in which students are stimulated and nurtured by dedicated, caring faculty and staff.

Consistent with its Christian roots, the University recognizes the importance of moral and ethical values to undergird intellectual development and all endeavors. Johnson C. Smith believes in the unrelenting pursuit of knowledge and the value of cultivating the life of the mind. The University assigns great significance to the development of self-confidence, the understanding of one's own heritage as well as an awareness of the cultures of others, the exploration of the myriad forces affecting people of this complex, technological age, and the formulation of a sense of one's role in this schema.

The mission of Johnson C. Smith University is to provide an outstanding education for a diverse group of talented and highly motivated students from various ethnic, socioeconomic, and geographic backgrounds. Johnson C. Smith offers a liberal arts education in conjunction

with concentrated study in specialized fields in preparation for advanced study and specific careers.

The University endeavors to produce graduates who are able to communicate effectively, think critically, learn independently as well as collaboratively, and demonstrate competence in their chosen fields. Further, it provides an environment in which students can fulfill their physical, social, cultural, spiritual, and other personal needs and in which they can develop a compelling sense of social and civic responsibility for leadership and service in a dynamic, multicultural society. Likewise, the University embraces its responsibility to provide leadership, service, and life-long learning to the larger community.

Regarding teaching effectiveness as paramount in its educational enterprise, Johnson C. Smith has a commitment to the recruitment and retention of outstanding faculty. To this end, the University promotes faculty development, encourages faculty involvement in research and other creative activities, and endorses the principles of academic freedom.

To ensure the integrity and stability of its status and the perpetuation of its rich legacy, Johnson C. Smith University has a firm resolve to maintain the fiscal and human resources requisite to be a truly distinctive institution--a hallmark of excellence in its students, faculty, staff, administrators, academic and other programs, facilities, operations, and environment.

Institutional Accreditations and Memberships

Johnson C. Smith University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate and master's degrees. Questions about the accreditation of Johnson C. Smith University may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097, by calling (404) 679-4500, or by using information available on SACSCOC's website (www.sacscoc.org (<http://www.sacscoc.org>)).

The Social Work Department is accredited by the Council on Social Work Education.

Johnson C. Smith University is a member of:

- The Association of Collegiate Registrars and Admissions Officers
- American Council on Education
- Association of Governing Boards of Universities and Colleges
- CLEP accepting institution
- Council for Advancement and Support of Education
- Council of Independent Colleges
- College Entrance Examination Board
- College and University Personnel Association

- National Association of College Admission Counselors
- National Association of College Deans, Registrars, and Admissions Officers
- National Association for Equal Opportunity in Higher Education
- National Association of Independent Colleges and Universities
- National Association of Minority Engineering Programs Administration
- National Association of Student Financial Aid Administrators
- National Association of Student Personnel Administrators
- North Carolina Association of Colleges and Universities
- North Carolina Association of Independent Colleges and Universities
- NCIC Consortium
- Southern Association of College Registrars and Admissions Officers
- The United Negro College Fund (UNCF)

Plan of Organization for the University

The University has created two broad categories of administrators below the level of the President:

Category I

Policy Level Administrators

- Vice Presidents
- Associate Vice Presidents
- Assistant Vice Presidents
- Deans

Major Assignments

- Responsibility over broad functional area
- Responsibility for the administration and implementation of policy in the broad functional areas

Specific Activities

- Planning
- Coordinating
- Evaluating
- Solving problems beyond abilities of individuals to solve

Category II

Service Level Administrators

- Academic Department Chairs
- Coordinators
- Managers
- Directors

Major Assignments

- Deliver Services
- Maintain maximum exposure to students, faculty, community

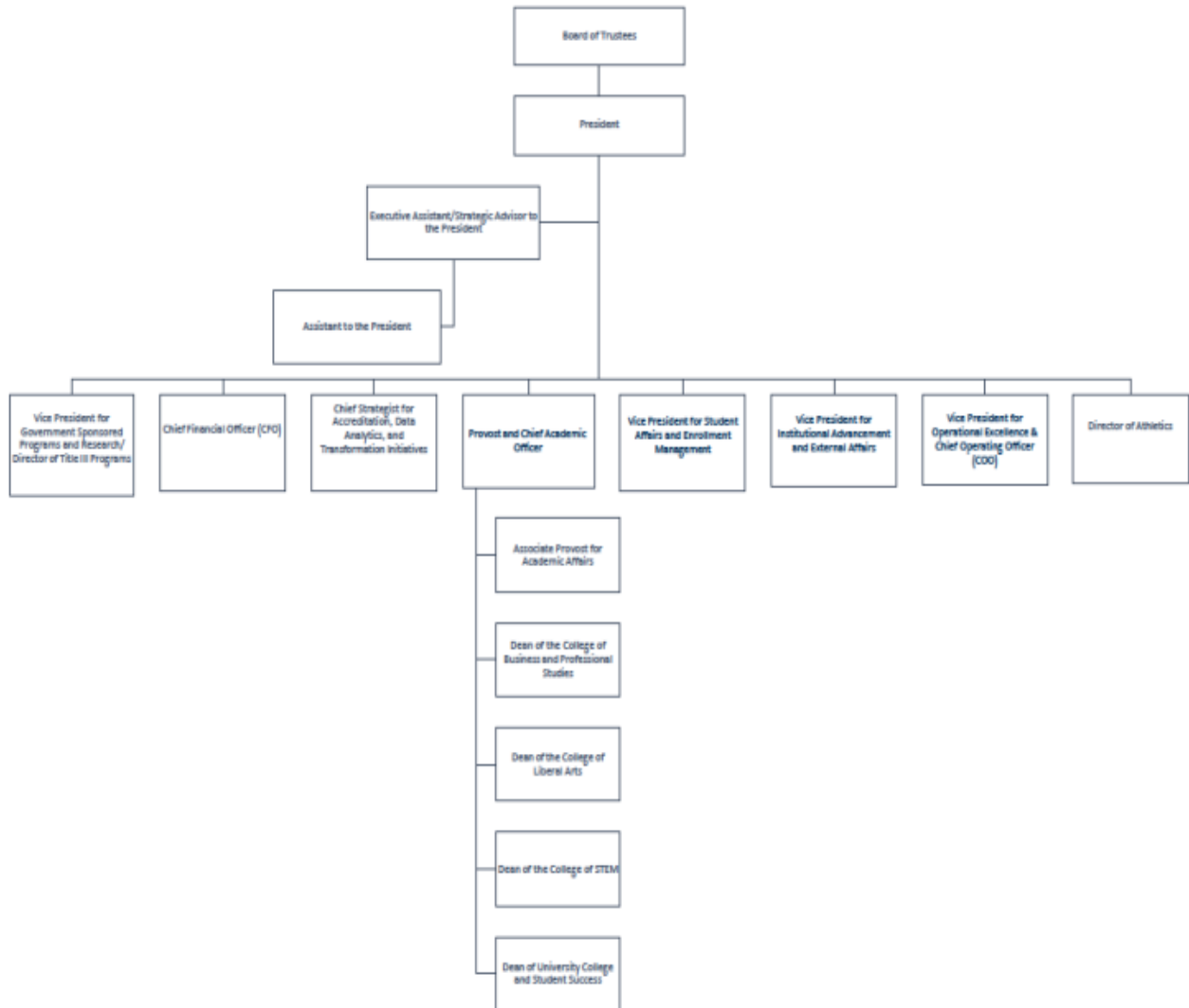
Specific Activities

- Be most responsible for processes and functions
- Carry out broad assignments
- Have maximum responsibility consistent with rank, job duties, experience

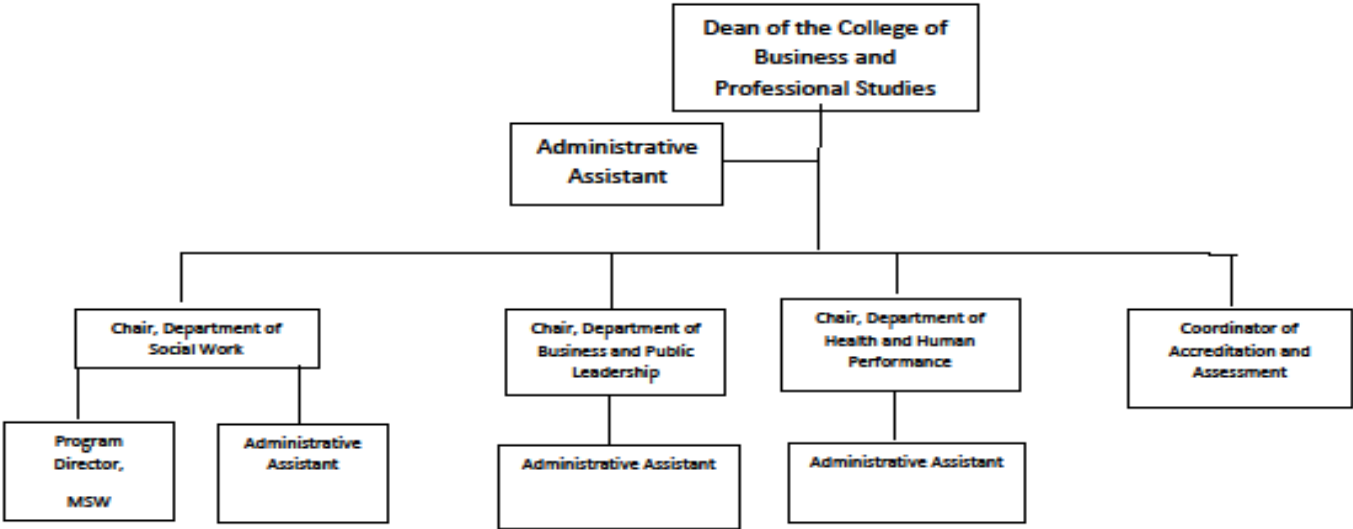
The several components of the University are organized according to the plan shown in Chart 1. In the sections that follow, the administrative and faculty components are presented.

Organization Charts

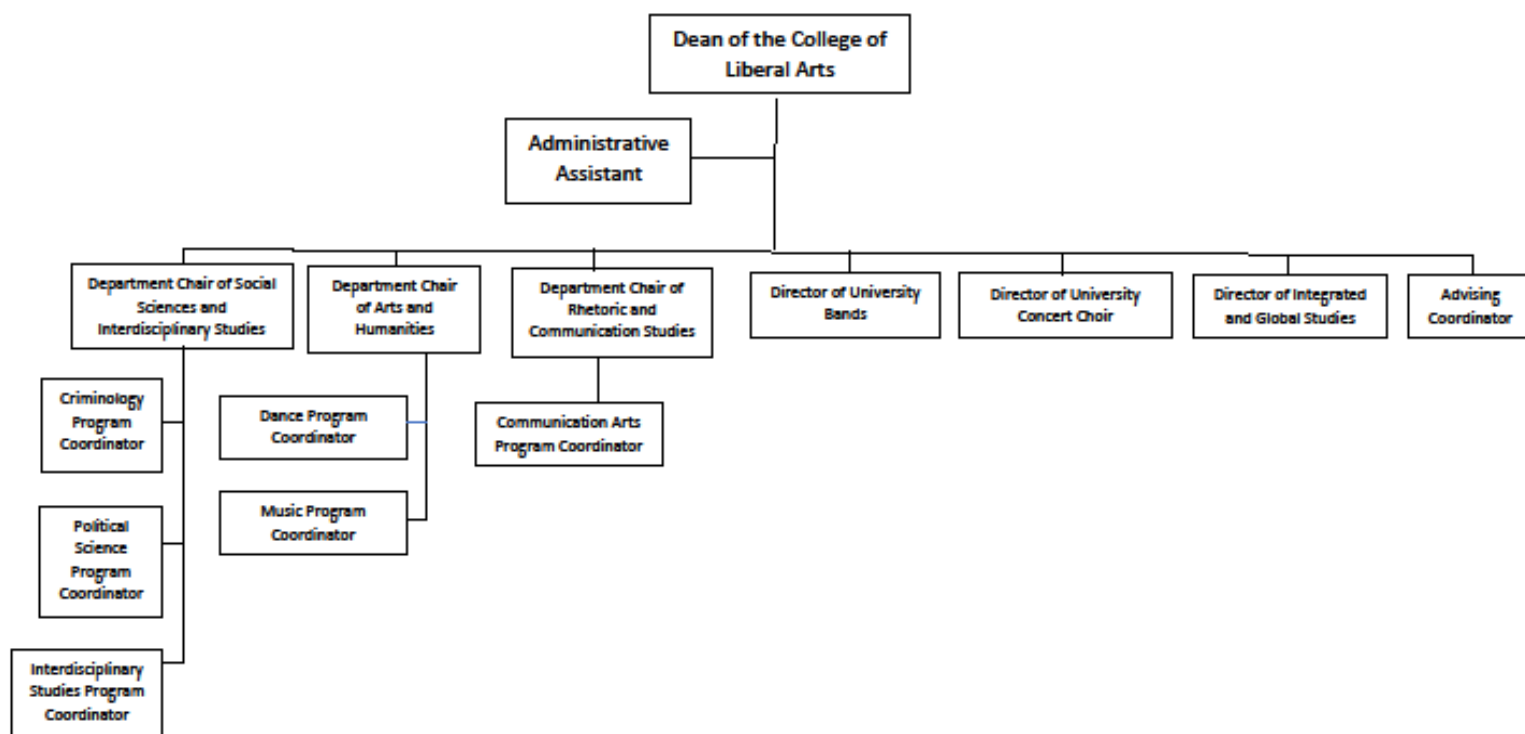
Office of the President



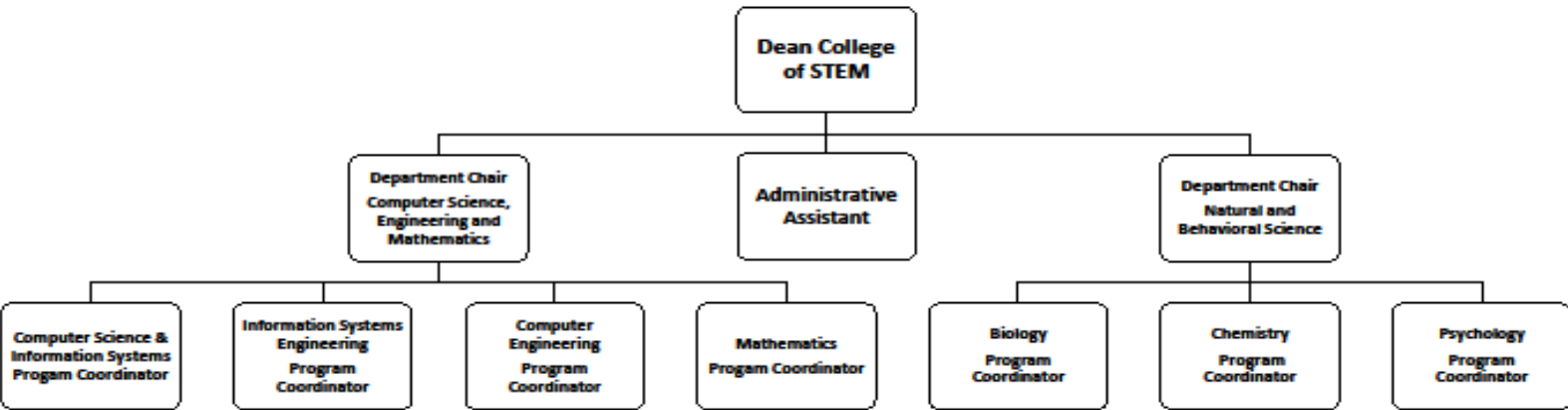
College of Business and Professional Studies



College of Liberal Arts



College of Science, Technology, Engineering, and Math



Section II - The Administration

The Administration of the University is exercised through the President and operational divisions: Academic Affairs, Student Affairs and Enrollment Management, Finance and Administration, Human Resources, Institutional Advancement, and Government Sponsored Programs and Research. The Administration also includes assistants to the President, Provost and Chief Academic Officer, Associate Provost for Academic Affairs, Vice Presidents, Assistant/Associate Vice Presidents, Academic Deans, Academic Department Chairs, and Program Directors. A summary of the responsibilities and duties assigned to each of these areas appears below. Position titles and duties may be modified or eliminated from time to time depending on the needs of the University.

The Office of the President

The President's powers and duties as chief executive officer of the corporation are set forth in the By-Laws of the University, Article III, Section 5: <https://tinyurl.com/mwkvc9ze>.

Divisional Vice Presidents perform their assigned functions under the authority and supervision of the President to whom they are directly responsible. In addition to the Division Vice Presidents, the following administrators are directly responsible to the President: Executive Assistant/Strategic Advisor to the President; the Chief Financial Officer; the Chief Strategist for Accreditation, Data, and Transformation Initiatives; the Director of Athletics; and the Provost.

The Executive Assistant/Strategic Advisor to the President is responsible for implementing the President's goals through project research, management, and liaison work with multiple individuals/groups. They manage the day-to-day operations of the Office of the President, including travel, accommodation, logistical and budget planning and monitoring. They liaise with a broad variety of key stakeholders, including staff, volunteers, clients, donors, government/elected officials, partners, and media who come through the Office of the President. Administrative Assistants and Presidential Interns report to the Executive Assistant/Strategic Advisor to the President.

The Chief Financial Officer is responsible for matters related to finances, budgeting, and financial strategic planning for the University.

The Chief Strategist for Accreditation, Data Analytics, and Transformation Initiatives is responsible for ensuring compliance with accreditation and is responsible for all areas of institutional effectiveness and transformation.

The Director of Athletics is responsible for the supervision, planning, and operations of all intercollegiate athletic programs for men and women, including football, basketball, track and field, volleyball, softball, golf, tennis, and bowling.

The Provost is responsible for coordinating the activities of the Provost Council and ensuring compliance with all Presidential and University mandates. They convene meetings and ensure that the Provost Council functions as an effective administrative unit that governs through consensus. The Provost develops policies and systems to ensure administrative functions of the Academy including, but not limited to, course scheduling, major and program reviews, maintenance of teacher schedule cards, syllabi, and credential verifications. Further, they ensure these procedures are handled accurately and consistently across all colleges.

Division of Academic Affairs

The Provost Council oversees the administration of the academy. The Council's responsibilities include, but are not limited to, strategic planning for the academy, defining policies and procedures to ensure an effective and efficient operation of the academy, monitoring and enforcing compliance of policies and procedures, and compliance with mandates given by the Board of Trustees and/or the Office of the President, as well as Federal and State governmental and accrediting bodies. The Council is also responsible for ensuring the offering and implementation of high-quality programs across all colleges of the University, and monitoring and implementing viable financial strategies and plans for the academy.

Specific members of the Council are responsible for supervising the following: the accuracy and currency of the academic section of the *University Catalog*; freshman orientation, advising and learning assistance services; faculty development; graduate and professional school opportunities; and student academic progress. The Provost Council also works with appropriate Faculty Committees on issues of curriculum and academic policy, particularly those pertaining to implementing the Liberal Studies requirements.

The membership of the Council includes but is not limited to, the Associate Provost, all of the Academic Deans, the Director of the Smith Institute for Research, Career Development & Postgraduate Readiness, Director of the Center for Innovative Teaching and Learning, Director of the Library, and University Registrar. The Director of Liberal Studies, Faculty Senate President, and the Director of the Quality Enhancement Plan will serve as *ex officio* members of the Council and will offer regular updates and reports to the Council.

The Provost is responsible for coordinating the activities of the Provost Council and ensuring compliance with all Presidential and University mandates. They convene meetings of the Council and ensure that it functions as an effective administrative unit that governs through consensus. They develop, in conjunction with the Council, policies and systems to ensure administrative functions of the Academy including, but not limited to, course scheduling; major and program reviews; maintenance of teacher schedule cards; syllabi; and credential verifications. Further, they ensure these procedures are handled accurately and consistently across all colleges.

The College, Defined: For the purposes of this document, a College is an academic unit that is administratively organized under a Dean.

The College Dean is an academic officer of the University and the Chief Administrative Officer of the College. The College Dean provides academic leadership to colleges to ensure the effective administration of the affairs of the college. Major responsibilities include fund-raising; budget planning and implementation for the academic programs; personnel and operations for the college; allocation of fiscal and human resources within the college; recruitment, development, and evaluation of faculty members; coordination, planning, and implementation of effective academic programming; and development of students. In addition, the Dean provides leadership in preparing and updating the college strategic plan with the participation of all faculty and facilitates the collection, aggregation, and analysis of data and information required to develop and implement both college-wide and university-wide strategic planning.

Colleges shall meet at least once every month. Records of all college meetings shall be filed in the college office and distributed and filed electronically when possible.

Collegial and democratic procedures are followed by all faculty bodies, including the general faculty, colleges, departments, and committee meetings. Parliamentary procedure and quorums are based on the latest revision of *Robert's Rules of Order*.

The following individuals report to the Provost or their designee:

The **Director of the Center for Innovative Teaching and Learning** engages the University community in a collaborative effort to create effective teaching and learning experiences that contribute to increases in student retention and graduation rates; develop best practices in instruction that can be shared across disciplines; support faculty and staff professional development; and establish Johnson C. Smith University as a leader in developing and facilitating instruction for the 21st Century Learner.

The **Director of the Library** is responsible for the oversight and long-range planning for the Library and Media Services. The Director reports to the Dean of Academic Support Services.

The **Registrar** serves as the chief records officer for the University.

The **Director of Liberal Studies** is a member of the faculty appointed by the Provost. In their programmatic functions, the Director oversees the Liberal Studies Program and, with the assistance of the Committee on Liberal Studies, recommends policies, evaluates the program, and makes recommendations regarding the curriculum to the Committee on Educational Policies. The Director of Liberal Studies reports to the Associate Provost.

The **Director of the Quality Enhancement Plan (QEP)** is a member of the faculty, appointed by the President upon recommendation of the Provost. They are responsible for the collection of data from all Academic units as needed to implement and assess the QEP; reporting regularly to the Provost Council and the Faculty regarding the status of QEP implementation

and assessment, and working closely with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Liaison for compliance. Once the fifth-year QEP report has been accepted by SACSCOC, the Director's role is to supervise the creation of a new QEP. The Director of the Quality Enhancement Plan is the Chair of the Faculty Committee on the Quality Enhancement Plan.

The **Department Chair** provides academic leadership for the department and ensures effective administration of the affairs of the department. Major responsibilities include recruiting, evaluating the performance of, and facilitating professional development for faculty; making and documenting decisions regarding recommendations in the contract renewal, Merit, Tenure and Promotion, and Post-Tenure Review processes; coordinating effective academic advising of students; and coordinating, planning, and implementing effective academic programming. Department Chairs respond to grievances and special requests from students, and they certify that students meet departmental graduation requirements. Department Chairs plan and implement graduate school and professional activities for students, and report directly to their assigned Dean.

Departments with two or more faculty members shall meet at least once every two months each semester. Records of all department meetings shall be filed in the college office and distributed and filed electronically when possible.

Collegial and democratic procedures are followed in all faculty bodies, including the general faculty, colleges, departments, and committees. Parliamentary procedure and quorums are based on the latest revision of *Robert's Rules of Order*.

Program Directors assume similar responsibilities as department chairs. However, the director is responsible for ensuring that the content of the program is in compliance with the program's standards and requirements, such as the accrediting guidelines of the BSW and MSW Programs. Program directors report directly to the department chair.

The **Program Coordinator** provides academic leadership for a major program and ensures effective administration of the program. They are selected by the Department Chair and College Deans, the latter of which makes the appointment. Depending on the department, the Department Chair may serve in this role for one or more programs. In the case of departments with multiple programs in multiple disciplines, however, a Program Coordinator should be appointed from those faculty within the program's teaching or research discipline. In rare cases, a coordinator may be selected from another teaching or research area in cases of major overlap between disciplines.

The major responsibilities of a Program Coordinator include coordinating effective academic advising of students in their program, and coordinating, planning, and implementing effective academic programming. They should also assist Department Chairs with planning and implementing graduate school and professional activities for students. Program Coordinators

report directly to their assigned Department Chair. Coordinators are evaluated according to their faculty status (Teacher-Advisor, Teacher-Scholar, etc.) by their Department Chair in the regular evaluation cycle.

Division of Student Affairs and Enrollment Management

The Vice President for Student Affairs and Enrollment Management has overall responsibility and authority for administrative, budgetary, planning, and supervisory functions within the Division of Student Affairs and Enrollment Management. The Vice President establishes, coordinates, maintains, and evaluates a comprehensive student development program, starting with their enrollment through graduation, at the University. In addition, the Vice President ensures that the institution provides a robust co-curricular experience for students that focuses on first- and second-year living and learning, spiritual life, and leadership development opportunities.

The **Associate Vice President of Student Affairs and Enrollment Management and Title IX Coordinator** manages the university's (student) Title IX process, as well as provides direct leadership to the Dean of Students and Student Conduct Coordinator. Of utmost priority for all three individuals is ensuring that students' rights and responsibilities are acknowledged and honored; and, that they are provided with *due process* throughout a judicial case.

The **Director of Admissions** is responsible for the recruitment and selection process of all incoming students (e.g., new freshmen, transfer, and readmits). Recruiting territories are determined by usage of data from organizations including, but not limited to, the College Board, EAB, and Encoura, along with the collective history of the University's geographical analysis of matriculation.

The **Director of Financial Aid** administers an extensive financial aid program (i.e., grants, loans, work study) that provides financial assistance to more than 80% of JCSU's student body. This individual also manages the University's federal compliance requirements and internal and external scholarship programs, while also hosting and sponsoring financial literacy, education, and wellness workshops and sessions.

The **Director of Counseling Services** promotes and facilitates the interest, wellness, and growth of all JCSU students. This individual strives to encourage student involvement on campus and in the community by enhancing self-awareness, and aiming to inspire the individual and collective leadership skills of all students. The Director and their team offer individual and group counseling, workshops, support services, and educational materials, as well as provide confidential intakes and assessments and personal counseling and referrals to appropriate off-campus resources on a walk-in or appointment basis.

The **Director of Health and Wellness**, in partnership with Atrium Health, supervises the general health care of the campus community, develops policies and procedures for the operation of the student health program, makes recommendations in the area of health care

for the University, and plans and implements activities and events that focus on the health and well-being of all students.

The **Director of the JCSU HealthPlex** oversees a 5,700-square-foot facility that serves as a workout and educational space where students, faculty, and staff can focus on their physical health and be physically active, utilizing a variety of exercise machines and equipment. This individual also manages a multi-purpose space, along with one classroom and locker room facilities.

The **Director of Housing and Residence Life** provides administrative oversight for several key services and operational components within the Office of Housing and Residence Life, including housing assignments, coordination of housing and facilities management and maintenance, operating and capital budgets for residence halls' renovation projects, and other related duties. This individual assists the Housing and Residence Life team in ensuring that the University offers a comfortable, safe, and supportive living- learning environment for all residential students.

The **Director of Student Leadership and Engagement** is responsible for the vision, strategic planning, and effective management of student programming, involvement, and leadership. The Director creates and implements a balanced set of activities and events that support the University's commitment to inclusion—via the development of student programs and services that contribute to a healthy and progressive campus climate.

The **Director of Veterans and Military Affairs** is responsible for the day-to-day administration of programs, resources, and services that address the educational, social, and cultural needs of Military and Veteran Students; and dependents of Veterans. This individual works to ensure a smooth transition from military to civilian life (if applicable), whether the Military or Veteran Student is enrolled in a traditional, evening, or online program.

Division of Operational Excellence

The Vice President for Operational Excellence is responsible for the following areas: Human Resources, Information Technology, Campus Police, and Facilities and Real Estate.

Division of Government Sponsored Programs and Research (GSPAR)

Under the direction of the Vice President for Government Sponsored Programs and Research and Executive Director of Title III Programs, this division serves the university through the following areas: Sponsored Programs, Grants and Contracts Administration, Research Integrity, Ethics and Education, and Title III Programs. The division has a broad mandate to encourage, initiate, assist, and celebrate faculty and professional staff in their research, scholarship, instruction, and community outreach endeavors. GSPAR aims to strengthen the

fiscal health of the university by serving as the central administrative division for assisting faculty and staff in seeking, acquiring, and managing external funding, and providing leadership in compliance matters and research ethics. Additionally, the GSPAR division is responsible for monitoring and providing oversight to research projects to ensure the highest standard of ethics and integrity are achieved in compliance with university, federal, state, and municipal laws, and regulations.

Title III is responsible for implementing the institution-wide Title III grant program awarded by the U.S. Department of Education. The purpose of the Title III Program is to assist eligible institutions in carrying out planning and development activities that will enable them to become viable thriving institutions of higher education and, therefore, free from the need for continued assistance under Title III. Our university uses Title III funds to strengthen institutional management, fiscal stability, academic quality, and student services and outcomes. All activities are related to both the University's Strategic Plan and the Comprehensive Development Plan (CDP).

Division of Institutional Advancement and External Affairs

The Vice President for Institutional Advancement and External Affairs is directly responsible for all matters pertaining to external relations, marketing and communications, fundraising, and institutional development. They shall provide for communication and cooperation within and among the various administrative units under their supervision through regular meetings, written memoranda, conferences, and other appropriate procedures. They shall make frequent evaluations of current administrative procedures for offices under their supervision for the purpose of eliminating ineffective procedures and adopting alternate procedures.

The Vice President for Institutional Advancement shall cooperate with other administrators to advance the general objectives of the institution. In collaboration with appropriate administrators, they shall present and recommend to the President potential programming and partnership opportunities that could help strengthen the institution and advance the University's mission. They shall keep the President informed of all matters pertaining to development operations and refer all matters of policy development or change to the President for final approval.

Directly responsible to the Vice President for Institutional Advancement is the Assistant Vice President for Institutional Advancement, Director of Development, the Director of Foundation Relations and Private Gifts, the Director of Alumni Affairs, the Director of Communications and Marketing, and the Director of Corporate Relations.

The Director of Communications and Marketing is responsible for planning, directing and conducting public relations programs designed to create good will, to establish a favorable image, and to promote the University through cooperation with its internal and external publics. The Assistant Director of Communications and Marketing, the Director of Sports Information,

Web Services Manager, and the Coordinator of the Print Shop report to the Director of Communications and Marketing.

The Director of Development is primarily responsible for initiating, cultivating, and closing on special gifts at levels of \$10,000 and above from individuals, including alumni, and friends; and planning, developing, and implementing a deferred and planned giving program. The Director will also institute special donor and prospect event activities to honor existing donors and cultivate new donors to step-up private sector fundraising programs. The Development Officer for Major Gifts and a Data Analyst report to the Director of Development.

The Director of Foundation Relations and Private Gifts is responsible for developing and implementing strategies to increase the level of support from foundations. The Director identifies and encourages academic and other units of the University to develop and implement programming initiatives that support the University's mission and goals while matching the interest and focus of foundations. Proposal writing and development are major aspects of this position. The Grants Manager reports to the Director of Foundation Relations and Private Gifts.

The Director of Alumni Affairs is responsible for cultivating alumni support of the University by disseminating information; organizing alumni clubs, coordinating and implementing the alumni annual giving program of the University, and maintaining contact and cooperation with the National Alumni Association.

The Director of Corporate Relations is responsible for developing and implementing programs and strategies designed to increase the level of support and involvement from corporations and the local business community and managing the Corporate Alliance Program, as it serves as the University's corporate partnership initiative.

University Committees and Councils

Each major administrative officer is assisted in the performance of their duties by a complement of councils and/or standing committees. The heads of the major administrative offices are non-voting *ex-officio* members of all councils and committees related to their respective areas. The office receiving the services of any component council or committee is the repository for the minutes and other records of that council's or committee's activities.

Council and committee composition at Johnson C. Smith University is a reflection of the idea of shared governance since the membership is comprised of persons selected from each of the University's resident components: administration, faculty, and student body.

Information on the organization, members, and functions of the University's standing councils and committees can be found in the Appendix.

Section III - The Faculty

- **Authorized Leaves**
- **Subsection A: Organization and Jurisdiction**
- **Subsection B: Personnel Policies and Procedures**
- **Subsection C: Academic Policies and Procedures**
- **Subsection D: Programs, Resources, Facilities, and Services**
- **Subsection E: Confidentiality Policy**
- **Termination**

Authorized Leaves

It is the policy of the University to allow members of the faculty leaves from their positions on various specific conditions.

Sick Leave

It shall be the policy of Johnson C. Smith University to grant one day of paid sick leave for each month the faculty member is employed by the University during the calendar year. Accrued but unused sick leave may be accumulated and carried over from year to year up to a maximum of sixty days. Should an illness occur, the University will pay full salary to the faculty member until his or her accumulated sick leave days have been consumed. When the illness requires the faculty member to be absent from the University beyond the accumulated days, no further compensation will be extended by the University. Faculty members shall not receive pay in lieu of accrued but unused sick days upon termination from the University for any reason.

In order to use paid sick leave, the faculty member must:

1. Be ill (sick leave is intended for faculty members' illness and not for any other purpose);
2. Notify his or her supervisor immediately and complete appropriate leave forms from the Office of Human Resources;
3. Keep his or her supervisor currently informed of the progress of his or her illness; and
4. Permit the University to make or have made such proper examinations as it deems necessary.

Leaves of Absence

Leaves of absence, without salary, may be granted at the discretion of the President after consultation with the College Dean(s) and the Department Chair(s). Leaves of absence will not be extended to faculty or faculty administrators for the purpose of accepting full-time employment outside the University.

Military Leave

Leaves of absence without pay for military duty shall be granted in accordance with applicable state and federal laws.

Jury Duty

The University encourages faculty to respond to their civic responsibility by serving jury duty if summoned. The University shall pay salary for time so spent, up to a maximum of five days. Written notice of a jury summons must be presented to the Dean prior to service as a juror. The faculty member must complete, in advance of jury service, the form described below in Absence from Class by Teacher.

Sabbatical Leave

Sabbatical is a leave granted, when funds are available, for participation in activities leading to professional and intellectual growth. Research, travel, formal education and community service are examples of such activities. The regulations regarding sabbatical are as follows:

Faculty members who qualify for the sabbatical will receive leave, at the faculty member's option, for one academic year at half salary or one semester at full salary. The compensation due while on sabbatical leave will not include administrative stipends and will be paid monthly or according to the regular policy of the University.

To be eligible for sabbatical leave:

- the faculty member must have served full-time for six continuous academic years as a member of the faculty, and the faculty member must have tenure or must have been recommended to receive tenure at the completion of the seventh year. A recipient of a sabbatical leave becomes eligible again after serving full-time for six continuous academic years as a member of the faculty (excluding the year of the sabbatical).
- A faculty member on sabbatical leave remains a full-time employee of the University with all benefits and responsibilities afforded by the University. The rights and benefits include those of retirement, insurance and seniority. The University will continue contributions to TIAA/CREF if the participant does likewise.

No more than 5% of the faculty at the University may be on sabbatical leave during any one semester and no more than one member of any department may be on sabbatical during any semester.

1. Sabbatical activities should be planned for the mutual benefit of the University and the faculty member. The criteria for evaluation, in order of importance, are:
 - a. the merit of the proposed activity;

- b. the performance of the faculty member, as determined by annual evaluations; and
- c. the length of service to the University. The third criterion will be considered only if the first two are deemed equal in quality.

2. Applications for sabbatical leave will be submitted to the Department Chair by end of business on the first day of classes of the Spring semester of the academic year immediately prior to the sabbatical year applied for. The Chair will evaluate the application and submit it with comments to the College Dean by the end of business on January 30. The Dean will add evaluative comments and submit the application to the Sabbatical Review Committee by the end of business on February 15. The Sabbatical Review Committee will add evaluative comments, rank the applicant, and submit recommendations to the President by the end of business on March 1. The President will present the recommendation to the Board of Trustees or its Executive Committee in advance of the Board's Spring meeting. The President will notify by letter the College Dean, the Department Chair and the faculty member concerned regarding the final decision of the Board of Trustees.
3. Any faculty member who is awarded a sabbatical will be required to return to the University for a minimum period of one year for each semester of leave. Should the faculty member not return, they will reimburse the University in full for all gross salary received from the University.

Absences to Attend Conferences and Professional Meetings

The University encourages professional growth of faculty members through their attendance of conferences and professional meetings. The University shall continue to pay salaries for time so spent. The faculty member must complete the Absence from Class by Teacher form and the Request for Travel Authorization form.

Absences for Family Emergencies

In cases of family emergencies, faculty members are allowed to use up to five accrued sick days per academic year. Family emergencies include the following:

- Medical situations requiring urgent treatment involving a faculty member's spouse, child or parent living with the faculty member under circumstances that necessitate the faculty member's absence from the University;
- Critical illnesses or death of a faculty member's spouse, child or parent. Other situations may qualify as a family emergency at the discretion of the Deans.

To the extent that it is feasible, the faculty member should arrange classroom assignments so that the educational process is not disrupted. Other members of the faculty member's department may be assigned some or all of the faculty members at no extra compensation. If a

family emergency shall continue for more than one week, consideration will be given to the propriety of granting a leave without pay for the duration of the family emergency not exceeding three months. Certification by a physician of the nature and length of the medical situation, or an obituary notice, is required by the University.

Family and Medical Leave of Absence

The Family Medical Leave Act ("FMLA") entitles eligible faculty to take up to 12 weeks of unpaid leave under certain conditions in a 12-month period (or up to 26 weeks in order to care for a family member ill or wounded while on active military service). Details on these conditions, eligibility, benefit continuance, and other information are described below:

Eligibility

To be eligible for FMLA benefits, faculty members must have worked for the University for a minimum of 12 months and must have worked at least 1,250 hours in the preceding 12 months immediately before the date when leave would begin to be eligible for family and medical leave.

Types of Family and Medical Leave Covered by this Policy

Eligible faculty members are entitled by law to the following unpaid leaves of absence.

Birth/Adoption/Foster Care Leave

A faculty member may take up to the maximum family and medical leave (12 weeks) for the birth of the faculty member's natural child or the placement of a child with the faculty member for adoption or foster care. Birth leave may be a combination of parental leave and pregnancy leave. The leave period begins the first day of work that is missed and ends when the faculty member returns to work. Leave may begin prior to birth or placement, as circumstances dictate. The leave entitlement for birth, adoption, or foster care placement extends only until one year from the birth or the placement.

Family Care Leave

A faculty member may take up to the maximum family and medical leave (12 weeks) to care for a family member suffering from a serious health condition (as described below). For these purposes, the term "family member" means a faculty member's spouse, parent, or child (as defined by the applicable regulations) under the age of 18 or 18 years of age or older and incapable of self-care because of a mental or physical disability, as well as any other family member disabled under applicable federal or state regulations.

Medical Leave

A faculty member may take up to the maximum family and medical leave (12 weeks) if they suffer a serious health condition that renders the faculty member unable to perform their

duties. A "serious health condition" is defined here as an illness, injury, impairment or condition involving any of the following:

- 1.inpatient care in a hospital, nursing home or hospice, including any period of incapacity or subsequent treatment in connection with or consequent to such inpatient care; or
- 2.outpatient care that requires continuing treatment or supervision by a health care provider for:
 - a.A period of incapacity of more than three consecutive calendar days that also involves treatment two or more times by a health care provider or treatment by a health care provider on at least one occasion which results in a regimen of continuing treatment (the taking of over-the-counter medications, bed-rest, drinking fluids, exercise, and other similar activities that can be initiated without a visit to a health care provider are not, by themselves, sufficient to constitute a regimen of continuing treatment for purposes of Family/Medical leave entitlement);
 - b.Any period of incapacity due to pregnancy or for prenatal care;
 - c.A chronic condition that requires periodic visits for treatment by a health care provider (at least once every six months), continues over an extended period of time, and may cause a periodic rather than a continuing period of incapacity (asthma, diabetes or epilepsy);
 - d.A period of incapacity that is permanent or long-term due to a condition for which treatment may not be effective; the faculty member or family member must be under the continuing supervision of, but need not be receiving active treatment by, a health care provider; or
 - e.Any period of absence to receive multiple treatments, including any period of recovery, within 30 days of the initial incapacity by a health care provider, either for restorative surgery after an accident or other injury or for a condition that would likely result in a period of incapacity of more than three consecutive calendar days in the absence of medical intervention or treatment.

Qualifying Exigency for Military Family Leave

A spouse, son, daughter, or parent of a current or retired member of the Regular Armed Forces, Reserves, or National Guard who is on covered active duty (or has been notified of an impending call or order to covered active duty) and will be deployed to a foreign country may take up to the maximum leave (12 weeks) for the following:

- 1.instances where a qualifying family member is given less than seven days notice of deployment (faculty member may take up to seven days' leave);
- 2.military events and related activities;

- 3.childcare and school activities;
- 4.financial and legal arrangements;
- 5.counseling for oneself, for the covered military member, or for a child of the covered military member;
- 6.rest and recuperation (faculty member may take up to five days per leave);
- 7.post-deployment activities;
- 8.additional activities agreed upon by the University.

Leave to Care for Covered Service Member

A spouse, child, parent, or next of kin (as defined under the FMLA) may take up to the maximum leave (26 weeks) to care for a current service member or veteran of the Armed Forces (including the military reserves and National Guard) who is undergoing medical treatment, recuperation, or therapy, is otherwise in an outpatient status, or is otherwise on the temporary disability retired list with a serious injury or illness incurred in the line of duty while on active duty (or which existed before the active duty and was aggravated by service in the military) that may render the individual medically unfit to perform his or her military duties. This leave is combined with all other FMLA leaves in that period, resulting in a maximum total leave entitlement of 26 weeks.

Maximum Period for Leave

In General

Leave may not exceed 12 weeks (or 26 weeks as applicable) in 12 months, measured backward on a rolling basis, meaning looking back to see how much leave has been used in the previous 12-month period. The leave entitlement for birth, adoption, or foster care placement extends until one year from the birth or the placement of the child. Leave to care for a wounded service member will be measured forward from the first day of leave.

Intermittent Leave

Intermittent leave or reduced working hour arrangements may be provided for family care leaves or medical leaves when required as part of a medically necessary course of conduct, provided adequate medical certification of such need is obtained. Intermittent leave or reduced working hours for birth, child placement, or other non-health-related reasons are at the discretion of the University. The University reserves the right to temporarily transfer a faculty member to an alternative position with equivalent pay and benefits to accommodate intermittent leaves. If approved, intermittent leave will be calculated in hourly amounts up to a maximum of 480 hours, equivalent to 12 weeks of total leave.

Two Faculty Member Households

If spouses both work for the University, and each wish to take leave for the birth of a child, adoption, or placement of a child in foster care or to care for a parent with a serious health condition or for a military family qualifying exigency leave, they together may only take a combined total of 12 weeks leave. They may take a combined total of 26 weeks to care for a covered ill or wounded service member. If such faculty member would be entitled to Family/Medical leave for another reason within the same 12-month period (e.g., due to personal illness), they would be entitled to the difference between 12 weeks and the leave they already took under this paragraph. However, if one of the two spouses suffers from a serious health condition, they may each take the 12 weeks of Family/Medical leave as provided above.

Scheduling and Notice

Scheduling

A leave of absence request must be completed and turned into the faculty member's supervisor for all leaves of absence, whether paid or unpaid. A faculty member intending to take leave must give 30 days' advance notice to the University if the leave is foreseeable. If the leave is not foreseeable, the faculty member must provide as much advance notice as possible. In situations involving leave for a medical condition, every reasonable effort to schedule medical treatment so that it does not disrupt University operations must be made before a leave will be considered.

Certification

A faculty member requesting medical leave must provide medical certification indicating that a serious health condition exists and other information as requested within 15 days after the faculty member makes the request for leave. The certification needs to include:

1. The date on which the serious health condition commenced;
2. The probable duration of the condition;
3. The appropriate medical facts within the knowledge of the health care provider regarding the condition, including a diagnosis of the particular condition involved and a brief description of the prescribed regimen of treatment;
4. Indication of whether hospitalization is required; and
5. For a faculty member's own illness or serious health condition, a statement that the faculty member cannot perform the essential functions of his or her job.

If the leave is to care for a child, parent, or spouse, the certification must state that the faculty member is needed to care for the family member and provide an estimate of the amount of time the faculty member will be needed to provide care or assistance. If the faculty member

requests intermittent leave or reduced working hours, the medical certification must include a statement of the medical necessity for such leave. The expected duration and schedule of the intermittent or reduced working hours must also be included.

If a faculty member returns an incomplete or insufficient medical certification form, once they are notified by the University of the deficiencies, the faculty member will have up to seven additional days to cure any deficiencies. The University may discreetly contact the faculty member's healthcare provider using someone other than the faculty member's direct supervisor to clarify or to authenticate information provided in the certification form.

The University is entitled to request a second opinion at its expense. If necessary to resolve a conflict between the original certification and the second opinion, the University will require the opinion of a third doctor. The University and the faculty member will jointly select the third doctor, and the University will pay for the opinion. This third opinion will be considered final. The University has a form that may be presented to the faculty member's physician in order to provide medical certification. The University reserves the right to seek periodical recertification during a faculty member's medical leave.

For military leave, the University reserves the right to request a copy of the qualifying family member's orders, or for information confirming the qualifying exigency.

If medical reasons require extension of leave beyond a scheduled date of return, and if the faculty member retains accrued but unused Family/Medical leave, the faculty member must give the University as much advance notice as possible of the need for additional leave. The University may require additional certification to demonstrate the medical need for the additional leave.

Return to Work

Prior to returning to work at the conclusion of an FMLA leave for the faculty member's own serious health condition, the faculty member must furnish a fitness-for-duty certification from a health care provider stating that the faculty member is able to return to work. The University reserves the right to delay reinstatement until the faculty member submits the required certification. Failure to return to work after the scheduled end of family and medical leave without notifying the University shall be considered a voluntary resignation of employment. If medical reasons require extension of leave beyond a scheduled date of return, and if the faculty member retains accrued but unused family and medical leave, the faculty member must give the University as much advance notice as possible of the need for additional leave. The University may require additional certification to demonstrate the medical need for the additional leave.

Use of Paid and Unpaid Leave During Family and Medical Leave

A faculty member who is taking leave because of their own serious health condition or the serious health condition of a family member must use accrued paid sick leave prior to being eligible for unpaid leave during any period of leave under the FMLA.

A faculty member who is taking leave for the birth of a child must use accrued paid sick leave for physical recovery following childbirth prior to being eligible for unpaid FMLA leave for the remainder of the 12 weeks.

Sick leave, disability leave and/or workers' compensation leave will run concurrently with any FMLA leave.

Benefits During Leave

Wellness/Insurance Plans

During the period of leave, participants in the group health care insurance plan will continue to receive coverage on the same basis as faculty members not on leave. The University will continue to pay the same portion of the insurance premium for faculty members on leave as it pays for active faculty members. The faculty member on leave will be responsible for any additional costs such as costs associated with obtaining family/dependent coverage. If this payment is late, the faculty member's health insurance coverage may be dropped for the duration of the leave. Payment will be either through payroll deduction, if available, or by personal check as scheduled by the accounting department.

Accrual of Sick Leave

Other accumulated fringe benefits shall be preserved at the level earned as of the commencement of the leave but shall not accrue further during such leave period.

If the faculty member does not return to work after leave due to personal rather than medical reasons, the University will seek reimbursement for all health care premiums paid on behalf of the faculty member during the leave.

Rights Upon Return to Work and Job Restoration

Faculty members who return to work within the approved Family/Medical leave period and who are capable of performing all essential functions of their position will be returned to their same position or to an equivalent one in accordance with applicable federal and state laws. In addition, the use of Family/Medical leave will not result in loss of any employment benefit to which the faculty member was entitled before using Family/ Medical leave, nor will it be counted against the faculty member under the University's attendance policy. University reserves the right not to reinstate the faculty member who exceeds the maximum FMLA entitlement.

This policy is meant to comply with applicable federal and state laws, and it is not intended to provide benefits beyond those required by such laws.

Outside Employment

Full-time faculty members shall not accept outside employment that would interfere with the effectiveness of their regular work at the University or bring the faculty members into antagonism with their colleagues, community, or the Board of Trustees of the University. If outside employment infringes on performance of duties as reported by Department Chair or Dean, it may result in an adjustment in salary and/or potential termination for cause.

Emeritus Status

Retired members of the faculty may be appointed Emeritus status by the Board of Trustees upon recommendation of the Chair, Dean or President based on a long career distinguished by outstanding teaching, scholarship and/or service to Johnson C. Smith University.

Relatives of the Faculty

It is the policy of the University to seek for its faculty the best possible teachers and scholars. Accordingly, there is no blanket prohibition against the appointment of relatives of the faculty.

However, relatives who are faculty members shall be prohibited from working in a superior/subordinate relationship. In addition, no faculty member, Department Chair, College Dean, or other administrative officer shall vote, make recommendations, or in any other way influence or participate in any decision that may directly affect the appointment, tenure, promotion, salary, or other status or interest of a relative.

Exceptions to this policy may be granted in the sole discretion of the President, depending on the particular family situation and/or circumstance as it relates to an individual faculty member. For purposes of this policy, "relative" is defined as wife, husband, mother, father, brother, sister, son, daughter and/or grandchildren of the faculty member.

Retirement Benefits

The retirement program at Johnson C. Smith University was established July 1, 1956, with Teachers Insurance and Annuity Association of America (TIAA) and College Retirement Equities Fund (CREF). TIAA is a nonprofit legal reserve life insurance and annuity company incorporated in the State of New York. It was founded in 1918 by the Carnegie Foundation for the Advancement of Teaching. CREF is a separate nonprofit corporation, companion to TIAA, established in 1952 by a Special Act of the New York State Legislature to provide retirement benefits based on common stock investments. Premiums to TIAA purchase a definite amount of future retirement income. To make sure an annuitant will receive this guaranteed income, TIAA invests almost exclusively in fixed dollar obligations.

Premiums to CREF purchase a variable, or unit, annuity. Premiums are invested in broadly diversified common stock. The number of units to be paid out to annuitant each month is determined actuarially at retirement. However, the dollar amount changes from year to year, reflecting primarily changes in the market prices and dividends of the common stock owned by the Fund.

A faculty member's eligibility for and participation in the retirement program is addressed in the summary plan description for the retirement program, which is available from the Office of Human Resources. Full-time temporary faculty may also be eligible for retirement benefits.

Tax-Deferred Annuity Plan

The Internal Revenue Code provides that colleges, universities and certain other nonprofit organizations may place a portion of a faculty member's compensation in an annuity contract owned by the faculty member, and that this portion of compensation will not be taxed currently, but will be taxed instead when benefits are received. Within the limits imposed by the Internal Revenue Code, Johnson C. Smith University permits a faculty member to enter into an agreement whereby his or her salary is reduced, and the amount of the reduction is applied as premium to an annuity contract owned by the faculty member. Benefits will be payable under the options provided in these annuity contracts.

The TDA concept is predicated on the fact that usually one's retirement income is smaller than in the working years: thus, by deferring a portion of one's salary until such time when his income is lower, is in effect, lowering the tax rate on those funds.

The Tax-Deferred Annuity Plan is under the general administration of the Director of Human Resources who will be glad to assist if the faculty member is interested in setting up such a plan.

Workers' Compensation

Faculty members of the University are covered by the North Carolina Workers' Compensation Act (the "Act"). This means that if a faculty member is injured on the job or suffers an illness that is job-related, they may be eligible for benefits in accordance with the Act.

All job-related accidents and illnesses arising out of one's work must be reported immediately to the faculty member's supervisor or Department Chair. The supervisor or Department Chair is charged with the responsibility of reporting the accident or illness to the Director of Human Resources, who will file the requisite forms. Accidents or job-related illnesses must be reported to the Office of Human Resources within 24 hours. In case of a job-related accident or injury, the University reserves the right to require the faculty member to be examined by a doctor selected and paid for by the University.

Social Security Disability

Social Security Disability Payments may be available to a faculty member who is disabled: Contact the Social Security Administration for further details.

Long-Term Disability Insurance

Long-term disability income protection insurance is provided for faculty members. Details regarding this insurance are available in the Office of Human Resources.

Optional Insurance

Accident disability insurance and cancer insurance are available for faculty members. Details regarding this insurance are available in the Office of Human Resources.

Group Medical and Life Insurance Programs

Faculty members with tenure, on tenure-track and with full-time, grant-funded temporary appointments may elect to participate in a group life and medical insurance program. Visiting Faculty may also be eligible for medical and life insurance. Details regarding these insurance programs are available in the Office of Human Resources.

Dental Insurance

Johnson C. Smith University makes dental insurance available to faculty members with tenure, on tenure-track and with full-time, grant-funded temporary appointments. Visiting Faculty may also be eligible for dental insurance. Details regarding this insurance are available in the Office of Human Resources.

Unemployment Insurance

Temporary and non-temporary faculty members of Johnson C. Smith University are covered by unemployment insurance. The cost of this insurance is borne exclusively by the University.

Tuition Remission

At Johnson C. Smith University, the tuition remission privilege is a component of an employee's fringe benefit package. This privilege is funded by the University and is limited to the funds available in the University budget. The University reserves the right to deny tuition remission to an employee or the dependent of an employee for any reason whatsoever. If awarded, a credit will be applied to the student's tuition account. There will be no credit given under this policy for fees or room and board. The following guidelines apply to the University's tuition remission policy.

- In order to qualify for tuition remission for him and/or a dependent, the employee must have completed six months of full time, continuous service to the University.

- If an employee qualifies for tuition remission, the employee may enroll in a maximum of three semester hours per semester at one-half the regular tuition.
- If an employee qualifies for tuition remission, the dependent children of that employee may also receive a waiver of one half of the regular tuition upon request for up to 18 credits per semester.
- Each semester, the employee must file for tuition remission for herself/himself or for a dependent during the application period. In order to qualify for tuition remission during the fall semester, the employee must file for tuition remission by June 1. In order to qualify for tuition remission for the spring semester, the employee must file for tuition remission by October 15.
- If the employee resigns or his or her employment is terminated at any time during a semester for which tuition remission has been granted, the employee will be obligated to repay the University for waivers of tuition granted for that semester.
- Tuition remission will be limited to one dependent per year per employee.
- The term “dependent” shall be defined as an unmarried son, daughter, or legal guardian of the employee. The employee must claim the son, daughter or legal guardian as a dependent on the employee’s tax return. The dependent must be 21 years of age or younger upon entry to the University. Under no circumstances will a dependent of an employee receive waivers of tuition for more than eight semesters.
- The employee and/or employee’s dependent must maintain good academic and social standing in order to qualify for tuition remission. In addition, an employee’s dependent must maintain continuous enrollment at the University until a degree is completed in order to qualify for tuition remission.
- If an employee or an employee’s dependent fails and/or withdraws from three courses at the University, they will no longer be eligible for tuition remission.
- Tuition remission benefits are not applicable for summer sessions.
- The Tuition Remission will be reduced by the amount that scholarships and grants (excluding loans) exceed the direct cost of tuition.

More information regarding tuition remission can be obtained from the Office of Human Resources.

Substance and Safety Policies

Smoking Policy

Johnson C. Smith University has adopted a smoking policy that is enforced campus wide. This policy prohibits smoking throughout campus buildings except in specifically designated areas.

Your supervisor will review this policy in detail and will advise you of the locations where smoking is permissible. "Smoking Permitted" signs will be posted in designated smoking areas.

Drug-Free Workplace Policy

It is the University's policy to ensure that its facilities are drug-free, and that faculty, staff and students refrain from the possession or use of illegal drugs. Accordingly, the unlawful manufacture, use, sale, purchase, transfer or possession of illegal drugs is prohibited throughout the University's facilities or while on University business. Because substance abuse may be both a medical and a disciplinary problem, faculty members found to be in violation of this policy will be referred for participation in an approved treatment program and may be subject to termination for cause.

As a condition of employment, faculty members must provide written notice to the University of any drug conviction resulting from a violation while on University property or while on University business no later than five days after such conviction.

The University reserves the right to inspect for illegal substances all University facilities and property, including secured lockers containing personal belongings.

Alcohol-Free Workplace Policy

The consumption and sale of alcoholic beverages at Johnson C. Smith University, except when specifically authorized at specific events by the President of the University, is prohibited. Faculty members found to be in violation of this policy may be referred for participation in an approved treatment program and may be terminated for cause.

Health and Safety

By law, safety on the job is everybody's responsibility. The Occupational Safety and Health Act of 1970 (OSHA), requires that each employer furnish its employees a place of employment free from recognized hazards that might cause serious injury or death. Likewise, OSHA requires that each employee comply with safety and health standards, rules, regulations, and orders issued under the act and applicable to his conduct.

Employee safety on and off the job is important to Johnson C. Smith University. The University provides employees with the equipment needed to perform their work safely and strives to maintain a safe working environment. However, if an employee observes an unsafe condition in their working environment, it is their responsibility to immediately report this act or condition to their supervisor.

Employees must also immediately report any visitor injury as well as any employee on-the-job injury or illness to their supervisor, regardless of how minor it may seem. Employees should also immediately report to their supervisor prior to returning to work after sustaining any personal or on-the-job injury or illness.

Adverse Weather Conditions

In the event of severe weather conditions, faculty members will be notified through the official University notification system but should also monitor local radio and television announcements concerning the closing of school. An announcement that the University is closed means that classes will be dismissed and University offices will be closed. However, an announcement that classes are dismissed does not mean offices will be closed.

Contracts

A contract is issued annually to each faculty member following approval of the projected budget by the Board at its annual Spring meeting. In the case of tenured faculty, a letter of appointment is issued rather than a contract. If the faculty member wishes to remain at the University, they are expected to sign and return the contract or letter of appointment within 10 calendar days of its receipt.

The contract or letter of appointment shall state the beginning and ending dates of the academic year, the initial salary for the year, and the faculty member's title(s).

New full-time appointees shall receive with their initial contract a copy of the *Faculty Handbook*, which sets forth rules and regulations of the University. Revisions in the *Faculty Handbook* will be published and disseminated by the Provost prior to issuance of contracts for the following year. In acknowledgment of actual receipt of the *Faculty Handbook* or of revisions in the *Faculty Handbook*, faculty members will affix their signature to an official form especially prepared by their Deans. Faculty members not attending the faculty meeting when revisions are distributed will sign the form within one week of the meeting. Further, the current *Faculty Handbook* and subsequently approved versions shall always supersede all previous versions.

Initial letters of appointment for full-time and part-time appointees will not be issued until official transcripts and other credentials have been received by the University. Transcripts must be sent directly from the issuing institution to Human Resources. Contracts will be issued only upon receipt of a signed letter of appointment and only after official transcripts and other credentials have been received by the University. Prospective appointees will be given one month to provide all official transcripts and other credentials. Credential files will be monitored annually by Deans.

Subsection A: Organization and Jurisdiction

Membership

Membership in the Johnson C. Smith University faculty is determined by involvement in the teaching-learning process. Three categories of persons, by virtue of assignments made by the University, are admitted to membership.

- First, those who teach, evaluate student performance, and submit those evaluations to a central University records repository are members of the faculty. Such persons receive appointments as full-time or part-time faculty, as described below.
- Second, those who, between teaching contracts, engage in scholarly research within academic disciplines are members of the faculty.
- Third, although they may neither teach courses nor engage in scholarly research, those whose duties cause them to be regularly, intimately, and clearly involved in the academic process are members of the faculty (e.g., the President).

All members of the faculty are eligible to vote on matters that come before the faculty, except those persons with part-time faculty appointments. Part-time faculty are, however, eligible to attend all appropriate and applicable meetings of the faculty, its committees, and subcommittees.

Officers and Meetings

The faculty's Officers, in order of precedence, are President of the Faculty Senate, Vice President of the Faculty Senate, Secretary of the Faculty Senate, Parliamentarian, Faculty Secretary. Officers serving on Faculty Senate shall be elected at a meeting of the faculty in March. In the case of the absence of any officer for a single meeting, the presiding officer shall appoint a replacement.

The President of the University is ultimately responsible for calling all meetings of the faculty. They may delegate that authority to another (e.g., the Faculty Senate President), but may also retract such delegation if appropriate and necessary to do so.

The faculty shall hold monthly meetings. Normally these meetings take place on the third Thursday of the month. The Faculty Senate President shall set the agenda for these meetings. Once determined, agenda items will be sent to each faculty member. Faculty meetings may only be canceled as a joint action by the Faculty Senate President and Provost or by the President of the University.

The last scheduled faculty meeting will be held in April every year. Additional called faculty meetings shall take place to review and approve the candidates for graduation on dates set in coordination with the Registrar. Other called faculty meetings with a specified agenda shall

take place at such additional times as the Faculty Senate President deems necessary or upon written request to the Faculty Senate President of one-third of the faculty. All full-time faculty members are expected to attend all meetings. The Faculty Senate President shall preside at all regular and special meetings of the faculty. In their absence, the presiding officer is determined by the Officers' order of precedence, as listed above. In the absence of all Officers, the senior most member of the Faculty Senate, as measured by their tenure at the university, shall preside.

Duties of the Officers of the Faculty

The President of the Faculty Senate shall be a tenured member of the faculty. The duties of the Faculty Senate President include, but are not necessarily limited to, presiding over meetings of the Faculty Senate and faculty meetings, serving as the representative of the interests of the faculty before and as the primary liaison to the University President, the Provost Council, and the Board of Trustees, and serving as a member of the Board of Trustees of Johnson C. Smith University with all the rights and responsibilities therein.

The Vice-President of the Faculty Senate shall be a tenured member of the faculty. The duties of the Faculty Senate Vice President include, but are not necessarily limited to, attending all meetings of the Faculty Senate and all faculty meetings; assisting the Faculty Senate President in their duties as noted above and as requested by the Faculty Senate President; assuming the duties, powers, and responsibilities of the President of the Faculty Senate in the event the Faculty Senate President cannot fulfill these duties.

The duties of the Faculty Senate Secretary include, but are not necessarily limited to, attending all meetings of the Faculty Senate and all faculty meetings; sending messages, email or otherwise, to the Senate and/or faculty; recording minutes for all Faculty Senate meetings; presenting those minutes for review at regular Faculty Senate meetings, amending those minutes as necessary, and submitting final drafts of minutes to the Senate President and Vice President as they become available.

The duties of the Parliamentarian include, but are not necessarily limited to, ensuring that correct parliamentary procedure is followed at all faculty meetings. *Robert's Rules of Order* (the latest edition) shall guide in meetings as supplemented by rules passed by the body in its governance.

The duties of the Faculty Secretary include, but are not necessarily limited to, attending all meetings of the faculty; sending messages, email or otherwise, to the faculty; recording minutes for all faculty meetings; presenting those minutes for review at regular faculty meetings, amending those minutes as necessary, and submitting final drafts of minutes to the Faculty Senate President and Vice President as they become available. The Secretary shall

keep official records of the proceedings of each faculty meeting. Copies of the official minutes are to be kept on file by the Council.

In the event any of the Senate officers cannot fulfill his or her duties for a period of time longer than one month, the faculty shall conduct a special election in accordance with the standard election procedures as soon as possible. The new officer will serve the remainder of the previous officer's term. Any elected officer or Senator who fails to fulfill their responsibilities may be asked to resign by the President or Vice-President of the Faculty Senate. Should they refuse, a member of the Senate may bring forth a motion to the Senate to remove the person. The motion requires a two-thirds majority, and voting will be done by secret ballot. Should the motion carry, the individual is removed and is no longer considered a member of the Faculty Senate. If time is a factor, the Senate may appoint an individual to fulfill the responsibilities until replacements are nominated and elected.

Collegial and democratic procedures are followed in all faculty bodies, including the general faculty, colleges, departments, and committees. Parliamentary procedure and quorums are based on the latest revision of *Robert's Rules of Order*.

Minutes and other records of all faculty committees shall be kept on permanent file. All official records of the faculty, departments, and colleges will be placed in the University archives by the Provost at the end of each year.

The Faculty Senate

The Faculty Senate shall be composed of representatives from each College with an independent faculty. The actions of the Faculty Senate shall be based on general policies and specific decisions of the faculty as a whole. These policies and decisions may result from initiatives of the faculty or from referenda from the Faculty Senate to the faculty. The Senate structures, initiates, and develops proposals for the faculty. It also acts with other groups, such as standing committees and the Administration.

Specifically, the Senate receives and considers reports from committees responsible to the faculty and arranges for these reports and its own recommendations to be presented at the meetings of the faculty. The Faculty Senate shall meet at least once a month during the academic year. These meetings, the agenda for which will be circulated among faculty members routinely, are open to all members of the faculty and the Provost Council. The Senate will distribute the agenda among faculty members before each meeting.

Members of the Faculty Senate may submit items for inclusion on the agenda for faculty and Faculty Senate meetings. Other faculty interested in placing items on these agendas should submit their requests to the Senate President at least two weeks prior to the faculty meeting.

More detailed information on the membership, functions, and procedures of the Faculty Senate may be found in the Appendix.

Jurisdiction of the Faculty

The faculty works with the administration, staff, and the student body to establish and implement the educational mission of the University.

There are certain specific areas in which the faculty has primary responsibility. These specific areas and actions include:

- educational programs and curricula;
- subject matter and methods of instruction;
- aspects of student life that relate to the educational process;
- research, excluding institutional research;
- eligibility for faculty development programs;
- participation in the peer-review evaluation and recommendation processes for promotions, tenure and post-tenure; and
- participation in the faculty grievance process.

With respect to academic degrees granted by the institution, the faculty recommends requirements and determines when requirements have been met. The faculty shall certify that a candidate has earned a degree and shall recommend the candidate to the President and Board of Trustees for the awarding of a degree.

The maintenance and development of resources through the writing of proposals to funding institutions and other fundraising activities and the recruitment of qualified students are vital to this University and are a part of the responsibilities of each faculty member. When fundraising and recruitment are related to their academic responsibilities, faculty members are encouraged to assist the administration in these areas to the extent that their competence and department obligations permit.

Committees Responsible to the Faculty

Certain committees assist the faculty in carrying out its primary responsibilities and consequently are responsible to the faculty. Committees responsible to the faculty are elected by the entire faculty. These committees include, but are not limited to: the Faculty Senate, the Committee on Educational Policies, the Committee on the *Faculty Handbook*, the Committee on Faculty Elections, the Committee on Library and Media, and the Committee on the Quality Enhancement Plan. *Ad hoc* committees may be formed when necessary to deal with specific problems. Each *ad hoc* committee will dissolve when it has completed its assigned task.

The Committee on Faculty Elections collects a list of nominations for officers, the standing faculty committees, and other committees whose members are elected by the faculty. It also

collects nominations from other bodies, such as the academic divisions, when these bodies make nominations. The complete list of nominees is distributed by the committee to the faculty at the appropriate meetings. At the April meeting, the faculty elects its members to the standing faculty committees. The Committee on Faculty Elections monitors the convening of committees, the election of Chairs, and the establishment of initial meeting schedules.

Specific descriptions of the membership and functions of all standing faculty committees are found in the Appendix.

Faculty Members of the Board of Trustees

There is one faculty member on the Board of Trustees. The Faculty Senate President serves as a Trustee during their tenure of office. In cases where the Faculty Senate President is unable to attend Meetings of the Board of Trustees, the Faculty Senate Vice President will attend the Board Meeting in the capacity of a non-voting resource person for the Trustees and report back to the faculty on their observations of the meeting.

The Faculty Handbook

The *Faculty Handbook* contains policies, procedures, and information relevant to the faculty. It is reviewed continually by the Committee on the *Faculty Handbook* for the purpose of recommending necessary and/or desirable revisions in content, format, and style. The Committee keeps the document updated, and, in the interest of achieving consistency in institutional policies and procedures, works with other campus groups charged with the responsibility of recommending policies and procedures in specific domains involving faculty. The Committee on the *Faculty Handbook* seeks input from the members of the faculty. The Committee then makes its recommendations to the Faculty Senate. The Faculty Senate then makes its recommendations to the faculty. Following approval of the faculty, the recommendations are forwarded to the Provost. The Provost reviews the recommendations and forwards them to the President. The President will consult with the University attorney, as appropriate, with respect to legal liability, and, if appropriate, will send faculty recommendations to the Board of Trustees. The President reserves the right to initiate and approve, after consultation with the Provost, the Faculty Senate President, and the Council, revisions to the *Faculty Handbook* that may arise independently from any Faculty recommendations. The *Faculty Handbook* and revisions in the *Faculty Handbook* are published and distributed by the Council.

For a description of the *Faculty Handbook* Committee, see Appendix.

Subsection B: Personnel Policies and Procedures

Equal Employment Opportunity Policy

It is the policy of Johnson C. Smith University to provide equal opportunity in employment for all qualified persons and to prohibit discrimination in employment because of race, color, religion, sex, national origin, age, or disability. Further, Johnson C. Smith University shall:

- recruit, select, hire, place, train, and promote persons in all job classifications without regard to race, color, religion, sex, sexual orientation, gender identity or expression, national origin, age, disability, or veteran status;
- base selection, hiring and promotion decisions solely on valid requirements and criteria which relate to work performance;
- administer all employment practices including transfer, salary, benefits, promotion, training, tuition assistance, termination, demotion and reduction-in-force objectively without regard to race, color, religion, sex, sexual orientation, national origin, age, disability, or veteran status;
- provide, where necessary and appropriate, reasonable accommodations for applicants' and/or employees' disabilities when doing so will enable them to perform the essential functions of the job;
- prohibit retaliatory actions against employees or applicants for employment who make a charge of employment discrimination, or who testify, assist or participate in any manner in a hearing, proceeding or investigation of employment discrimination; and
- assure a work environment that is free from discrimination.

Title IX Statement

Johnson C. Smith University prohibits discrimination on the basis of gender as defined under Title IX of the Education Amendments of 1972, in all University functions including admission and recruitment of students, educational programs and activities and employment.

Sexual and Other Unlawful Harassment

Harassment in General

Johnson C. Smith University is committed to maintaining an educational and work environment that is free from unlawful harassment. All forms of harassment (verbal, non-verbal and physical) related to another individual's race, color, religion, age, sex, marital status, national origin, disability or veteran status, or any other characteristic protected by law, constitute violations of this policy and will not be tolerated. In furtherance of this policy, the University does not condone the use of racial, religious, age-related, sexual or ethnic epithets, innuendos,

slurs or jokes anywhere on its campus. Any employee who violates this policy will be subject to disciplinary action, up to and including discharge.

Sexual Harassment

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature (whether between members of the same or opposite genders) are considered instances of sexual harassment when:

- Such behavior has the purpose or effect of interfering with an employee's work performance or creates an intimidating, hostile, or offensive work environment;
- An employee's submission to or rejection of such conduct is used as the basis of employment decisions that affect the employee; or
- Submission to such conduct is implied or stated to be a term or condition of the employee's employment.

It is important to remember that behavior one individual considers innocent or harmless may be regarded as sexual harassment by another person. In addition to being a violation of the University's policy, sexual harassment is against the law, and the University will not tolerate sexual harassment by anyone – including supervisors, co-workers, faculty, students or non-employee individuals conducting business with the University. Any employee who violates the harassment policy or the University's commitment to equal employment opportunity will be subject to disciplinary action, up to and including discharge.

Consensual Sexual Relationships

In light of the inherent risk of bias, favoritism, and abuse of power, as well as potential claims of harassment, any sexual relationship between a University employee (faculty or staff) and a student, whether consensual or not, is prohibited. For the same reasons, any sexual relationship between a University employee (faculty or staff) and any individual that supervises, evaluates, or otherwise is in a position to exercise power or authority over that employee, whether consensual or not, is strictly prohibited. Efforts to encourage or initiate any of these prohibited relationships are also prohibited.

Members of the Campus Police Department are prohibited from encouraging, initiating, or participating in any sexual relationships, whether consensual or not, with any University student or employee (faculty or staff).

Complaint Procedure

Any University employee (faculty or staff) or student who believes they have been subjected to verbal, non-verbal, or physical harassment of a sexual nature or otherwise, or who believes they have observed any form of harassment, must promptly notify an appropriate University

official so an investigation can be initiated and suitable remedial action can be taken. Appropriate University officials are designated as follows:

- students may direct their concerns to the Dean of Students, the Director of Human Resources, or the Title IX Coordinator;
- staff may direct their concerns to their immediate supervisor or the Director of Human Resources; and
- faculty may direct their concerns to their Department Chair, their Dean, the Provost, or the Director of Human Resources.

The confidentiality of all complaints and reports made pursuant to this policy will be respected to the fullest extent possible. Retaliation against any individual who, in good faith, reports harassment or who is involved in the investigation of a harassment complaint is strictly prohibited.

Dress Guidelines

Shirts/tops must be worn at all times while in public or in the University's common areas. Attire must not display obscene, profane, lewd, illegal, or offensive images or words. Dress must be in good taste and appropriate for the occasion or setting.

For formal events, the University adheres to a gender-neutral dress policy. Such events include, but are not limited to, formal dining events, pageants, and those which, when announced, indicate that dress guidelines apply.

- Dress pants or dress skirts.
- Collared shirts or blouses.
- Ties, if worn, must be dark in color.
- Dress shoes must be appropriately formal and dark in color.
- Religious headwear, if worn, must be dark in color.

Artificial body adornments/jewelry and body art alterations are a personal choice.

For Baccalaureate, Commencement, and any other event at which graduation gowns are worn, pants or skirts that show below the hem of the gown must be dark in color; collared shirts that show above the neckline of the gown must be white.

Academic Freedom

Introduction

Institutions of higher learning exist for the common good. To this end, it is incumbent upon all faculty members as well as administrators and staff to carry out their respective responsibilities

and duties in an entirely professional, ethical, and collegial manner so as to uphold and enhance both the purpose and the good reputation of the University.

In University settings, the common good depends largely upon the free search for truth and its free exposition. The purpose of any statement on academic freedom is to promote understanding and support of its attendant rights and responsibilities as well as agreement upon procedures to ensure them. Johnson C. Smith University is dedicated to the transmission and advancement of knowledge and understanding. Academic freedom is essential to the achievement of these purposes. The University, therefore, supports and encourages freedom of inquiry for faculty members and students, to the end that they may responsibly pursue these goals through teaching, learning, research, discussion and publication free from internal or external restraints that would unreasonably restrict their academic endeavors.

It is the policy of Johnson C. Smith University to defend academic freedom by vigorously resisting all efforts, from whatever source, to encroach upon or restrict it; however, policies as stated on course syllabi designed for effective classroom management are not a violation of academic freedom. The University, therefore, adopts the following statement on academic freedom.

Statement on Academic Freedom

Johnson C. Smith University accepts the American Association of University Professors and the Association of American Colleges (now the Association of American Colleges and Universities) "1940 Statement of Principles on Academic Freedom and Tenure" (<https://www.aaup.org/report/1940-statement-principles-academic-freedom-and-tenure/>):

1. Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.
2. Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.
3. College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect

for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.

When speaking or writing in the area of their expertise, the faculty member has the right to identify himself or herself by their academic rank and institutional affiliation; however, if they do identify, they must indicate that they are or are not an institutional spokesman. The faculty member, when speaking or writing outside their specialty, is bound by the strictures in the preceding paragraph.

Johnson C. Smith University also accepts the 1940 interpretation American Association of University Professors and the Association of American Colleges (now the Association of American Colleges and Universities):

- If the administration of a college or university feels that a teacher has not observed the admonitions of paragraph 3 of the section on Academic Freedom and believes that the extramural utterances of the teacher have been such as to raise grave doubts concerning the teacher's fitness for their position, it may proceed to [the termination for cause provisions below].

Johnson C. Smith University also accepts the following statement concerning "Professors and Political Activity" made in 1969 by the American Association of University Professors:

1. The college or university faculty member is a citizen and, like other citizens, should be free to engage in political activities so far as they are able to do so consistently with his/her obligations as a teacher and scholar.
2. Many kinds of political activity (e.g., holding part-time office in a political party, seeking election to any office under circumstances that do not require extensive campaigning, or serving by appointment or election in a part-time political office) are consistent with effective service as a member of a faculty. Other kinds of political activity (e.g., intensive campaigning for elective office, serving in a state legislature, or serving a limited term in a full-time position) may require that the professor seek a leave of absence from his/her college or university.
3. In recognition of the legitimacy and social importance of political activity by faculty members, universities and colleges should provide institutional arrangements to permit it, similar to those applicable to other public or private extramural service. Such arrangements may include the reduction of the faculty member's workload, or a leave of absence for the duration of an election campaign or a term of office, accompanied by equitable adjustment of compensation when necessary.
4. Faculty members seeking leave should recognize that they have a primary obligation to their institution and to their growth as educators and scholars; they should be mindful of the problem that a leave of absence can create for their administration, their colleagues, and

their students; and they should not abuse the privilege by too frequent or too late application or too extended a leave. If

adjustments in their favor are made, such as a reduction of workload, they should expect them to be limited to a reasonable period.

5. A leave of absence incident to political activity should come under the institution's normal rules and regulations for leaves of absence. Such a leave should not affect unfavorably the tenure status of a faculty member, except that time spent on such leave from academic duties need not count as probationary service. The terms of a leave and its effect on the professor's status should be set forth in writing.

Faculty who feel their academic freedom, as defined throughout this *Faculty Handbook*, has been violated may appeal decisions to the Faculty Grievance Committee.

Full Time Faculty

All full-time faculty members are tenured, on tenure-track, or on a non-tenure-track.

Faculty appointments are of two types: singular appointment or dual appointment. Specific appointment faculty are appointed to a single Department. Dual appointment faculty hold a joint appointment between two units – usually, but not exclusively, Departments. (One example of a non-Departmental dual appointment can be found in the description of the Faculty Researcher below.) Except where specifically addressed, there is no difference between a singular appointment and a dual appointment except that they are considered full members of both units to which they are assigned. As such, they are eligible to vote in as members of both bodies politic (e.g., their Departmental and College meetings) and may be elected to represent either polity on the various committees and other representative bodies of the University. That said, the unit they are proposing to represent must be specified at the time of the appointment or prior to the election.

Faculty appointments are one of three Categories: Teacher Advisors, Teacher Scholars, and Faculty Researchers. These three faculty categories shall be understood to be distinct in responsibility and focus but not in hierarchy, prestige, or value to the University. They possess equal weight, equal prestige, equal importance, and equal value in the eyes of the University.

Faculty may be designated as “Graduate Faculty” by their College Dean upon recommendation of their department chair. All policies and procedures of this *Handbook* apply to all faculty members, regardless of whether or not they hold that designation.

The Discipline, Defined

The discipline shall be understood to include both the primary research area of their degree (e.g., literature, biology) and the Scholarship of Teaching, Learning, and Advising; with the

recognition that interdisciplinary degrees and publications shall be accorded equal weight and significance with those focused within a single disciplinary area.

Faculty Categories: Teacher Advisor

Teacher Advisors are expected to be high quality teachers and advisors with excellent communication, and interpersonal skills; an understanding of the curriculum; scholarship, publications, and research in the discipline. The Teacher Advisor's Professional Development Plans (PDP), evaluations, and merit recommendations are weighted heavily on teaching and advising, as outlined below.

Advising

Advising is an important component of the University's vision towards academic and operational excellence. Based on the number of majors in each academic department Teacher Advisor(s) may be appointed by the respective College Dean to provide the leadership for advising in the College. Faculty members may be appointed Teacher Advisors contingent upon the needs of their academic unit and following consultation with their respective Program Coordinators, Department Chairs, and Academic Deans.

The faculty member appointed as a Teacher Advisor may be granted appropriate release for the fall and spring semesters of each academic year and will be required to make efforts toward the goals of decreasing registration errors, increasing student satisfaction with advising, increasing course completion rates, improving retention and graduation rates for all students with a particular focus on at-risk students, and gathering and analyzing data necessary to support these goals. Teacher Advisor(s) report to their respective College Dean. Other responsibilities as a faculty member are reported to the respective Department Chair.

Faculty Categories: Teacher Scholar

Teacher Scholars are expected to be high quality teachers and advisors with excellent communication, and interpersonal skills; an understanding of the curriculum; scholarship, publications, and research in the discipline. The Teacher Scholar's Professional Development Plans (PDP), evaluations, and merit recommendations are weighted heavily on teaching, research, and presentation/publication, as outlined below.

Faculty Categories: Faculty Researcher

Faculty members appointed as Faculty Researchers will have a dual appointment in the academic department in their discipline and in a research-based unit of the University. Faculty members in this category are expected to perform high quality applied research in areas of interest to the university, business and the community and with national and global focus. They will have already received funding and been recognized as Faculty Researchers in the specific field(s), have acquired management experience for funds and grants and research teams, and

have established connections with funding agencies (state, federal and private). The Faculty Researcher's Professional Development Plan (PDP), evaluations, and merit recommendations are weighted on applied research in the field(s), as outlined below. A faculty member in this category is expected to support their own salary, benefits and running expenses from external funding and, therefore, is not eligible for tenure.

On a case-by-case basis, a Faculty Researcher may be appointed, and the position may be funded by the University for an initial one to two years. In such cases, the faculty member will be assigned specific tasks, such as designing new curriculum, designing and implementing new labs, designing and implementing research activities and may be teaching one to two courses in addition to intensive efforts in proposal writing to seek external funding. The assigned tasks will be determined by the need of the academic department and should be aligned with the university's strategic plan and vision.

Ranks

The classification of faculty personnel at Johnson C. Smith University follows the traditional ranks of Professor, Associate Professor, Assistant Professor, Instructor, Visiting Professor, Visiting Associate Professor, Visiting Assistant Professor, Visiting Instructor, and Professor Emeritus. For the Faculty Researcher category, the ranks are: Faculty Research Professor, Faculty Research Associate Professor, and Faculty Research Assistant Professor.

Minimum Objective Requirements by Rank for Appointment

Satisfaction of these qualifications and requirements will not necessarily justify automatic appointment. Conversely, justified exceptions to these qualifications and requirements may be made in exceptional or unusual circumstances.

Professor

Earned Doctorate or the terminal degree according to current academic and professional standards for the specific discipline. If the earned degree is in a closely related discipline, the faculty must have at least 18 graduate semester hours in the teaching discipline or documented justifiable scholarly and professional experience in the discipline certified by the respective College Dean;

At least six years of effective teaching experience at the college or graduate level, or experience of a comparable number of years in research and/or other activities directly related to their field; and

Satisfactory evidence of advanced scholarly competence in their field with a minimum of seven publications in the discipline.

Exceptions will be recognized in specialized professions, such as the creative and performing arts, and for exceptional levels of excellence, achievements, and recognition in the discipline.

Associate Professor

Earned Doctorate Degree or the terminal degree according to current academic and professional standards for the specific discipline. If the earned degree is in a closely related discipline, the faculty must have at least 18 graduate semester hours in the teaching discipline or documented justifiable scholarly and professional experience in the discipline certified by the respective College Dean;

At least four years of effective teaching experience at the college or graduate level or experience of a comparable number of years in research and/or other activities directly related to their field; and

Satisfactory evidence of advanced scholarly competence in their field with a minimum of three publications in the discipline;

Exceptions will be recognized in specialized professions, such as the creative and performing arts, and for high levels of excellence, achievements, and recognition in the discipline.

Assistant Professor

Earned Doctorate (or ABD) or the terminal degree according to current academic and professional standards for the specific discipline. If the earned degree is in a closely related discipline, the faculty must have at least 18 graduate semester hours in the teaching discipline or documented justifiable scholarly and professional experience in the discipline certified by the respective College Dean;

Attainment of this rank is a minimum requirement for being considered for tenure.

Instructor

Master's Degree with at least 18 graduate semester hours in the teaching discipline or a documented justifiable scholarly and professional experience in the discipline certified by the respective College Dean.

In the appointment of Instructors, preference is given to those with plans to pursue the terminal degree.

Visiting Positions

A full-time, non-tenure-track appointment to fill a faculty line for which a candidate has not been appointed. Visiting faculty hold faculty status and take part in faculty governance at the Department, College, and Faculty levels.

All Visiting Faculty must have the appropriate credentials for their rank, as described above, and as necessary to teach assigned courses or a documented justifiable scholarly and professional experience in the discipline certified by the respective College Dean.

Visiting Faculty who move from Visiting to tenure-track status may, at the time of their first tenure-track contract, have some to all of their time as Visiting Faculty counted towards tenure (See "Temporary/Non-Tenure- Track Full-Time Faculty" below.). All awards, honors, presentations, publications, and similar recognitions achieved during their term as a Visiting Faculty can be counted towards tenure and promotion. Likewise, Teaching Evaluations from both students, Chairs, and colleagues from the faculty member's time as a Visiting Faculty may be included in the tenure portfolio at the option of the faculty member.

Professor Emeritus

A former member of the faculty appointed by the Board of Trustees upon recommendation of a Chair, Dean, and/or the President based on a long career distinguished by outstanding teaching, scholarship and/or service to Johnson C. Smith University.

Minimum Objective Requirements by Rank for Promotion

The minimum qualifications and requirements for promotion are set forth below. Satisfaction of these qualifications and requirements will not necessarily justify automatic promotion; conversely, justified exceptions to these qualifications and requirements may be made in exceptional or unusual circumstances. Assistant and Associate Professors must hold their respective ranks at Johnson C. Smith University for a minimum period of (2) years before being promoted.

Professor

Earned Doctorate or terminal degree according to current academic and professional standards for the specific discipline. If the earned degree is in a closely related discipline, the faculty must have at least 18 graduate semester hours in the teaching discipline or documented justifiable scholarly and professional experience in the discipline certified by the respective College Dean;

At least six years of effective teaching experience at the college or graduate level. Experience up to four years may be allowed for related research and/or other activities directly related to their teaching discipline;

At least five published articles in scholarly refereed journals or comparable scholarly refereed work (or equivalent), or at least five juried exhibitions and/or comparable performances or works in the creative and performing arts in their field since last promotion. Candidates for appointment to Professor must submit copies of their publications or equivalents and a list of potential external evaluators in their field to their College Dean and Department Chair by July 1 of the summer before application. The list will help the Dean identify external evaluators who will review and evaluate the applicant's scholarship and submit their evaluation to the Dean who, in turn, places it in the applicant's portfolio by Sept. 15;

Clear evidence that the person has demonstrated consistent performance in the making of original and innovative contributions that are recognized for their excellence;

A consistently excellent level of performance in annual faculty evaluation as described for each faculty category and according to the criteria for faculty evaluation as described in *The Faculty Handbook*; and

Two or more letters of recommendation, solicited by the applicant, from appropriate individuals outside the University who are clear leaders in the applicant's discipline. These letters should assess the applicant's overall merit for promotion.

Please note, in addition to exemplifying excellence in all areas of evaluation, full professors should also demonstrate leadership in most, if not all, of these categories.

Associate Professor

Earned Doctorate Degree or the terminal degree according to current academic and professional standards for the specific discipline. If the earned degree is in a closely related discipline, the faculty must have at least 18 graduate semester hours in the teaching discipline or documented justifiable scholarly and professional experience in the discipline certified by the respective College Dean;

At least four years of effective teaching experience at the college or graduate level. Experience up to two years may be allowed for related research and/or other activities directly related to their teaching discipline;

At least two published articles in scholarly refereed journals or comparable scholarly refereed work (or equivalent), or at least two juried exhibitions and/or comparable performances or works in the creative and performing arts in their field, since their employment at Johnson C. Smith University. Candidates for promotion to Associate Professor must submit copies of their publications or equivalents and a list of potential external evaluators in their field to their College Dean and Department Chair by July 1 of the summer before application. The list will help the Dean identify external evaluators who will review and evaluate the applicant's scholarship and submit their evaluation to the Dean who, in turn, places it in the applicant's portfolio by Sept. 15;

A consistently high level of performance in annual faculty evaluation as described for each faculty category and according to the criteria for faculty evaluation as described in *The Faculty Handbook*; and

Two or more letters of recommendation, solicited by the applicant, from appropriate individuals outside the University who are clear leaders in the applicant's discipline. These letters should assess the applicant's overall merit for promotion.

Assistant Professor

Earned Doctorate or terminal degree according to current academic and professional standards for the specific discipline. If the earned degree is in a closely related discipline, the faculty must have at least 18 graduate semester hours in the teaching discipline or documented justifiable scholarly and professional experience in the discipline certified by the respective College Dean;

A consistently high level of performance in annual faculty evaluation as described for each faculty category and according to the criteria for faculty evaluation as described in *The Faculty Handbook*; and

Attainment of this rank is a minimum requirement for being considered for tenure.

Evaluation of Full Time Faculty

The evaluation process addresses both a formative component through a written Professional Development Plan (PDP), for the purpose of the individual's development and a summative component for the purpose of personnel decisions. Data will be collected from students, peers, and supervisors. The PDP will set forth the evaluatee's plans and goals for the coming twelve months. As the PDP is discussed and approved as a part of the evaluation process described below, the PDP covers, in order, the summer period between contracts, the fall semester, the winter break, and the spring semester.

The President, Provost, College Dean, Department Chair, and individual faculty member will have access to all evaluation data that can be used to guide the individual faculty member in the improvement of their teaching and the University in making personnel recommendations.

Annual evaluation conferences are held between the evaluatee and their Department Chair or appropriate supervisor during the spring post-school conference. The Dean will also attend the evaluation meetings of all tenure-track faculty. Where possible and practical, the Dean will also attend the conferences of other faculty. All faculty may request that the Dean participate in their annual evaluation meeting and every effort will be made to arrange a time for such a meeting. Non-tenure-track faculty who make this request should be aware, however, that this may require that their evaluation conference be scheduled beyond the end of the contract period.

Each faculty member may share evaluation data with peer consultants for the purpose of planning and self-development strategies. The resulting PDP will be presented and discussed by the evaluatee, peer consultant(s) (optional), and the Department Chair and/or Program Director at an annual professional development meeting in the spring.

In the case of faculty holding dual appointments, a joint annual evaluation, involving both Department Chairs, will be held. In the case of clear distinctions, the weights of the evaluation of each Chair will be determined by the natural split of the duties performed category (e.g.,

Teaching Effectiveness percentages will be apportioned by the number of courses taught in each Department; Publications and Presentations will be evaluated by the discipline). In cases where the weight is less clear, the Chairs will meet prior to the evaluation conference to come to an agreement on the evaluation score to be assigned.

During the pre-evaluation conference, the Chairs will determine, in broad outlines, the percentages of effort they expect of the faculty member in the coming year. This will be communicated to the faculty member prior to the meeting so that they can use the planned division of effort as the basis of their draft PDP.

Evaluation data for all faculty, regardless of appointment type, will be used to form personnel recommendations such as contract renewal, tenure, promotion, post-tenure and merit pay.

Release Time, Defined

Release Time shall be understood to mean a percentage of a faculty member's full time obligations, as defined in the Merit Evaluation process, including but not limited to teaching, advising, research, grantsmanship, professional activities, and service.

Course Releases, Defined

Course Releases shall be understood to mean the number of courses the faculty member is released from teaching in order to take on other responsibilities.

Policies and Rules for Evaluation Special Appointments, Release Time, and/or Course Releases

Full-time faculty may be granted release time for one or more course releases in the following cases:

- Appointment as Department Chair
- Appointment as a Coordinator of an Academic Program
- Appointment as a Director (e.g., Quality Enhancement Plan, Orientation)
- Appointment as a Teacher Advisor
- Awarded release time for one or more grant obligations, as defined by the terms of the grant or granting agency
- Awarded release time to coordinate the efforts of a team of Teacher Advisors
- Appointment to perform special services to the Department, College, and the University

All faculty who have release time, (e.g., Department Chairs, Teacher Advisors, Primary Investigators of grants) follow the same process and criteria for evaluation, except that merit scores are adjusted in proportion to the release time granted. The evaluation of the work conducted during release time shall be evaluated holistically by the appropriate supervisor or qualified Chair or Dean.

Evaluation tools must be developed to measure the performance on a case-by-case basis and according to the University's policy manual for special appointments and grants.

Faculty Evaluations

Statement of Guidance on Standardized and Objective Measures

Johnson C. Smith recognizes that the use of standardized and objective measures, like course evaluations, can assist in the subjective and objective portions of the evaluation process.

Johnson C. Smith University also recognizes that the numbers generated by these instruments can sometimes inaccurately reflect the quality of a faculty member's efforts. As such, Coordinators, Chairs, and Deans may, at their discretion, increase scores should they feel the numbers do not tell the entire story (e.g., in a case where a disgruntled student attempts to artificially suppress a score and cases where faculty teach service and/or freshman-level courses, which statistically receive lower evaluation scores). This liberty does not extend to decreasing a faculty member's score – excepting those cases where it can be clearly demonstrated that the faculty member has intentionally attempted to artificially inflate their scores inappropriately (e.g., the faculty member had bribed the students with extra credit).

Statement of Guidance on Equivalencies

It is the stated belief of Johnson C. Smith University that the evaluation categories be assessed charitably, fairly, inclusively, and rigorously. Out of necessity, documents like *The Faculty Handbook* provide categories of evaluation. The descriptions provided are to be read as descriptive rather than prescriptive. This may require interpretation and justifications on the part of the evaluator(s) and the evaluatee. Substantial bodies of internal research and/or special reports that are not publishable because they are proprietary to the University, for example, may be the equivalent of a peer-reviewed article. It is strongly recommended that those who wish to have such efforts recognized as part of their Annual Evaluation, their Third Year Review, their Tenure Evaluation, and/ or their Post-Tenure evaluation should obtain a statement from the commissioning officer of office that comments on the quality, cogency, and equivalency of the work. It should also be stressed that this work should be of an extraordinary nature, should not be part of the normal job duties of the evaluatee, and the work should rise to a level of unusual excellence.

Statement of Guidance on Portfolios

Johnson C. Smith University recognizes that each discipline has variations in what it values and how to best document the accomplishments and efforts of a faculty member operating within those disciplines. Johnson C. Smith University also recognizes, however, that it is counterproductive to over document a faculty member's accomplishments (e.g., producing every instance of effort rather than a representative sample). To that end, faculty submitting portfolios for evaluation and application for opportunities at the University (e.g., titled chairs

and endowed scholarship grants) should adhere to the following guidelines -- except in cases where disciplinary practice or submission guidelines dictate otherwise:

General Guidance for all Portfolios

- **Must be submitted electronically** to Department Chair. If the applicant is a Chair, their portfolio must be submitted to their Dean.
- Include evidence of all presentations (e.g., your name appearing in a conference program).
- Include a summary of teaching evaluations.
- Include representative samples (e.g., 3-5) for evidence rather than all samples of effort on or off campus activities (e.g., minutes demonstrating committee work, recommendations, work showing participation in the peer review process).
- Be mindful of your file structure and naming conventions, which should be clear to someone reviewing the portfolio as a whole.
- Be mindful that you will be reviewed by people in other disciplines. Provide them with statements that contextualize your work within your discipline and the issues involved.

Additional information for Promotion and/or Tenure Portfolios

Portfolios for Promotions and Tenure should adhere to the requirements stated above. For example, faculty applying for full professor **should include only work since their last promotion**. The applicant's narrative should summarize contributions and link to representative examples of supporting documentation in each area.

Portfolios must include copies of all publications from the text in which they are published, along with documentation of the type of publication venue and evidence of peer review. For book-length works, applicants should submit copies of the following pages: title, copyright and publisher, and table of contents; evidence of the peer review process must also be included.

In addition, the following items must be included:

- Table of Contents
- Letter of Application
- Supporting documentation if hired with credit towards tenure
- Narrative
- Curriculum Vita
- Annual evaluations from Chair/Dean
- Findings of Third Year Review Committee and Action Plan
- Summary of Student Evaluations

TIMELINE FOR PROMOTION AND TENURE

| | |
|---------------------|---|
| JULY 1 | Submit publications and list of potential reviewers to Dean and Dept. Chair (if going up for Promotion OR Tenure and Promotion) |
| SEPTEMBER 15 | Portfolio is submitted to Dept. Chair or Dean (if Chair) |
| OCTOBER 15 | Portfolio, including Dept. Chair's letter, to Chair of Promotion and Tenure |
| NOVEMBER 30 | Promotions and Tenure Committee's recommendation submitted to Dean |
| JANUARY 31 | Dean's recommendation submitted to President (or designee) |
| APRIL | Final decision certified by Board of Trustees |

Faculty Input in their Evaluation Process

At the time of the PDP, a member of faculty may shift exactly five percent from one category to another. This shift will be documented in the PDP.

At the time of the submission of the evaluation portfolio, the faculty member may make another shift of five percent, which may include shifting the five percent moved at the time of the PDP back to its original category.

Faculty on tenure-track positions should remember that they will not be permitted to make such shifts during their tenure and promotion reviews and, as such, should be aware of how they are performing in relation to the baseline scores.

The points shifted shall be divided among subcategories at the discretion of the evaluatee.

The sole stipulations on the moving of percentage points between categories are that:

- No category may be shifted by more than five percent total;
- No category can be reduced to zero.
- Each unit of five points must be moved as a unit and applied to a particular category. It may not be divided.

Annual Faculty Evaluation Timeline

Faculty will be evaluated during the final week of the post-school conference. As a part of this meeting, the faculty will discuss with their Chair and Dean their PDP from the past year, the summative and formative evaluations of their work for the period under evaluation, and their PDP for the coming year.

Business Days, Defined

Throughout this *Handbook*, the term “business days” refers to weekdays when the University is in session and excludes all campus holidays under the published academic calendar.

Six Areas of Faculty Evaluation

The areas of faculty effectiveness will be evaluated and apportioned according to Category:

Teacher Advisor

35% Teaching

20% Global Student Evaluations 10% Department Head evaluation 5% Curriculum development

The Teaching category includes but is not limited to: classroom teaching and responsibilities, curriculum review and design, and innovation and design of new courses and pedagogical approaches, creation of new materials.

35% Advising

The Advising category includes but is not limited to: course scheduling, career advising, student advocacy, writing letters of recommendation, mentoring, degree audits, and problem solving on behalf of a student.

5% Research

Research and associated scholarly activities vary significantly by discipline and Johnson C. Smith University recognizes and values all domains of scholarship. The Research category includes but is not limited to: laboratory research, field work, data analysis, literature review, archival research, conference attendance, and research and preparation involved in the creation of artistic and other created works.

0% Grantsmanship

The Grantsmanship category includes but is not limited to: the writing of grants; applying for grants; and overseeing, implementing, and managing a grant. Acceptable grants include, but are not limited to, those providing funding for research, outreach, student support, curriculum development, equipment, and facilities. While in the evaluation process, greater weight will be given to grants that are for Johnson C. Smith University or one of its units, grants that are written for outside organizations can and should be acknowledged here because of the recognition and goodwill generated for the University.

5% Publishing/Presentations/Performance

Publishing/Presentations/Performance varies significantly by discipline and carries significantly different weight depending on the venue and audience (e.g., an international journal publication versus a regional publication), and Johnson C. Smith University

recognizes and values all domains of scholarship. While in the evaluation process, greater weight will be given to publications/presentations/performances that are scholarly or in a formal setting but those that are given for less scholarly outside organizations can and should be acknowledged here because of the recognition and goodwill generated for the University.

The Publishing/Presentations/Performance category includes but is not limited to: scholarly monographs and books, chapters in books, journal articles, encyclopedia entries, artistic productions, exhibits, screenings, and conference presentations.

20% Service

15% Service to the University Community and 5% Service to the Outside Community

The Service category includes but is not limited to: serving on standing or ad hoc University, College, or Departmental Committees; efforts on behalf of colleagues or administrative units; service to professional organizations; administering programs if and when the responsibility is not covered by separate administrative contract or release time; technological support; recruiting; and building management.

Teacher Scholar

40% Teaching

20% Global Student Evaluations 10% Department Head evaluation 10% Curriculum development

The Teaching category includes but is not limited to: classroom teaching and responsibilities, curriculum review and design, and innovation and design of new courses and pedagogical approaches, creation of new materials.

10% Advising

The Advising category includes but is not limited to: course scheduling, career advising, student advocacy, writing letters of recommendation, mentoring, degree audits, and problem solving on behalf of a student.

10% Research

Research and associated scholarly activities vary significantly by discipline and Johnson C. Smith University recognizes and values all domains of scholarship. The Research category includes but is not limited to: laboratory research, field work, data analysis, literature review, archival research, conference attendance, and research and preparation involved in the creation of artistic and other created works.

5% Grantsmanship

The Grantsmanship category includes but is not limited to: the writing of grants; applying for grants; and overseeing, implementing, and managing a grant. Acceptable grants include, but are not limited to, those providing funding for research, outreach, student support, curriculum development, equipment, and facilities. While in the evaluation process, greater weight will be given to grants that are for Johnson C. Smith University or one of its units, grants that are written for outside organizations can and should be acknowledged here because of the recognition and goodwill generated for the University.

15% Publishing/Presentations/Performance

Publishing/Presentations/Performance varies significantly by discipline and carries significantly different weight depending on the venue and audience (e.g., an international journal publication versus a regional publication) and Johnson C. Smith University recognizes and values all domains of scholarship. While in the evaluation process, greater weight will be given to publications/presentations/performances that are scholarly or in a formal setting but those that are given for less scholarly outside organizations can and should be acknowledged here because of the recognition and goodwill generated for the University.

The Publishing/Presentations/Performance category includes but is not limited to: scholarly monographs and books, chapters in books, journal articles, encyclopedia entries, artistic productions, exhibits, screenings, and conference presentations.

20% Service

15% Service to the University Community and 5% Service to the Outside Community

The Service category includes but is not limited to: serving on standing or *ad hoc* University, College, or Departmental Committees; efforts on behalf of colleagues or administrative units; service to professional organizations; administering programs if and when the responsibility is not covered by separate administrative contract or release time; technological support; recruiting; and building management.

Faculty Researcher

10% Teaching

0% Global Student Evaluations 0% Department Head evaluation 10% Curriculum development

The Teaching category includes but is not limited to: classroom teaching and responsibilities, curriculum review and design, and innovation and design of new courses and pedagogical approaches, creation of new materials.

0% Advising

The Advising category includes but is not limited to: course scheduling, career advising, student advocacy, writing letters of recommendation, mentoring, degree audits, and problem solving on behalf of a student.

30% Research

Research and associated scholarly activities vary significantly by discipline and Johnson C. Smith University recognizes and values all domains of scholarship. The Research category includes but is not limited to: laboratory research, field work, data analysis, literature review, archival research, conference attendance, and research and preparation involved in the creation of artistic and other created works.

30% Grantsmanship

The Grantsmanship category includes but is not limited to: the writing of grants; applying for grants; and overseeing, implementing, and managing a grant. Acceptable grants include, but are not limited to, those providing funding for research, outreach, student support, curriculum development, equipment, and facilities. While in the evaluation process, greater weight will be given to grants that are for Johnson C. Smith University or one of its units, grants that are written for outside organizations can and should be acknowledged here because of the recognition and goodwill generated for the University.

20% Publishing/Presentations/Performance

Publishing/Presentations/Performance varies significantly by discipline and carries significantly different weight depending on the venue and audience (e.g., an international journal publication versus a regional publication) and Johnson C. Smith University recognizes and values all domains of scholarship. While in the evaluation process, greater weight will be given to publications/presentations/performances that are scholarly or in a formal setting but those that are given for less scholarly outside organizations can and should be acknowledged here because of the recognition and goodwill generated for the University.

The Publishing/Presentations/Performance category includes but is not limited to: scholarly monographs and books, chapters in books, journal articles, encyclopedia entries, artistic productions, exhibits, screenings, and conference presentations.

10% Service

5% Service to the University Community and 5% Service to the Outside Community

The Service category includes but is not limited to: serving on standing or *ad hoc* University, College, or Departmental Committees; efforts on behalf of colleagues or administrative units; service to professional organizations; administering programs if and

when the responsibility is not covered by separate administrative contract or release time; technological support; recruiting; and building management.

Annual Evaluation Process

Each faculty member is responsible for submitting course syllabi (both semesters) and a summary of activities (portfolio) during the past year to the Department Chair and/or Program Director. These are due at the end of Reading Day in the spring semester.

Consultations and informal evaluations by peers are encouraged for formative purposes. The evaluatee has the option of including this information in support of the self-evaluation described above. Most important to the overall objectives of this evaluation process would be an action plan of development and focus items to be discussed at the annual professional development meeting.

All summative and formative evaluation data must be available to the target recipients by the last week of classes during the spring semester. Exceptions can be made on a case-by-case basis for these deadlines with a provided written justification.

Department Chairs and/or Program Directors will evaluate faculty within their departments using a global rating of contributions to the department and University with a supporting narrative that addresses the above-mentioned categories (*i.e.*, Teaching, Advising, Research, Grantsmanship, Publishing/Presentation/Performance, and Service). Supporting data may be drawn from classroom observations, interactions and consultations with the evaluatee, the evaluatee's overall contribution to the University, and materials submitted by the evaluatee. The Department Chair's and/or Program Director's evaluation must be in writing and appropriately documented, and it should be based primarily on professional observations and judgment rather than echoing the data available from other sources.

Data from student course evaluations will provide ratings of Teaching Effectiveness. Global ratings will be used for summative purposes and dimensional ratings and narrative comments will be used for formative purposes. Both fall and spring semester evaluations will be conducted as late in the semester as possible.

Recommendations and summative data will be shared with the evaluatee at the evaluation conference. In the event of disagreement at either the planning or evaluation conferences, the evaluatee has the option of requesting a follow-up meeting with the Department Chair and/or Program Director and the College Dean, and/or providing a written rebuttal to the Department Chair and/or Program Director with copies to the College Dean.

Merit Salary Increases

Merit salary increase evaluations will be based on the criteria for evaluation listed above.

Third-Year Review for Tenure-Track Faculty

Purpose and Rationale for the Third Year Review

The purpose of the Third-Year Review is to provide a formative assessment of tenure-track faculty members in the third year of the tenure period. Tenure-track faculty members need to have timely feedback early to ensure they are making satisfactory progress toward tenure, and supervisors and others should provide appropriate recommendations for improvement, if needed. During the third year of the tenure period, all tenure-track faculty members will participate in the Third-Year Review.

Review Procedure

The College Dean will notify tenure-track faculty members and their Chairs no later than the last contract day of the second year of employment that they will be undergoing a Third Year Review in the following year. The Third-Year Review will take place no later than the third Friday in April of the faculty member's third year.

The tenure-track faculty member will make their prior years' Evaluation Portfolios, along with new material from the period between the prior year's evaluation up to the Thanksgiving Break, available to the Chair no later than the first working day of December for review. While this evaluation packet may consist of three portfolios, it is recommended that the faculty member under review create a single portfolio, as it will introduce them to the process involved with creating a full tenure portfolio and, as a result of the process, provide them with a partially created portfolio. The portfolio may be submitted in either hard copy or electronic copy.

The Chair shall consult with tenured faculty in the faculty member's discipline about the faculty member's progress and make available to them the evaluation material. This is especially important for those instances where the Chair is not in the same discipline as the faculty member.

The Department Chair will make written reflections and recommendations as to whether the faculty member is progressing satisfactorily or not toward tenure no later than the first working Friday in January. The Chair will send copies of their letter to the faculty member under review both in hard copy (to their home address) and electronically (to their official JCSU email address).

The Department Chair recommendations will be reviewed by the Third-Year Review Committee, which will also assess whether the faculty member is progressing satisfactorily or not toward tenure. The Committee will forward its written recommendation along with the Third Year Review Portfolio to the Dean, with copies to the faculty member both in hard copy (to their home address) and electronically (to their official JCSU email address) and via email to the Department Chair no later than the last working day of January.

The Dean will make a recommendation and send copies to the faculty member both in hard copy (to their home address), electronically (to their official JCSU email address), and to the Department Chair (via their JCSU email address). The Dean will then convene a meeting with the Chair and tenure-track faculty member to discuss the results of the review and address any questions or concerns about the process no later than the last working day in March.

As a result of this meeting, the faculty member and Department Chair will, if necessary and appropriate, develop an Action Plan that will be used as a basis for the PDPs developed between the review and the tenure and promotion process. Progress in achieving the goals outlined in the Action Plan will be evaluated at the annual faculty evaluation conference. In addition to addressing any shortcomings, this review should also highlight the accomplishments made during the prior three years.

A copy of the review and action plan will be placed on file in the Office of the Dean and will be included in the tenure portfolio, where it will be referenced by all those reviewing the tenure application.

In the case of faculty holding a dual appointment, a review will be conducted by both Chairs and Deans, and the final assessment meeting will be held jointly. The portfolio will, however, remain in the possession of the Chair and Dean of the College holding the tenure line, and the Chair and Dean of the other College should schedule a time with their counterpart to review the documents.

Third-Year Review Committees

One member from each academic college and two alternates elected by the faculty for two-year terms. The minimum size of the committee is equal to the number of colleges. The minimum qualification is tenured status. Each academic college will submit up to three nominees. If a college or colleges submit no nominees, at-large members will be elected to bring the committee to its minimum size. Faculty members will vote for one nominee from each academic college. If any college does not submit nominees, the votes for that college may be used without regard to college affiliation. The nominee from each college with the highest number of votes shall be elected to the Committee. The next two highest receivers of votes will be first and second alternate, respectively. The nominee receiving the highest number of votes will convene the first meeting, where the members will select the committee chair.

The Third-Year Review Committee will be responsible for providing a formative assessment of progress toward tenure by tenure-track faculty members in the third year.

Tenure

Tenure is the status granted a faculty member, usually after an initial appointment, which gives the faculty member appointment of an indefinite term, subject to the limitations expressed in

this *Handbook*. Faculty members at the rank of Assistant Professor or higher may accede to the status of tenure; those at the rank of Instructor are not eligible for tenure.

The decision to grant tenure to a faculty member is an affirmative decision on the part of the University and is in no way automatic. Tenure shall not be granted by default through the mere serving of the full seven years by a faculty member during tenure-track appointment. Tenure is only granted or denied through positive action by the Board of Trustees, in the form of a notification of such grant by certified mail to the Candidate's home address from the President, within fifteen business days after the decision of the Board in its April meeting.

If tenure is not granted by the Board of Trustees during the next to the last year of the faculty member's initial appointment, to be effective upon the expiration of the last one-year contract of the faculty member's initial appointment, the last year of the faculty member's tenure-track period shall be their last year of employment by the University. The President will notify the faculty member of the Board of Trustees' decision to deny tenure within 15 business days, by certified mail at their home address. A terminal contract will be issued to such faculty members prior to the beginning of the last year of a tenure-track appointment.

Once tenure is conferred upon a faculty member, that faculty member's services will be terminated only after an unsatisfactory Post-Tenure Review and probationary period, adequate cause after a due process hearing, conviction of a felony, financial exigency of the University, revision of the University curriculum or restructuring of programs or departments, or disability resulting in an inability to perform the essential functions of the position after reasonable accommodation.

Tenure-track: Beginning with appointment to the rank of full-time Assistant Professor or higher rank, a faculty member's probationary period prior to being granted or denied tenure will not exceed seven years. The Dean will notify the faculty member in writing by the end of the academic year that the subsequent academic year will be the year for the tenure procedure. The standard number of years in a tenure-track position will be seven years, and specified at the time of initial appointment to tenure-track, as recommended by the Dean and approved by the President. At the end of the tenure-track period, the faculty member will either be granted tenure or will not have their contract renewed.

There are two exceptions to this seven-year tenure-track period. The first occurs when after a term of tenure-track service of more than three years in another institution of higher education, a teacher is granted a contract by Johnson C. Smith University. At that time, it may be agreed in writing that the faculty member's new appointment will include a tenure-track period of up to five years, even though the person's total tenure-track period in the academic profession is thereby extended beyond the normal maximum of seven years. The second exception occurs when a tenured member of another institution of higher learning is hired by Johnson C. Smith University. In such cases, the faculty member, when hired, may be granted tenure at Johnson

C. Smith University upon the discretion of the President and by appropriate letter from the Board of Trustees. If immediate tenure is not granted to that person, the President has the alternative of substituting a tenure-track period of as many years as the President and the new faculty member deem to be appropriate. Such agreement will become a part of the parties' written annual employment contract.

The terms and conditions of every appointment will be stated in writing and will be part of all non-tenured faculty members' annual contracts at the time those annual contracts are issued.

Visiting full-time members of the faculty or members who have not attained the rank of Assistant Professor will not advance to tenure. Should they be given a full-time appointment or should Instructors attain the rank of Assistant Professor, prior years of service will not be given credit for the purpose of accruing tenure, unless otherwise specifically agreed in writing and on a case-by-case basis. Part-time (Adjunct) members of the faculty do not receive tenure of position. Should they be given full-time appointments, their teaching evaluations and service as part-time faculty will not count toward tenure.

Any publications or presentations made by a new tenure-track faculty member during their non-tenure-track period (including but not limited to Adjunct, Annual, and Visiting Appointments) may be counted during the tenure review process, where they will be weighed by the same standards applied to presentations and publications made during the tenure-track period.

Procedure for Arriving at a Decision Regarding Tenure

The procedure for arriving at a tenure decision is described below. Evaluations and recommendations in this procedure shall be based on the criteria for evaluation listed under "Six Areas of Faculty Evaluation" above.

Candidates apply with requisite supporting materials in electronic form to the Department Chair by September 15 of the year they are eligible for tenure application. The Department Chair will offer the portfolio submitted by the faculty member for review by tenured members of the department and/or discipline who may write letters of recommendation. Members of the department who are outside the applicant's discipline or program area may choose to comment or not, at their discretion. Recommendations concerning tenure shall originate with the Department Chair. The Chair's letter of recommendation, based on the criteria for evaluation listed under "Six Areas of Faculty Evaluation" above concerning appointment to tenure, should provide a comprehensive assessment using available data and evidence from all evaluation instruments, personal knowledge, and any other relevant sources, including data or evidence submitted by the candidate. The letter should also present a summary of the viewpoints of all tenured members of the applicant's discipline (regardless of their Departmental or Collegiate affiliation) or program area, including any opinions of tenured

members of the department and/or discipline contrary to that of the Department Chair. The Department Chair will include their letter in the applicant's portfolio and submit it to the Chair of the Promotions and Tenure Committee by October 15.

A copy of the Chair's recommendation will be sent to the candidate's home address by certified mail within three business days of submission to the Faculty Committee on Promotions and Tenure. The Chair may also send an electronic copy of the letter to the faculty member's JCSU email address. The candidate may respond by certified letter to the Chair of the Committee on Promotions and Tenure, with a copy to the Department Chair, within seven business days.

In the case of faculty who are on dual appointment, both Department Chairs (or equivalent) will write letters commenting on the tenure portfolio. The letter of the Department Chair in whose college the tenure line is situated will, however, will be given precedence over the other.

Applicants serving as Department Chairs will submit their portfolio to their Dean by September 15. The Dean will offer the portfolio submitted by the faculty member for review by tenured members of the department and/or discipline who may write letters of recommendation. Members of the Department who are outside the applicant's discipline or program area may choose to comment or not, at their discretion. Letters submitted by tenured faculty in the applicant's department and/or discipline should be submitted to the Dean for inclusion in the applicant's portfolio. The Dean will submit the applicant's portfolio to the Chair of the Promotions and Tenure Committee by October 15.

Two or more letters of recommendation from appropriate individuals outside the University, solicited by the applicant, must also be obtained for any decision related to tenure. These letters must speak to the quality and currency of the candidate's Research and Publications/Presentations/Performance during their tenure in the discipline at Johnson C. Smith University as evaluated by peers in the discipline. The individuals from whom letters are sought should be credentialed and experienced in the field, as evidenced by appropriate documentation submitted. Along with the letters of recommendation, brief biographical sketches of these individuals should be included in the materials submitted as part of the tenure portfolio for consideration. For purposes of tenure, in cases of faculty members in the visual and performing arts, quality and currency of exhibitions, performances, directing of productions and the like are equivalent to research in other disciplines as attested by two or more letters from appropriate individuals. (Please note, these recommendation letters are separate from the external evaluations of publications or equivalents requested by the Dean for Promotion to Associate or Full Professor.)

All recommendation letters, as well as all relevant materials, including those submitted by the candidate, must be submitted to the Department Chair by September 15 of the next to the last academic year in the candidate's tenure-track (i.e., typically the candidate's sixth year of

employment). All documentation, including relevant Department records, should be submitted to the Chair of the Committee on Promotions and Tenure by October 15.

The findings of the Third Year Review Committee must be taken into consideration by the Tenure Committee, including the use of the candidate's portfolio and statements by members of the Third Year Review Committee, and the Action Plan developed as a result of the review. The findings of the Third Year Review Committee are meant to inform the Tenure Committee and are themselves not an explicit recommendation for or against tenure.

The Faculty Committee on Promotions and Tenure will write a recommendation based on professional knowledge, supportive documentation of the faculty member being considered for promotion or tenure, and on the Department Chair's recommendation and accompanying materials. This recommendation will be sent to the respective College Dean no later than November 30.

The Chair of the Committee on Promotions and Tenure will notify the faculty member by certified mail of the Committee's recommendation within three business days of making the recommendation to the College Dean. The Chair of the Committee may also send an electronic copy of the letter to the faculty member's JCSU email address. The Candidate may submit a written response by certified letter to the Dean with a copy to the Chair of the Committee on Promotions and Tenure within seven business days of receipt of the Committee's recommendation.

The College Dean will add their recommendations and supporting rationale and send these materials to the President no later than the last day of January 31. The College Dean will notify the faculty member by certified mail of the recommendation within seven business days of making the recommendation to the President. The Dean may also send an electronic copy of the letter to the faculty member's JCSU email address. The Candidate may submit a written response by certified letter to the President with a copy to the College Dean within seven business days of receipt of the Dean's recommendation.

In the case of faculty who are on dual appointment, both Deans (or equivalent) will write letters commenting on the tenure portfolio. The letter of the Dean in whose college the tenure line is situated will, however, will be given precedence over the other.

The President will review all these recommendations and will make comments and final recommendations to the Board of Trustees for approval at that body's spring meeting. The evaluations and recommendations as herein described which are submitted to the President shall be based primarily upon the evaluative criteria described under "Six Areas of Faculty Evaluation" above. The President has the responsibility of making the final recommendation on tenure based upon not only these evaluations, but also upon broad educational considerations not covered merely by individual evaluations. Such issues as institutional needs and resources, sound fiscal and educational policies adopted by the Board of Trustees, the

standards and policies of relevant accrediting bodies or organizations, and other legitimate educational considerations may be taken into account by the President. All individuals or committees making recommendations on tenure may address in their recommendations these or any other legitimate educational considerations affecting their evaluation or recommendation. In the case of faculty holding dual appointments, the President will exercise great caution and diligence in rendering judgments in cases where the Chairs and Deans of the two units disagree on their recommendations – due to the double jeopardy the faculty has been placed in by virtue of the type of appointment. In all cases, the President may make a recommendation to deny tenure.

The President will notify the respective College Dean and the faculty member both by certified mail of the decision of the Board of Trustees within 15 business days after this decision is made. The President may also send an electronic copy of the letter to the faculty member's JCSU email address.

Promotion in Rank

Evaluations regarding the promotion of faculty will be based on the criteria for evaluation listed in "Six Areas of Faculty Evaluation" above. The procedure for arriving at a decision regarding the promotion of faculty will be the same as the procedure for deciding tenure. Grievance and appeal rights for promotion decisions shall also be the same as those for tenure decisions.

Non-tenure-track faculty may apply for promotion in rank if they meet all requirements and qualifications set forth above.

Candidates who apply for promotion for two consecutive years and are denied must develop an action plan with their Department Chair and Dean before reapplying for promotion. This action plan must be included in the portfolio. Candidates must wait at least one year before reapplying if denied two consecutive years.

If a faculty member feels that a final decision with respect to denial of tenure was not made in accordance with procedures herein prescribed, or was based on violations of academic freedom or discrimination based on race, color, religion, sex, national origin, age or disability on considerations, they have recourse to the grievance procedure, as described below.

Emeritus Status

A retired or soon-to-be retired member of the faculty may be provided Emeritus status by the Board of Trustees based on a long career distinguished by outstanding teaching, scholarship and/or service to Johnson C. Smith University.

Minimum requirements for Emeritus status include having earned the rank of Associate or Full Professor and 10 years of consecutive, full-time service at Johnson C. Smith University prior to retirement. Recommendations for Emeritus status are to be submitted by Chairs or Deans. A

recommendation portfolio needs to include (1) recommendation letter from Chair or Dean, (2) the candidate's updated vita, and (3) at least one additional letter of support from a tenured JCSU colleague.

Documents must be submitted electronically to the Chair of the Faculty Committee on Promotion and Tenure during the last year of full-time employment or the year immediately following retirement from full-time employment at JCSU. The deadline for submissions to the Committee is February 1. If said date falls on a weekend, the recommendation package is due on the next business day. The Promotion and Tenure Committee will examine the materials submitted and send the Committee's recommendation to the President or their designee no later than March 1. The President submits their recommendation to the Board of Trustees for approval at the April meeting. The President will notify the respective College Dean and faculty member within 15 business days after a decision is made via certified mail and/or via an electronic copy of the letter to the faculty member's JCSU email address.

Rights/privileges of Emeritus status shall include:

1. Johnson C. Smith University email address and network access
2. Library privileges
3. Office space (if available)
4. Academic Catalog listing
5. Option to participate in regalia events
6. Faculty discount at bookstore and campus events
7. Use of campus facilities (with prior approval)
8. Option to participate in research as principal/co-principal
9. Free faculty parking permit

In special cases, such as posthumously awarding Emeritus status, the President may make exceptions to this policy.

The Faculty Committee on Promotions and Tenure

The Faculty Committee on Promotions and Tenure will be composed of one tenured faculty member from each academic college who shall be elected by the faculty for a two-year term. Two alternate members of this Committee (first and second) shall also be elected at that time to serve on the Committee in case a replacement is needed to complete the term of a regularly elected Committee member who cannot continue to serve for any reason, or in case a temporary replacement is needed.

An alternate may serve as a temporary replacement in the event:

1. a member of the Committee is unable to participate in Committee decisions due to personal illness;
2. a member of the Committee is him or herself the subject of the Committee's deliberations regarding promotion; or
3. a member of the Committee has participated or will participate as a commenting faculty member of the Department or Department Chair of the faculty member under consideration for promotion or tenure.

Post-Tenure Review

Definition of Post-Tenure Review

Post-tenure review is defined as the revisitation, reassessment, and reaffirmation of a tenured faculty member's effectiveness in Teaching, Advising, Research, Grantsmanship, Publication/Presentation/Performance, and Service, based on the criteria for evaluation listed in "Six Areas of Faculty Evaluation" above.

Purpose and Rationale for Post-Tenure Review

The purpose of post-tenure review is to promote and ensure the sustained effectiveness of tenured faculty members in the performance of their duties, as specified in their job descriptions and in accordance with the evaluation criteria stipulated in the *Faculty Handbook*, with particular emphasis on the quality of teaching and currency of content.

Undergirding the post-tenure review process at Johnson C. Smith University is continuous attention to the professional development needs and effectiveness of the faculty member being reviewed. The review process can result in any of the outcomes or consequences described under Review Procedures.

Faculty to be Reviewed

To ensure the continued quality and currency of the educational programs at the university, tenured faculty will participate in a post-tenure review process every five years, beginning in the fifth year after the effective date of tenure (e.g., fifth, tenth, fifteenth, etc. years after becoming tenured).

Tenured administrators who hold faculty status, including Deans, are exempt from post-tenure review; however, their dates for post-tenure review stay the same (every fifth year after award of tenure). In the event that such persons return to a teaching role full-time, they resume the post-tenure review requirement and undergo the full post-tenure review process. The year for such review is determined as follows: the member stands for review the next year of their five-year calendar based on the award of tenure unless that year is the same as the year of return to classroom full-time or the next year. If the year is the same or the next, the member is up for

post-tenure review two full academic years after the return to the classroom. (For instance, if a dean returns to full-time teaching mid-year, that person has the next two full academic years to prepare.)

Review Procedures

Faculty undergoing post-tenure review will be evaluated according to the criteria, procedures, and timetable for evaluation stated in “Six Areas of Faculty Evaluation” above, but the evaluation period will cover the previous five years instead of one year. Faculty members eligible for post-tenure review shall compile evidence of their performance during the last five years. The results of the annual evaluations for each year will be sufficient, but faculty are welcome to add supplemental evidence as desired. If the Post-Tenure Review Committee requires clarification or additional documentation, they may request it from the faculty member within two weeks after the Committee receives the portfolio. The faculty member then has one week to respond to the request.

Faculty members eligible for post-tenure review must submit copies of their publications to their College Dean and Department Chair by July 1 of the summer before application in order to identify external evaluators for the post-tenure review process and provide adequate time for review and response. The faculty member will submit complete Post-Tenure Review materials to the Department Chair/Evaluator (Program Director) by October 15. The Department Chair/Evaluator (Program Director) will submit a summary evaluation and all other pertinent material as described in “Six Areas of Faculty Evaluation” of the previous five years to the faculty member, the College Dean, and the Committee on Post Tenure Review by November 15. In the case of faculty who are on dual appointment, both Department Chairs (or equivalent) will review the material. The Department Chair in whose college the tenure line is situated will, however, write the post-tenure evaluation. At their option, the other Departmental Chair may write a dissenting opinion, which will be included in the post-tenure portfolio as it moves on to the Committee on Post-Tenure Review.

The Committee on Post-Tenure Review will examine the materials submitted by the Department Chair, faculty member, and peers. The Dean will send the external evaluator review of scholarship along with their recommendation to the Committee and with copies to the faculty member by certified mail to the faculty member's home address within seven business days. The Chair may also send a copy of the recommendation to the faculty member's JCSU email address. Any dissenting opinions must also be sent to the faculty member by certified mail within seven business days of its inclusion in the Post-Tenure Review Portfolio. The Chair may also send a copy of this dissent to the faculty member's JCSU email address.

These materials must be received by the Committee on Post-Tenure Review by November 15. The faculty member may submit a written response by certified letter to the Chair of the Committee on Post-Tenure Review within seven business days with copies to the Department

Chair and Dean. The Committee on Post-Tenure Review will make a judgment and submit its findings by December 15 to the faculty member, Department Chair, and College Dean via certified letter. The Chair of the Committee may also send a copy of the findings to the three parties via their JCSU email addresses. The summary will include a judgment as to the faculty member having met expectations to an outstanding degree, acceptable degree, or unacceptable degree. The faculty member may attach materials to this summary evaluation, including recommendations from colleagues.

1. A faculty member who is judged to have met expectations to an outstanding degree shall be issued a letter of commendation.
2. A faculty member who is judged to have met expectations to an acceptable degree shall be issued a letter of acknowledgement.
3. A faculty member who is judged to have met expectations to an unacceptable degree shall be required to develop an action plan to improve performance, consistent with department standards and measures, for a minimum period of one year and a maximum period of two years. The plan will be developed in collaboration with the Department Chair, the Dean, the Committee on Post Tenure Review, and the Office of Faculty Development and must be approved by the Committee. As a part of this process, four external evaluators will be selected to review and comment on the progress of the faculty member. Two external evaluators will be chosen by the faculty member under review and two will be chosen by their Dean, in consultation with the Chair. Those evaluators should have experience in and knowledge of the discipline in which the faculty member operates.

At the end of the time period for the action plan, the faculty member and Department Chair will document improvement actions, and the Committee on Post-Tenure Review will make a judgment on the faculty member's compliance with the action plan. The Committee will submit its findings to the faculty member, Department Chair, College Dean, and President who will forward the information to the Board of Trustees by November 15 of the next calendar year. If the Committee on Post-Tenure Review's findings fail to demonstrate satisfactory attainment of measurable improvements, the President will determine the member's status of employment, per the procedures under Termination for Cause, outlined below.

Temporary/Non-Tenure-Track Full-Time Faculty

In limited circumstances (e.g., for a special assignment in order to meet short-term faculty needs, for positions which are funded by grants of a fixed term, or because of an individual's unique skills or qualifications), the University may appoint individuals to serve as full-time faculty members, but in a temporary/non-tenure-track position. Faculty members who are appointed on a temporary/non-tenure-track basis will be awarded term contracts and are not entitled to the renewal rights that apply to regular tenure-track members.

Temporary/non-tenure-track faculty members may not apply for tenure and will not be considered for tenure unless the University makes the affirmative decision to appoint them to a regular tenure-track position, which decision must be put in writing by the University President and delivered to the faculty member before it is effective. In such circumstances, up to three years of the faculty member's previous years of service in a temporary/non-tenure-track position may be counted toward tenure. The number of years that are counted toward tenure under these circumstances will be communicated in writing to the faculty member at the time the faculty member is appointed to such regular tenure-track position. Any publications or presentations made by a new tenure-track faculty member during their non-tenure-track period may be counted during the tenure review process, where they will be weighed by the same standards applied to presentations and publications made during the tenure-track period. Ranks, standards for appointment, minimum objective requirements by rank, and academic freedom rights are the same as for regular tenure-track faculty.

The designation "visiting" before an academic title indicates that the faculty member has a temporary appointment for an academic year, semester, or summer term. If the faculty member has been awarded academic rank by another institution of higher learning, the visiting title will indicate the faculty member's rank at their home institution – *i.e.*, Visiting Professor, Visiting Associate Professor, Visiting Assistant Professor, or Visiting Instructor. If such rank has not been awarded, the rank of the visiting faculty member will be determined in accordance with the *Faculty Handbook*.

Part-Time Faculty

Appointments for part-time faculty may be for a semester or a year. Normally, part-time faculty members can teach up to nine semester hours with exemptions being made under extenuating circumstances. They do not have the rights to renewal that apply to other faculty members addressed herein, nor do part-time faculty members qualify for tenure-track status. However, part-time faculty members shall be evaluated annually, as appropriate, under the provisions of "Six Areas of Faculty Evaluation" herein. Ranks for part-time faculty are Adjunct Professor, Adjunct Associate Professor, Adjunct Assistant Professor, and Adjunct Instructor. The standards for appointment and minimum objective requirements by rank for these positions will be the same as for full-time faculty. Persons who possess skills but do not otherwise meet academic qualifications for Adjunct rank are appointed with the status of Lecturer. Adjunct faculty members may be invited to become full-time faculty members. Their Adjunct rank need not be the same as their rank if they become full-time faculty members.

Part-time faculty members are supervised by the Department Chair and are evaluated through the same process as full-time faculty. Part-time faculty members are invited to attend meetings of the faculty, College, and Department, but do not have voting status. They cannot serve on committees but are expected to be available to their students for out-of-class consultation.

Part-time faculty are required to keep weekly office hours equivalent to half the number of credit hours taught. Academic Freedom Rights are the same as for regular tenure-track faculty. Fringe benefits are not available for part-time faculty.

Budget Process

Faculty involvement in budgetary procedures is related to departmental appointments. The Department Chair serves as budget head and their requests for funds allocated for personnel services and other expenditures are reviewed by the College Dean, the Budget Steering Committee, and the President, as determined by annual process.

Salary Issues

The University is committed to optimizing the financial and physical well-being of its faculty within the limits of the financial capabilities of the University, taking into account its financial commitments and needs in all areas of operation. The University desires to receive input from the faculty on issues involved in faculty salaries. To that end, the Faculty Senate may advise the President of faculty concerns.

Entry Level Salary

The salary level associated with each faculty position shall be based upon the requirements of the position and the qualifications of the individual employed to fill the position. The qualifications of the individual shall include academic degrees earned, teaching and other relevant experience, research and publication records, academic achievements and honors, and relevant professional achievements and recognition.

In addition to personal qualifications, consideration will be given to “marketplace” factors such as availability (supply and demand) of qualified individuals, salaries offered by competitors (industry and other academic institutions) for individuals, and the intensity of the University’s need for these individuals. Salary data collected on national, regional, and local bases, as appropriate, will be used in establishing entry salary levels.

Merit Increases

Merit increases for full-time faculty shall be based on an evaluation of job assignment, overall performance, and the determination made by the Board of Trustees. In evaluating a faculty member’s performance, careful consideration will be given to the following six criteria: Teaching, Advising, Research, Grantsmanship, Publications/Presentations/Performance, and Service. A thorough discussion of these criteria for evaluation can be found in “Six Areas of Faculty Evaluation” above. In determining merit increases, appropriate documentation in support of the quality of performance is required.

Additional Compensation

Faculty and staff are allowed to receive additional compensation in special circumstances. Additional compensation sought for activity that will not interfere with the individual's University responsibilities and does not represent the sort of activity normally expected of or associated with the individual's basic appointment is permitted.

Additional compensation for non-teaching responsibilities may take the form of release time, except in those circumstances where faculty members choose to negotiate with the University for additional compensation in lieu of release time.

Additional compensation above and beyond a faculty member's base salary, as a result of research contracts, foundations, and private corporations may be appropriate and may be defined by the grant applied for. In these instances, advance approval by the faculty member's Dean, the Vice President of Government Sponsored Programs and Research or Institutional Advancement, the Provost Council, and the President is required. The University may question activities that appear to be recurring or that are for an extended period. Additional compensation from federal or state government grants is not permitted.

General Personnel Procedures

All hiring of faculty members by the University shall be in compliance with the applicable federal, state, and local laws and policies of the University. As vacancies occur, under normal circumstances the following procedures will be followed:

The Department Chair or Program Director and College Dean will submit all of the appropriate requisition to hire forms indicating the need for the position, a job description, and the qualifications needed for the position. Qualifications may include certain skills, knowledge, or experience. In the case of job searches where the faculty member is to serve in a dual appointment, a single requisition packet form will be filled out jointly by the appropriate Directors, Chairs, and Deans.

Upon approval of the College Dean(s), the Director of Human Resources, the CFO, the Provost, and the President, the Department Chair will begin the recruitment and selection process for qualified candidates for the position. An announcement will be placed in appropriate professional publications and job registers. The announcement will also be posted in the Office of Human Resources. The Department Chair may appoint a search committee to assist in the process of identifying the candidate whose qualifications best fit the needs of the position. The Department Chair makes a recommendation to the College Dean or, in the case of dual appointment, Deans, and if approved by the Dean(s), the Director of Human Resources and the Vice President for Business and Finance, it is forwarded to the President. Upon approval of the President of the University, the candidate will be offered the position and directed to the Office of Human Resources to complete the initial employment process.

The University maintains a personnel file for each faculty member. This information is an important part of the University's personnel and payroll records, and its accuracy is necessary for faculty members to receive compensation and benefits promptly. Therefore, faculty members are required to advise their Dean or Deans and the Office of Human Resources immediately in writing of any change in the following: name, home address, telephone number, or tax withholding exemption information. In addition, faculty members are required to advise the Office of Human Resources of the following events that may impact insurance coverage for their spouses or dependents:

1. Marriage, divorce, or legal separation; and
2. Facts that would affect the coverage of a dependent under the terms of any benefit plans.

Personnel files are the property of the University and are maintained by the Office of Human Resources. Access to the files is limited to authorized University personnel or federal or state officials. However, a faculty member may inspect their files if they make arrangements in advance with the Office of Human Resources. Except in cases in which legal orders are presented, a faculty member's written consent is required for disclosure of information from their file to anyone who is not a University employee, representative, or agent.

New Faculty

Initial Appointment

Under normal circumstances, the following guidelines for identifying, appraising, and selecting new faculty will be operative:

Defining the Position

The College Dean, in consultation with the Department Chair, will define and describe the position to be filled, including rank, major responsibilities, required and desired qualifications and experiences, and tenure-track status. In the case of dual appointments, the job description will be crafted jointly by both Deans and their Chairs.

Johnson C. Smith University employs competent faculty members qualified to accomplish the mission and goals of the institution. When determining acceptable qualifications of its faculty, JCSU gives primary consideration to the highest degree earned in the discipline. Certification by justification and portfolio assessment may be accepted in appropriate cases. JCSU also considers competence, effectiveness, and capacity, including as appropriate undergraduate and graduate degrees, related work experiences in the fields, professional licensure and certifications, honors and awards, continuous documented excellence in teaching, or other competencies and achievements that contribute to effective teaching and student learning outcomes.

Announcing the Position

Once the President has approved the formal position, they will authorize an announcement of the position, whereupon the Dean of the appropriate College and/or the Office of Human Resources will send the position announcement to appropriate colleges, universities, and professional publications.

Identifying and Appraising Candidates

Applicants must submit vitae, official transcripts, and letters of recommendation. A search committee appointed by the Department Chair and approved by the College Dean will identify appropriate candidates. The Chair, Dean and/or the search committee may also examine applications already present. The search committee will review the credentials of the candidates for professional expertise, other qualifications, and teaching ability with the purpose of selecting two or three finalists who will be recommended for on-campus interviews.

Selecting the Appointee

After receipt of such recommendations, the President or their designee may identify the finalists for the position from the list submitted or may request the submission of additional candidates. Upon selection of the finalists, the Dean will authorize on-campus interviews. In most cases, the interviewers will consist of the search committee, the Department Chair, the College Dean, and, if possible, the Provost. Teaching ability is an important criterion in the selection of faculty. Strong emphasis will also be placed on the candidate's oral and written communication skills and English proficiency. Whenever feasible, the final candidates will be expected to give a teaching demonstration or some comparable presentation. The final candidates are also expected to provide a teaching portfolio, including such items as a statement on teaching philosophy and practice, syllabi, and student evaluations.

Orientation of New Faculty

There will be a comprehensive orientation program developed and implemented by the Provost Council. Orientation guidelines will be published and maintained by the Provost Council.

Reappointment or Non-Reappointment of Non-Tenured/Tenure-Track Faculty Members

Non-tenured faculty members work for the University under annual employment contracts. Reappointment of non-tenured faculty members is not automatic. Reappointment for one or more years creates no presumption in favor of reappointment in subsequent future years. The decision to reappoint each non-tenured faculty member for another year of service is an affirmative decision to rehire, which will be made only after the completion and review of evaluations. The purpose of the evaluation process for adjunct faculty members is to improve

the quality of instruction, enhance academic growth, promote professionalism, and assess the performance of adjunct faculty members.

Notification of the evaluation requirement will be provided to the adjunct faculty members. Such notice shall refer the adjunct faculty member to the appropriate part of the *Faculty Handbook* for a description of the process.

Adjunct faculty shall be evaluated within the first semester of employment and at least once during every four (4) regular semesters of employment. More frequent evaluations may be scheduled at the discretion of the appropriate administrator. The entire evaluation process shall begin and end in the same academic year.

The evaluation shall include:

1. Adjunct Faculty Classroom Observation: Classroom observations shall be conducted by an administrator (or their designee), except in the case of individual lessons.
2. Student Course Evaluation, if available, depending on the size and/or nature of the course, or other approved course evaluation instruments.
3. Department chair, administrator or designee's summary evaluation in narrative form. The evaluation shall include analysis of the classroom observation, student evaluation (if available), and the course syllabus from the observed course. The Chair may confer with the adjunct faculty member to discuss the evaluation results and make suggestions for improvement.

Adjunct faculty members shall be provided an opportunity to review and sign the evaluation narrative before such material is placed in the personnel file. The member may, within 15 working days after receipt of such material, submit a written response that will be placed in their personnel file along with the evaluation.

The contents and substance of the performance evaluation shall not be subject to the grievance procedure herein.

Annual professional development meetings and evaluation conferences with non-tenured faculty members and their Department Chair and College Dean are intended to provide non-tenured faculty members with an opportunity to submit material and information they believe will be helpful to an adequate consideration of their circumstances. It is expected that these conferences will be frank and open, and less positive aspects of a faculty member's performance will be communicated to them with the primary goal of increasing teacher effectiveness. These open discussions should also work to minimize surprises to a faculty member whose appointment may not be renewed and to allow a faculty member adequate notice of deficiencies that may lead to non-reappointment.

Procedures for Reappointment

In the case of reappointment of a non-tenured faculty member, a new annual contract will be presented to the faculty member before the end of the academic year for reappointment in the upcoming year. The faculty member is obligated to return this signed contract to the University within 10 business days of its receipt if the faculty member desires to return for the next academic year. If it is not signed and returned to the University within 10 business days, the University's offer of employment will be deemed rescinded, unless there are verifiable extenuating circumstances.

Procedures for Non-Reappointment

Recommendations not to renew a tenure-track faculty appointment normally originate with the Department Chair. However, recommendations not to renew a tenure-track faculty appointment may also originate with the College Dean or President. The letter of recommendation, based on the criteria for evaluation listed in "Six Areas of Faculty Evaluation" above, not to renew an appointment should provide a comprehensive assessment of the candidate using available data and evidence from evaluation instruments, personal knowledge and observation, and any other relevant sources, including data or evidence submitted by the concerned faculty member. Dissenting opinions of tenured members of the department may be summarized in the letter. The tenure-track faculty member's up-to-date *curriculum vitae* should be attached to the letter.

In the case of tenure-track faculty who will be in their first year of academic service, the letter will be submitted by the Department Chair to the College Dean on or before January 1 of the first academic year of service, so that a decision can be made before the February 15 deadline for notice of non-renewal of appointment.

In the case of a tenure-track faculty member who has completed one full academic year, the letter will be submitted by the Department Chair to the College Dean on or before October 1 of the academic year, so that a decision can be made before the November 15 deadline for notice of non-renewal of appointment.

The College Dean will write an evaluation based on the Department Chair's report and their knowledge of the tenure-track faculty member recommended for non-renewal of appointment. In the case of faculty who hold dual appointments, the Dean will solicit input from the corresponding Chair and Dean of the other academic unit. The College Dean shall make specific a recommendation in their evaluation letter recommending renewal or non-renewal. All materials will be sent to the President no later than two weeks after the College Dean receives the Department Chair's letter of recommendation.

The President will notify, in writing, the College Dean(s), the Department Chair(s), and the tenure-track faculty member involved as to their decision on or before the appropriate

deadline. The same is true if the non-reappointment recommendation originates with the President. The President's letter does not need to state the reason for non-reappointment. The evaluations and recommendations as herein described that are submitted to the President shall be based primarily upon the evaluative criteria described in "Six Areas of Faculty Evaluation" above. The President has the responsibility of making the final decision on reappointment or non-reappointment based upon not only these evaluations, but also upon broad educational considerations not covered merely by individual evaluations. Such issues as institutional needs and resources, sound fiscal and educational policies adopted by the Board of Trustees, the standards and policies of relevant accrediting bodies or organizations, and other legitimate educational considerations may be considered by the President. All individuals or committees making recommendations on reappointment or non-reappointment may address in their recommendations these or any other legitimate educational considerations affecting their evaluation or recommendation.

The President's decision calling for non-reappointment may be made in spite of no recommendations or positive recommendations to the contrary, consistent with the President's obligation to consider broadly such legitimate educational and financial issues for which consideration must transcend the understandably narrow scope of the evaluative criteria contained in "Six Areas of Faculty Evaluation."

If the tenure-track faculty member recommended for non-renewal of an appointment is a Department Chair, then the College Dean or the President will initiate the recommendation on or before January 1 (for a first-year faculty member) or October 15 for all other faculty members. Subsequent time periods will be as described above. If the faculty member is a College Dean, the President will initiate the recommendation on or before January 1 (for a first-year faculty member) or October 15 for all other faculty members.

Regardless of the stated term or other provisions of any appointments, written notice that a tenure-track appointment is not to be renewed will be given to the faculty member:

1. Not later than February 15 of the first academic year of service if the appointment expires at the end of that year; or, if a one-year appointment is terminated during an academic year, at least three months in advance of its termination.
2. Not later than November 15 after one or more years of academic service if the appointment expires at the end of that year; or, if such appointment is terminated during an academic year, at least six months in advance of its termination.
3. Faculty members with five full years of service will be advised not later than June 15 of their sixth year (if their appointment expires at the end of that year; otherwise at least nine months in advance of their contract termination) whether they will receive tenure at the end of their seventh year or whether they will be granted a terminal contract for their seventh year.

The tenure-track faculty member will be advised at the time of initial appointment of standards and procedures employed in decisions affecting renewal of appointments, which may be accomplished through delivery to them a copy of the *Faculty Handbook* containing these standards and procedures. Any special standards or conditions affecting an individual's term of employment will also be brought to their attention. The faculty member will be advised, typically by the Department Chair, at the time when decisions affecting renewal are made, and will be given the opportunity to submit any material they believe will be helpful to an adequate consideration of their circumstances.

Procedures for Vacation of Appointment by a Non-Tenured Faculty Member

A non-tenured member of the faculty may vacate their appointment effective at the end of an academic year, provided that notice is given prior to May 1, or 30 calendar days after being notified of the terms of the appointment for the coming year, whichever occurs later. The faculty member may properly request a waiver of this requirement of notice in case of hardship or in a situation where professional advancement or other opportunity would otherwise be denied.

Faculty members failing to provide such notice within the stated time limit should be aware that Department Chairs and other Administrators will be likely to note this breach of ethics in any letter of evaluation or recommendation.

Subsection C: Academic Policies and Procedures

The Role of the Faculty in Achieving Institutional Purposes

As indicated in the University's Statement of Purpose, the major role of the faculty of Johnson C. Smith University is to teach effectively. Effective teaching must take place in the classroom and laboratory, but teaching also takes place outside the classroom when members of the faculty meet students for discussions, give academic guidance, or help students with their academic difficulties. Since co-curricular activities can be an educational experience for the students, members of the faculty should accept involvement in these activities as part of their role.

In asking members of the faculty to assume this role, the University also accepts the following responsibilities. Johnson C. Smith University will use all possible means to improve the teaching effectiveness of members of the faculty, and it will attempt to eliminate all forces that impede effective teaching. Advising, teaching effectiveness, research, and publications will be valued in relation to a faculty member's Category, as outlined above.

Course Syllabi

As a prelude to effective teaching, faculty members will prepare a syllabus for each of their courses and distribute copies among their students at the beginning of each semester. The syllabus should include minimum objectives and/or competencies, requirements and criteria, methods of teaching and evaluation, the weights of the evaluation components that determine the final grade, the University grading scale, identification of resource materials, and the teacher's schedule of office hours. Certain programs may require additional components in their syllabi. The faculty member will submit an electronic syllabus to their Department Chair who will forward copies to the College Dean by stipulated dates each semester.

Teaching Load

For the individual faculty member, teaching load refers to the totality of assignments made by the Department Chair and approved by the Dean that have the potential to yield credits toward students' graduation requirements. While other judgments are encouraged, several objective indices will constitute the routine, official focus on teaching loads. With respect to standards, the following maximums will apply:

1. Number of Course Preparations

- a. Six preparations is the maximum during the academic year for full-time teachers.
- b. Two new preparations is the maximum for any semester for full-time teachers who are not in their first year of service at Johnson C. Smith University.
- c. Three new preparations in any semester is the maximum for full-time teachers in their first year of service at Johnson C. Smith University.

2. Number of Credit Hours: Twelve credit hours per semester is the normal teaching load, with 16 hours per semester being the maximum load for full-time faculty. Any hours over twelve are currently considered an overload and are compensated. For any teaching load over 12, the permission of the Dean of the college in which the faculty member's appointment resides *and* the Dean of the college in which the course(s) above twelve hours is (are) being offered must be secured in writing or electronically. Any hours over a twelve-hour load will be considered an overload and will be compensated. In the event that a faculty member has less than a full load, they will be assigned an equivalent administrative task equal to 10 hours per week per unscheduled course. The credit hours of any graduate courses taught are to be weighted by 1.33, rounded to the nearest whole number (*i.e.*, a three-credit course would be treated as a four-credit course; a four-credit course would be treated as a five-credit course, and a six-credit course would be treated as an eight-credit course) for the purposes of calculating normal teaching load and/or overload pay.

3. **Number of Clock Hours:** The normal range is 12-18 per semester for full-time teachers. Any number of Clock Hours over 18 shall be considered an overload. The clock hours of any graduate courses taught are to be weighted by 1.33, rounded to the nearest whole number for the purposes of calculating normal teaching load and/or overload pay.
4. **Voluntary Exceptions:** Faculty may, in consultation with their Chair and Dean, voluntarily exceed the above-mentioned limits to help address the needs of a discipline or program due to staffing limitations, students seeking to complete course and other graduation requirements, and/or similar extenuating circumstances.

Workload

A teacher's workload is the sum of all those activities engaged in by virtue of their position as a faculty member. In addition to the teaching load related above, there are a host of course-related activities that the teacher is expected to perform. These include counseling and tutoring students, developing new courses, revising old ones, and preparation, which keeps the faculty member abreast of developments in their discipline.

Beyond the teaching load, a faculty member's workload will include activities of value to the University and the community. Illustrative of these activities are serving on campus committees, advising student groups, supporting University-sponsored programs, engaging in research, advising students, working with professional societies, and working with community groups. It is expected that the faculty member will perform responsibly with respect to all those activities that constitute their workload. Correspondingly, whenever assessments are made of the faculty member's overall contribution to the University, all workload activities are to be considered and future assignments will be made accordingly.

If it develops that a faculty member legitimately has heavy commitments in one or a few areas, workloads in other areas will be proportionately reduced. Teaching loads are not exempt from such reductions. Specific reference points for some workload areas are given below:

1. Full-time faculty members are expected to post and keep regular office hours. A minimum of ten hours per week should be devoted to this availability. These hours should be distributed so as to provide students adequate access to the teacher. For more than half of these hours, the teacher should regularly be in the office. Other hours may be listed as times the teacher is available by appointment. The schedule for office hours is to be submitted to the Dean and included on course syllabi distributed to students at the beginning of each semester.
2. Full-time faculty members are expected to attend faculty, department, and college meetings. Part-time faculty may attend these meetings and are encouraged to do so.
3. Full-time faculty members are expected to attend pre- and post-school University-sponsored conferences.

4. Full-time faculty members, individually, are expected to serve productively on at least one and not more than three campus committees or councils. This maximum does not apply to faculty administrators who may be assigned to more than three committees by virtue of the position they hold.
5. Faculty members who agree to teach overloads are compensated appropriately and are still expected to meet all other expectations, including office hours, meetings, and committee assignments.

The Dean monitors the workloads, including teaching loads, of faculty and makes adjustments in workloads based on the preceding standards and reference points.

Advisement of Students

Beyond the consultation with students on matters related to specific courses, the teacher is called upon to participate in mentoring and academic advising. Teacher Advisors are appointed to serve the various academic colleges. Teacher Advisors develop and monitor academic success strategies for students assigned to them and meet regularly. They maintain advising portfolios and serve as the primary contact for students placed on academic sanctions.

Degree program academic advisement is provided to all students who have declared a major. The focus is on the selection of courses and programs that will result in college graduation, admission to graduate or professional school, or entry into a career. Department Chairs and/or College Advising Coordinators maintain accurate advisor lists in coordination with the Registrar. Chairs evaluate advising effectiveness as a component of the faculty evaluation process for annual evaluations, merit pay recommendations, third-year review, tenure, promotion, and post-tenure review.

Whenever the teacher is asked to assist in career selections, they should be aware of the resources available in the Center for Career and Post-Graduate Readiness. Referrals to this office are welcomed.

Occasionally, teachers are asked for advice about students' personal problems. Even when the problem presented appears to be academic, it may, in essence, be personal. While many of these personal problems may be successfully handled by the teacher, they should be aware of the potential dangers and should take advantage of the services rendered by the Office of Counseling and Testing.

Registration

All faculty members are expected to be present and assist in student registration at the beginning of each semester.

Grading and Examinations

University Grade Scale

The quality of a student's work in a course must be reported to the Registrar by the use of the following grades: **A, B, C, D, F, FN** and **I**.

A denotes excellent scholarship; **B**, good; **C**, fair; **D**, poor. **F** indicates failure. Students who attend a particular course only one time from the beginning of the semester to the end of the financial clearance period but who discontinue course participation before mid-term grades are due shall receive an FN (Failure Due to Nonattendance) at midterm. Any student receiving an FN at mid-term who then returns to class after midterm cannot receive an FN at the end of the term and will receive an appropriate grade according to the course syllabus. Students may retake courses and the new grades will be counted in accordance with the appropriate *University Catalog*. The grade **I** indicates that a student has presented extenuating circumstances that the instructor finds of sufficient merit to allow the student to complete missing assignments at a later date. The **I** is a privilege granted by an instructor, not a right. Granting an **I** will bind the student to a calendar deadline to complete the work and, if the deadline is not met, the **I** reverts to the designated default grade as stated on the incomplete grade form filed with the Registrar.

The University reserves the right for decisions regarding grading to be made by the exercise of the sound discretion of the University faculty. Students receive a final grade or a grade of Incomplete in each course. If a faculty member has made an error in assigning the final grade, the faculty member may complete a Change of Grade form with the appropriate documentation. If a student receives an Incomplete, it may be removed upon completion of the incomplete work.

Incomplete work must be made up within the first six weeks of the following semester in which the student enrolls for courses at JCSU. Students earning an **I** in an Evening/Online (EOP)/ Accelerated course must make up incomplete work within the first three weeks of the following term in which the student enrolls for courses at JCSU. Any student who does not remove the incomplete grade **I** by the end of the allowed time period shall receive the alternate grade as provided by the instructor. A student who officially drops a course will receive a grade of **W**.

The University's grading symbols are accompanied by the following numerical equivalents: A (90-100); B (80-89); C (70-79); D (60-69); F (Below 60); I (Incomplete); or W (Withdrawn) Quality points are determined by multiplying the number of credit hours a course yields by the quality point value of the grade. Quality points are computed as follows: **A**, 4 points for each credit hour; **B**, 3; **C**, 2; **D**, 1; **F**, 0; **FN** 0. Thus, a student receiving a grade of **A** in a three-credit hour course will earn 12 grade points. A grade of **A** in a two-credit hour course will result in 8 grade points.

Faculty members are expected to report students who are doing unsatisfactory work by reporting midterm grades. The official date for dropping courses in each term will be noted on the University Academic Calendar.

It is imperative that faculty members exercise great care in assigning and reporting final grades. All considerations to be given to students should be taken into account before final grades are reported.

Johnson C. Smith University Honor Code

The following University approved Honor Code is enforced by the Provost Council and the University Judiciary Board:

I pledge that this work is my own and I will not cheat, or represent the words, ideas, or projects of others as my own. I further pledge that I will not engage in academic dishonesty, which includes lying, stealing or assisting others in misrepresenting their work. As a member of the student body of Johnson C. Smith University, I also pledge to report all violations of the Honor Code that I observe in others. I understand that violations of the Honor Code are subject to disciplinary procedures by the University.

Students and faculty are to govern themselves by the Honor Code to ensure the greatest measure of academic integrity. The University Honor Code will be acknowledged by students in relation to class assignments including out of class assignments, tests, written papers, as well as other assignments that involve student assessment. Student assessment may extend beyond classrooms and includes all applied academic settings of the University.

Plagiarism

Plagiarism is defined as stealing and passing off as one's own (*i.e.*, without proper citation) ideas and writings of another. For other activities, dishonesty includes serious infractions of assignment rules.

In case of dishonesty involving major assignments (examinations, major written assignments, and other assignments of comparable magnitude), the penalty may be automatic failure of the course. The instructor must notify immediately the student, the Department Chair, the Dean, and the Registrar's Office about this failure. The student may not withdraw from the course.

In cases involving less serious infractions of major assignment rules or in cases of dishonesty involving less important class activities (*e.g.*, quizzes, one day's class discussion), the instructor may give a lesser academic penalty.

Students may appeal to the University Judiciary Board if they feel they were unfairly accused of dishonesty. The University Judiciary Board makes the final decision on the issue of whether or not the student was dishonest, but it cannot change the penalty where the student is found to be dishonest.

It is essential that the instructor, at the beginning of each term, make students aware of the definitions of dishonesty found in *The Student Handbook* and of the penalties for dishonesty. This information is especially important in the case of plagiarism.

Policy on Disruptive Behavior

Academic excellence demands that appropriate behavior and decorum be maintained by students at all times in the classroom. Johnson C. Smith University will not tolerate disruptive behavior by students or condone any behavior by students or teachers that incites such behavior. Disruptive behavior is defined here as any behavior that causes disorder or turmoil to exist in the classroom.

When the student is judged to have engaged in disruptive behavior, the instructor shall initiate the following procedures:

- The instructor will request the student to discontinue the disruptive action.
- If the behavior continues, the instructor will instruct the student to leave the classroom. Campus Police will be called to remove the student if they do not leave when requested.
- An incident report will then be completed by the instructor and filed with Campus Police. Copies will be sent to the student, advisor, and Dean of Students.
- After the completion of an incident report, including the student's comments, the student must secure written permission from the Dean of Students in order to return to class. The student will be held responsible for all absences incurred between the time of the suspension from class and their return.
- Any recurrence of disruptive behavior on the part of the student cited will result in expulsion from the class, and a grade of "F" will be recorded for the course in which the offense occurred.

Absence from Class by Teachers

When a faculty member knows in advance they will be absent from class, a leave of absence form (completed with the signature of the Department Chair) must be filed with the College Dean. If the leave is approved, the Department Chair should be notified of arrangements to cover the class in the teacher's absence. The Department Chair is responsible for seeing that the arrangements are carried out.

Where it becomes necessary to miss classes because of an emergency or some other unanticipated reason, the Department Chair should be notified immediately. If the Department Chair cannot be notified, the College Dean should be notified. When the faculty member returns from the emergency, the leave form should be completed and forwarded to the Chair

and Dean. Leave forms are to be filed in the offices of the Department Chair and the College Dean.

Absence from the Class by Students

While class attendance is strongly encouraged for all students, Johnson C. Smith University does not have a standard attendance policy. Each faculty member is allowed to set their attendance policies for their classes. Instructors are expected to explain the attendance requirements at the beginning of the semester and to include these requirements in the course syllabus issued to students.

A student is expected to attend all classes and not be absent without adequate cause. It is the responsibility of the student to make up scheduled work missed because of class absences. Absence from tests and other assignments may be made up at the discretion of the instructor.

Class Periods, Defined

Three credit hour classes meeting three times per week should meet for 50 minutes per session. Three credit hour classes meeting twice per week should meet 75 minutes per session. Three credit hour classes meeting once per week should meet for 150 minutes per session. Two credit hour classes meeting twice per week should meet for 50 minutes per session. One credit hour classes meeting once per week should meet for 50 minutes per session.

Generally, no classes are to be scheduled at 11:00 AM or 3:00 PM on Tuesday and Thursday. Other schedules of classes are allowed as long as the total minutes of instruction is equivalent to the totals achieved using these definitions and the current semester calendar. As a general rule, faculty members should plan their instruction to utilize the full time provided for classes. Classes, therefore, are to be excused or dismissed early only for legitimate, defensible reasons. Online classes and independent study classes may be exceptions to this policy.

Class Size

Johnson C. Smith University places great emphasis on teaching effectiveness. Class size is frequently an important factor in achieving effective teaching, but it is especially important at this institution for two reasons. First, faculty members teach classes without the assistance of graduate students, making it impractical to break down large lecture classes for students who do not have the skills needed to cope independently with a college curriculum. Second, problems are especially apparent in reading, writing, and speaking. These students require frequent individual interaction with the instructor through discussion and written assignments. For these reasons, the University strives to maintain an average class size of 25. Under appropriate circumstances, the University may find it necessary to increase the average class size.

For financial reasons, the University attempts to maintain a minimum class size of 10. In cases where this minimum size would result in serious distortion of the academic program or special hardship on students, smaller classes are permitted with the approval of the College Dean and Provost.

Changes in Class Time and/or Location

Faculty members do not have the authority to make changes in the time and/or location of classes and final examinations after the schedule of courses to be offered and the examination schedule have been published. Beyond this point, any changes in the time or location of classes are to be cleared through the person in charge of the building involved, the Department Chair, and the College Dean.

Faculty Schedule

Faculty have the responsibility of ensuring the accuracy of data transferred to the schedule report. To facilitate this process, the item “number of students” is to be calculated on the basis of the number of students initially registered for the class. The schedule reports will be sent from the Deans to the Department Chair for distribution and proper execution.

Course Auditors

Auditing of courses is open, without credit, to three categories of persons: Visiting Non-Degree-Seeking students, Non-Degree-Seeking faculty and staff, and Enrolled Students. Visiting Non-Degree-Seeking students have no formal relation to the University but wish to sit-in on a course for non-academic personal development reasons. They will be allowed to sit in on (audit) courses at JCSU when these conditions are met: instructor approval, approval of the Dean, availability of seats, limit of one three-credit course per semester, and completion of an audit record form with the Registrar’s Office. Upon approval to audit a course, instructors determine whether Visiting Non-Degree-Seeking students can submit assignments for feedback, sit for tests, and the like. There is an application process for audit students, but a Visiting Non-Degree-Seeking student will have a transcript created for purposes of university records by completing a form in the Registrar’s Office.

Non-degree-seeking faculty and staff members are persons who are not pursuing a degree but who wish to sit-in on a course for non-academic personal development reasons. The policies above apply to Non-Degree-Seeking faculty and staff of JCSU staff and faculty members who audit courses. Non-degree-seeking faculty and staff members must also have supervisor approval to audit classes during the workday and must use their break and lunchtime for the class hour, scheduling their 40 work hours accordingly. Student auditors are enrolled students who may audit courses upon payment of all applicable fees. Currently enrolled full-time students may audit courses without additional charges unless total hours exceed 18.

Policies

Student auditors must register as auditors. They may not take part in academic experiences, even with instructor approval, without registering as auditors (e.g., choir and band). They must declare a course for audit credit by the last day to add classes. Instructors should not allow students to attend who are not registered either as for-credit or for non-credit. Enrolled students who audit cannot at some later date request retroactive credit for an audited course.

Field Trips and Other Off-Campus Programs

As a means of both complementing and supplementing formal classroom instruction, teachers are encouraged, with prior authorization, to take students on field trips and to participate in other available and appropriate off-campus programs. If mishaps should occur during legitimate University-sponsored, off-campus ventures, teachers are covered by their worker's compensation insurance whereas the students receive coverage through their mandatory accident and sickness insurance.

Academic Articulation Agreements and Joint Programs

Johnson C. Smith maintains relationships with colleges and universities whereby students may earn credit toward degrees offered by Johnson C. Smith University or may transfer to Johnson C. Smith University with pre-arranged credit agreements. Occasionally these relationships are part of dual degree programs.

Such relationships are established based on appropriateness to the Johnson C. Smith University educational program and the quality of the collaborating institution. At a minimum, it is expected that the collaborating institutions, including foreign institutions, will be fully accredited according to the official accrediting agency of the region or country. Detailed descriptions of these arrangements and the accreditation status and other evidence of quality of the collaborating institutions are documented in files kept in the office of the respective Dean. The Provost Council reviews these programs regularly (at least every five years) to determine if the other institutions have maintained their general quality, including accreditation, and to determine if any changes in the Johnson C. Smith University's goals and curriculum affect the appropriateness of the agreements.

The Office of the President has primary responsibility for academic contractual relationships with other colleges and universities.

Educational Programs and Curriculum

Note: These procedures apply equally to both graduate and undergraduate courses and curricula.

Responsibility for educational programs and curriculum rests with the Board of Trustees, the Administration, and the faculty. For curricula, primary responsibility rests with the faculty. In

some cases, the curriculum may be influenced by standards of external agencies. Educational program initiatives may come from the faculty, the President, committees, or academic support programs. The Board of Trustees gives formal approval to substantive changes (programmatic and policy), and the Administration provides resources, monitors, guides, and assesses programs and curricula. Following formal approval by the Board of Trustees, the institution places primary responsibility for the content, quality, and effectiveness of the curriculum with the faculty.

Proposed additions to, deletions, and alterations in educational programs and curriculum may originate with the unit involved. Changes in degree program curricula must originate with the department and sent to the appropriate College. Upon approval, the College normally sends its recommendations to the Educational Policies Committee.

All changes involving the Liberal Studies program may originate in a department, College, or the Liberal Studies Committee itself. If the change originates in a department, it is then sent to the appropriate College, which, upon approval, sends it to the Liberal Studies Committee. Once changes are approved by the Liberal Studies Committee, they move to the Education Policies Committee, which sends its recommendation to the Faculty Senate and on to the full faculty for final consideration.

1. Only proposals affecting the Liberal Studies curriculum need to be brought before the entire faculty for discussion and voting after approvals by the Educational Policies Committee and Faculty Senate.
2. Items of only College concern and not affecting the Liberal Studies curriculum shall be discussed and voted upon in College meetings and need not be brought before the entire faculty for approval. Example items not requiring faculty approval include, but are not limited to, course number changes, course name changes, course description changes that are not substantive but simply rewordings, changes in department major requirements (e.g., drop course, add course) that do not affect other areas, and prerequisite or co-requisite changes.

After the departmental approval (on the 1st Tuesday of the month), the department Chair will immediately forward the proposal to the College Dean who in turn will immediately forward it to the general faculty for possible comments. Such comments must be returned to the Dean within five (5) days for discussion at the following College meeting (typically held on the 2nd Tuesday of each month) where the proposal will be voted on.

The College Dean shall forward approved college proposals to the Educational Policies committee for their action, and via email or posting electronically, to the faculty at large for their edification and to allow them to voice any concerns to the Faculty Senate. If found satisfactory by Educational Policies, proposals are sent to the Faculty Senate for final approval. A faculty member who has a concern(s) about a proposal can voice that concern

at the Senate meeting where the proposal is to be discussed for final approval. Upon final Senate approval, the Senate shall report such approval to the general faculty at the monthly meeting.

- 3.Changes in departmental/college programs or courses not affecting Liberal Studies, but which can affect the requirements or programs in departments of other colleges, must be discussed with the affected departments/colleges to explain changes and resolve any concerns. Upon resolution of any such issues, the steps above are followed.

Grant proposals that impact education programs must be reviewed by the Department Chair and College Dean to ensure their alignment with the University's vision and the College's strategic plan. All faculty members applying for grants must follow the procedures established by the Office of Government Sponsored Programs and Research and the Office of Institutional Advancement with regard to the established clearance procedure.

The Provost Council has the responsibility for ensuring that educational programs and curricula are reviewed and evaluated to determine if they effectively and efficiently meet the goals of the department, program, and University. The Provost Council, in conjunction with the Institutional Research, departments, and programs, develops procedures and instruments to assess programs and curricula, carries out assessments, and reports data and analysis to the individual units. The individual units will consider the data and analysis, make changes to their curricula, instruction, and other relevant aspects of their program when appropriate, and describe their conclusions and actions in their annual reports to their Dean.

Confidentiality of Records

The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C.§1232g; 34 CFR Part 99) is a federal law that protects the privacy of the student's education records. The law applies to all schools that receive funds under an applicable program of the U.S. Department of Education.

Parents and guardians have certain rights with respect to their children's education records; however, under FERPA, these rights transfer to the student when they reach the age of 18 or attend a school beyond the high school level. At JCSU, a student's education record consist of:

- 1.Permanent Academic Record Folders and Transcript of Grades,
- 2.Student Personnel Records,
- 3.Disciplinary Records,
- 4.Student Accounts (Business and Financial Affairs),
- 5.Financial Aid Records,
- 6.Medical Records,

7. Admissions Records,
8. Counseling Records,
9. Placement Records, and
10. Academic Advisement Records.

A student must give to the Office of the Registrar written authorization for the sharing of their education records.

Intellectual Property and Copyright Policy

For specific information on ownership of materials, compensation, copyright issues, patents, and the use of revenue derived from the creation and production of all intellectual property, see The Johnson C. Smith University Policy Manual on Intellectual Property and Copyright Policy, Policy Number IX.4.

Authority of the Teacher in the Classroom

The authority of the teacher in the classroom is based on the teacher's and student's right to academic freedom. In the case of the teacher, they are entitled to freedom in the discussion of subjects in the classroom and content area of the course, to speak candidly and to express views on a subject that may be unpopular with segments of the population, to discuss controversial issues tangent and related to their subject, and not to be restrained for religious or political reasons from presenting their views concerning the subject.

Teachers shall have specific rights concerning the following:

1. The choice of textbooks and assigned readings.
2. The organization and content of the course, except that it is improper to include material that has no relation to the subject or to fail to present the subject matter of the course as announced to the students and as approved by the Board of Trustees after consultation with the faculty in the selection of curriculum.
3. The selection of the evaluation system within the guidelines of the University catalog.
4. The determination of the student's grade.

Academic freedom involves not only freedom to teach for the instructor but also freedom to learn for the student. Consequently, there are certain related obligations of the teacher and the student in the classroom. These obligations are as follows:

1. The professor in the classroom and in conference encourages free discussion, inquiry, and expression. Student performance is evaluated solely on an academic basis not on opinions or conduct in matters unrelated to academic standards.

2. Students are free to take reasoned exception to data or views offered in any course of study and to reserve judgment about matters of opinion, but they are responsible for learning the content of any course of study for which they are enrolled. Reasoned exception on the part of students includes the right to express their views but not the right to disrupt the class. Extreme cases of class disruption by students are handled through the University Judiciary Board.
3. Students are entitled to protection against prejudiced or capricious academic evaluation. They may seek redress in disputes with their instructor through the intervention of the following: first the Department Chair and then the College Dean who informs the student of the final decision. An instructor's change of grade must include a detailed written explanation and receive their Chair's and Dean's approval. The approval is sent to the instructor and the student, and becomes part of the student's academic record,
4. While students have protection against prejudiced or capricious academic evaluations, they are responsible for maintaining standards of academic performance established for each course in which they are enrolled. Students are entitled to enroll in, add, and drop courses within the prescribed period. The student is expected to get their advisor's approval prior to enrollment in courses or making changes to the course schedule. Should the student wish to enroll in, add, or drop courses against the recommendations of the advisor, the student may do so. In such cases, the advisor may require the student to sign a statement acknowledging the advisor's recommendation against the student's action. Students choosing to enroll in, add, or drop courses using online registration without prior approval from the advisor are fully responsible for any decisions they make.
5. Information about a student's views, beliefs, and political associations that professors acquire in the course of their work as instructors, advisors, and counselors, not otherwise publicly expressed by the student, are to be considered confidential. Judgments of ability and character may be provided under appropriate circumstances, normally with the knowledge or consent of the student and the administration as outlined in part in the Family Educational Rights and Privacy Act (FERPA). Faculty should contact the University's Office of the Registrar to determine if a student has provided a signed release for the requesting individual prior to considering releasing any information. Otherwise, requesting individuals should be referred to the Office of the Registrar for determination of eligibility for requested information.

Summer School

Generally, one six-week summer session is conducted per year. The selection of faculty for summer school is determined through consultation among interested faculty members, Department Chairs, and College Deans. The rates of pay for summer session may differ from

those during the regular academic year because summer school is designed to be financially autonomous.

Subsection D: Programs, Resources, Facilities, and Services

The James B. Duke Memorial Library

The James B. Duke Memorial Library is the center for the storage and retrieval of information resources, including books, periodicals, audiovisuals, electronic databases, and microforms. The *Faculty Handbook* and the library website provide information about resources, services, and facilities. Library services are fully automated allowing computerized circulation, online catalog searching, and other technologically advanced features. Instructional media services are provided to the university community by the library. Media resources and equipment may be checked out by faculty, and assistance is available with the production of audiovisual aids for classroom use.

The Bookstore

The Bookstore is located on the lower level of the Memorial Union and is operated by the University primarily to provide books and supplies necessary for the academic work of JCSU students and faculty. Each faculty member, in consultation with their Department Chair, is responsible for ordering the books necessary for conducting classes. The Bookstore does not provide desk copies. The Association of American Publishers recommends that all desk copies be requested directly from the Publisher by the Instructor. Books used in a course should not be changed until the supply on hand in the Bookstore has been exhausted or arrangements for disposing of books on hand have been made with the Bookstore Manager. The Bookstore will be pleased to assist faculty members in need of textbook information, current prices, and publishers' addresses. The Bookstore also rents academic regalia for faculty members. Through arrangements made by the Bookstore, a one-time rental serves the faculty member for Opening Convocation, Founders' Day, Honors Convocation, and Commencement Convocations. For faculty members interested in purchasing academic regalia, the Bookstore will be happy to make contact with sellers.

Print Shop

The University makes available to administrators, faculty, staff, and students professional printing assistance. It is the aim of this office to provide the maximum amount of printing assistance possible to the University. All individuals should be reasonable in making requests.

In order for the office to function effectively, these guidelines will be observed:

1. All work to be completed must be in logical order and must relate to University matters.

2. Job Order Forms, which may be secured from the Print Shop Coordinator, should be attached to all work submitted.
3. Annual reports and proposals should be prepared for printing and submitted two weeks prior to the date that they are expected to be completed.
4. Jobs will be completed in the order in which they are received.
5. If faculty members have student assistants, their services should be utilized.
6. Refer to the copyright laws before requesting to have copyrighted materials photocopied.

University Communications and Marketing

University Communications and Marketing offers supportive services to all University programs and divisions. The primary focus of this office is news dissemination, both internally and externally. Faculty members are encouraged to provide this office with timely and accurate information about new programs, workshops and seminars, and any other newsworthy information.

Additionally, this office serves as a channel for the cross-exchange of information about the University. It can provide information on University programs, plans, personnel, etc., and keep current picture files.

This office will assist in the pre-planning of events by arranging press coverage, assisting in the printing of programs, publicity and releases on news items, and providing photographic services.

The Post Office

The Post Office is located in the Union. During the regular school year, except for holidays, Post Office hours are Monday through Friday, 12:00 P.M. to 4:30 P.M. Postal services, in addition to the sending and delivery of regular U.S. and campus mail, include the sale of stamps and envelopes, mailing of packages weighing up to 35 pounds, priority mail, special delivery letters, certified mail, express mail, and delivery confirmation.

The Office of Business and Finance

The Office of Business and Finance is of service to the faculty in conducting transactions relating to improving the academic programs more efficiently and effectively. The following business and financial areas are directly related to assisting the faculty:

1. Processing requisitions for supplies, and equipment: Faculty members are required to prepare a procurement requisition when requesting the purchase of all goods and services. These requisitions will follow normal academic channels for approval and be forwarded to

the Office of Business and Finance by the Dean of the respective college for final approval (if funds are available) and issuing a purchase order.

2. Providing telephone and mail service: Telephone calls and mail service must be restricted to business relating directly to the educational programs of the University.
3. Issuing monthly paychecks and handling fringe benefit claims: At the end of the academic year, it is important to know that each faculty member who is not returning to the University has discharged their obligations. On the eve of the day that checks are to be issued in May, offices with which all faculty members must clear will send to the Office of Business and Finance the names of faculty members who have not cleared by that day. Before receiving their checks, these faculty members must secure signatures indicating that they have discharged their obligations with the offices that submitted their names. Faculty whose names have not been sent to the Office of Business and Finance may receive their checks without getting signatures. Medical claims and other fringe benefits are handled and processed by the Office of Human Resources.
4. Processing travel authorization and reimbursement forms for traveling: Faculty members must prepare authorization for travel forms when requesting to attend meetings and travel in the interest of the University. These forms will follow normal academic channels for approval. Upon return, the University will reimburse the faculty member for expenses after receiving a travel reimbursement form with attached receipts.

Campus Police

The Campus Police of Johnson C. Smith University are readily available to assist the faculty in any way possible. The department will assist the faculty in any area of campus law enforcement and crime control, especially in the areas of parking, accident investigation, safety lectures, and the proper securing of the University during the school term and vacation time. Any questions a faculty member may have concerning this department or any area of its responsibility shall be addressed to Campus Police.

Parking

The University requires that all vehicles parked on campus and not parked in visitor lots must have a current academic year parking decal. Decals are available for purchase through Campus Police.

University Space Utilization

The faculty member is allocated an office by the Department Chair (with the approval of the College Dean)

1. Classrooms: After the department schedule has been drawn up, the Department Chair makes arrangements for classrooms. If a faculty member needs to change a classroom after the start of a term, they should notify the Department Chair who in turn notifies the College Dean (see Changes in Class Time and/or Location).
2. Use of Campus Facilities: A faculty member or any other person who wishes to use campus facilities for a meeting or another purpose must make the request through the appropriate office. Most facilities outside of the Union also require the approval of the building supervisor.

Keys

After approval by the Department Chair, keys may be obtained from the College Dean. Duplication of keys is not permitted.

Identification Cards

Faculty identification cards may be obtained by contacting the IT Department. An insurance identification card will be received by mail once an application for insurance has been made in the Benefits Office.

Medical Emergencies and the University Health Center (Infirmary)

The University Health Center may assist in emergency services for faculty. In cases of emergency, the University will attempt to notify the next of kin. The phone number for ambulance, police, or fire is 911. If ambulance and emergency room service is necessary, the cost will be charged to the faculty member or their insurance. If the faculty member is covered by the University's health insurance, the Human Resources Department should be contacted within 24 hours.

Student Work-Study Program

Student Financial Aid is an important factor in the educational process provided by Johnson C. Smith University. A large percentage of students receive financial assistance in one form or another.

One area in which the faculty assumes a major role is the College Work-Study Program. Supervisory functions constitute a large portion of the learning experience a student receives while working under the College Work-Study Program. Various activities related to the program are necessary in order to assist in preparing students for future employment once leaving the institution.

Periodic interaction between the Student Financial Aid Office and the faculty will provide the kind of relationship that will carry out the educational objectives of this University.

Faculty members who desire the services of work-study students should contact the Financial Aid Office.

Food Services

The University regularly provides food services for students, faculty, and staff. Arrangements may be made to have special functions catered by Food Services. Carry-out service is available. Food Services needs at least a seven-day notice to cater special functions, large or small, and a purchase order must precede the function by at least seven days. Only the University's Food Service can cater University-sanctioned functions.

Referral Services

The classroom teacher has, as their primary responsibility, instruction and academic advisement of students. Should problems arise that seem to be beyond the expertise or capabilities of the teacher, the following referral services are available: the Health Center; the Counseling Center; Career Services; Spiritual Life; the Writing Studio; the Math Lab; and the Center for Student Success and Academic Excellence.

Subsection E: Confidentiality Policy

Introduction

Given the nature of JCSU's business, unauthorized disclosure of confidential information can have serious negative financial and other consequences for the University. As a result, JCSU requires that faculty members take reasonable steps to avoid disclosure of "Confidential Information."

Confidential Information, Defined

Confidential Information means materials, information, and ideas of JCSU, including student information, financial information, faculty and employee personnel information, information regarding internal University operations, and proprietary information and work product over which JCSU has a reasonable expectation of confidentiality for purposes of preserving the financial or other value of such information or product, or other business advantage obtained from keeping such information out of the public realm. Confidential Information shall not include information that is otherwise available to persons outside of the University.

Confidentiality Requirements

Faculty shall not divulge, furnish, or make accessible to any person or organization any Confidential Information without the advance disclosure to and approval of JCSU (see below) or fail to follow the reasonable suggestions made by JCSU regarding the confidentiality and

proprietary information of the Confidential Information. Violations of this policy may result in termination for cause under the terms of the *Faculty Handbook*.

Relationship to Academic Freedom

Nothing in this policy shall be deemed to conflict with the Faculty's Academic Freedom Rights as expressed above. By definition, the disclosure of Confidential Information is not protected by the Faculty's Academic Freedom Rights.

Approval of Confidential Information Disclosure

In some circumstances, the faculty member may not be certain whether interactions with colleagues at sister institutions or others outside of JCSU could result in the disclosure of Confidential Information. For example, a faculty member's work may require sharing research or grant information with a collaborator at another institution. A grant proposal may require certain financial information of JCSU otherwise considered confidential. In such circumstances, the faculty member should consult with their Dean in advance of making such disclosure. The Dean shall provide appropriate guidance and/or approval regarding such disclosure. JCSU's decision regarding such disclosure shall be made at its reasonable discretion.

Student Records

Student academic and other information may be protected from disclosure under federal or state law. JCSU shall administer this policy in accordance with applicable law.

Termination

The University may terminate the services of a tenured member of the faculty and terminate the contract of a non-tenured member of the faculty before the end of the contract term for any of the following reasons, provided that the University has complied with the procedural due process requirements set forth under the grievance procedures:

1. disability resulting in an inability to perform the essential functions of the job with reasonable accommodation.
2. permanent or protracted revision of the college curriculum or academic restructuring.
3. *bona fide* financial exigency;
4. conviction of a felony; and
5. adequate cause.

Disability Resulting in an Inability to Perform the Essential Functions of the Job With or Without Reasonable Accommodation

It is the policy of Johnson C. Smith University to act at all times in full compliance with the Americans with Disabilities Act and all applicable state laws providing for nondiscrimination in employment against qualified individuals with disabilities.

In making termination for disability decisions, the University will ensure that all qualified faculty members with disabilities are treated in a nondiscriminatory manner. The University will not terminate a qualified faculty member with a disability because of that disability, so long as they are able to perform the essential functions of their position with or without reasonable accommodation. The decision to terminate will be made only after there has been appropriate consultation between the Department (e.g., Department Chair, Program Coordinator) and/or College Dean and the President, and after the faculty member concerned, or a representative of the faculty member, has been informed of the basis of the proposed action and has been afforded an opportunity to present the faculty member's position.

The University will provide reasonable accommodations for qualified faculty members with disabilities, except where such accommodations would create an undue hardship on the University. Such reasonable accommodations may include, in the sole discretion of the President, extended leaves of absence without pay.

Permanent or Protracted Revision of the University Curriculum for Academic Restructuring

The University may terminate faculty appointments and positions when the Board of Trustees deems it to be necessary, due to *bona fide* permanent or protracted revisions of the University curriculum. Such revisions will essentially be based upon educational considerations, which may be occasioned by legislative action, loss of funding, significant loss of enrollment, consolidation of departments, academic reorganization, academic course offering revisions, restructuring, or dropping of courses, programs or activities.

The decision to discontinue faculty appointments or positions under this section will be made by the Board of Trustees after receipt of the viewpoints and opinions from the faculty and the President.

Before the President, as the Board of Trustees's representative, issues notice to a faculty member of the Board's intention to terminate an appointment or position for any of these reasons, the institution will make a reasonable effort to place the faculty member concerned in another suitable position within the University and will assist the faculty member in seeking employment elsewhere if other employment within the University is not possible. If placement in another position would be facilitated by a reasonable period of training, financial and other

support for such training may be offered. If no position is available within the institution, with or without retraining, the faculty member's appointment or position then may be terminated. The Board of Trustees will retain continuing jurisdiction over the implementation of any of its decisions included under this section.

Financial Exigency

The University may terminate faculty appointments and positions due to a *bona fide* financial exigency, defined as a present or potential decline in the financial resources of the institution that is brought about by an actual or projected decline in institutional enrollment or by other actions or events that compel a reduction in the institution's current operations budget. Financial exigency is to be determined with respect to the adequacy of the University's operating funds rather than to its capital and physical grants or endowment.

If the University, because of financial exigency, terminates positions or appointments, it will not at the same time make new appointments except in extraordinary circumstances where serious distortion in the academic program would otherwise result. The appointment of a faculty member with tenure will not be terminated in favor of retaining a faculty member without tenure, except in extraordinary circumstances where a serious distortion of the academic program would otherwise result.

In the event that the University is experiencing or is presaged to experience major threats to its continued financial support, the President will inform the faculty as early and specifically as possible of significant impending financial difficulties. The final decision as to whether a financial exigency exists shall be determined by the Board of Trustees after consultation with the President.

The faculty members concerned will be given as much notice as is deemed practicable by the Board of Trustees. The University, before terminating a position because of financial exigency, will make reasonable efforts to place the faculty member concerned in another suitable position in another department or capacity for which they have the necessary qualifications. In all cases of termination of appointment or positions because of financial exigency, the place of the faculty member concerned will not be filled by a replacement for a period of two years unless the released faculty member has been offered reappointment and a reasonable time in which to accept or decline it.

Conviction of a Felony

Upon conviction of a felony, a faculty member may be automatically terminated. Should the President become aware of a faculty member being investigated for any felonious criminal activities, or indicted for such, the President may, in the exercise of their discretion after consultation with appropriate administrative or faculty personnel, suspend such faculty member under the guidelines addressed below under "Suspension."

For Cause

Adequate cause for termination is defined as including but not being limited to the following:

- a. Incompetence (incapacity or behavior resulting in manifest failure to maintain the level of professional competence and ability expected of responsible faculty members in comparable positions within this academic unit);
- b. Significant neglect of duty (willful failure to carry out assigned University responsibilities);
- c. Persistent refusal to comply with University policies as described in the *Faculty Handbook* or promulgated by the President or the Board of Trustees;
- d. Serious violation of the University's standards of professional responsibility in teaching and research, or in personal relations with students, colleagues, or the community. (All such violations are defined as behaviors that would evoke condemnation from the academic community generally.);
- e. Dishonesty in teaching or research, or falsification of information concerning qualifications for a position or promotion;
- f. Conduct seriously prejudicial to the University through infraction of the law or through moral turpitude;
- g. Harassment;
- h. Assault; and
- i. Any other conduct that is seriously prejudicial to the welfare of the University.

Termination for cause will not be used to restrain faculty members in the legitimate exercise of their Academic Freedom Rights.

Procedures for Termination for Cause

When reason arises to question whether a faculty member who is tenured or whose contract has not expired should be terminated for cause, the appropriate administrative officers shall, upon no fewer than 48 hours written notice of the conference, discuss the matter informally with the faculty member in personal conference. If the faculty member fails or refuses to attend this informal conference without just cause after being given adequate notice, the President, after consultation with appropriate faculty members or administrators, may immediately terminate the faculty member if they feel that adequate cause for such termination as hereinafter defined exists. If the faculty member attends the informal conference to discuss the matter with the appropriate administrative officers, the matter may be resolved by mutual consent at this point. If an agreement does not result, the President shall initiate formal proceedings on the question of dismissal in accordance with the proceedings hereafter outlined. If the President determines that formal proceedings should be pursued, they shall

prepare a "Statement of Charges" showing with reasonable particularity, in separately numbered paragraphs, the alleged grounds for termination of the faculty member for adequate cause.

The formal proceedings shall start with a letter from the President to the faculty member, enclosing the Statement of Charges formulated and advising the faculty member that, if they so request, a hearing to determine whether they should be removed from their position on the grounds stated will be conducted by the Faculty Grievance Committee at a specified time and place. The letter shall either be sent by registered or certified mail to the faculty member's last official address according to the University records or hand-delivered to the faculty member, who will sign a document confirming receipt of the letter. The hearing date should be at least 20 calendar days after the postmark date of the letter or date of its hand delivery. The faculty member shall also be informed of the specific rights accorded to them in connection with the hearing. The faculty member shall reply stating whether they wish a hearing, and, if so, may respond in writing to the "Statement of Charges" not later than one week before the date set for the hearing. The reply shall be in separately numbered paragraphs responding specifically to the numbered paragraphs of the "Statement of Charges." The reply shall admit or deny each allegation in the "Statement of Charges" and shall offer such other information as is deemed necessary. Suspension of the faculty member, with or without pay, during the proceedings involving them may be made by the President at their discretion, in accordance with "Suspension" below.

At the same time that the President's statement of alleged grounds for dismissal is mailed to the faculty member, a copy of the letter shall be sent to the members of the Faculty Grievance Committee, as described below. The composition of the Committee and objections to Committee members in termination for cause proceedings shall be the same as are described in Faculty Grievance Committee for grievance proceedings.

The Faculty Grievance Committee shall be provided space and a recorder by the University. A full transcript of the hearing shall be made, and it shall include all documents entered as evidence in the hearing. It will be made available to the faculty member, without cost, at the faculty member's request. The Faculty Grievance Committee shall be given copies of the Statement of Charges and the response to the charges and from them will determine the order of the hearing. The Faculty Grievance Committee, in consultation with the President and the faculty member, will exercise its judgment as to whether the hearing shall be public or private. If any facts are in dispute, the testimony of witnesses and other evidence concerning the matters set forth in the President's letter to the faculty member and the faculty member's response will be received.

The President shall have the option of attendance during the hearing. They may designate an appropriate representative to assist in developing the case, but the Committee will determine

the order of proof, will normally conduct the questioning of witnesses, and, if necessary, will secure the presentation of evidence important to the case. The faculty member shall have the option, at their own expense, of assistance by counsel, whose functions shall be similar to those of the representative chosen by the President.

The faculty member shall have the aid of the Faculty Grievance Committee, when needed in securing the attendance of witnesses, including witnesses from other institutions of learning. The faculty member or their council and the President or their representative shall have the right, within reasonable limits, to question all witnesses who testify orally. The faculty member shall usually have the opportunity to confront all witnesses adverse to them. Where unusual and urgent reasons move the Committee to withhold this right, or where the witness cannot appear or refuses to appear in person, the identity of the witness, as well as their statements, shall nevertheless be disclosed to the faculty member. Subject to these safeguards, statements or affidavits may, when necessary, be taken outside the hearing and reported to it and considered by the Committee. All of the evidence shall be duly recorded. Unless special circumstances warrant, it will not be necessary to follow formal rules of court procedure. All parties shall have the opportunity to argue orally before the Committee under such time limits as the Committee may establish.

The Faculty Grievance Committee shall reach its decision in conference on the basis of the hearing within 50 business days of the conclusion of the hearing, or, if a transcript of the hearing is ordered, within 30 business days of the receipt of the transcript. The burden of proof that adequate cause for termination exists rests with the institution and shall be satisfied by the preponderance of the evidence in the record considered as a whole. If written briefs would be helpful, the Committee may request them. The Committee may proceed to the decision promptly without having the record of the hearing transcribed, where it feels that a just decision can be reached by this means; or it may await the availability of a transcript of the hearing. The Committee will make explicit written findings with respect to each of the grounds of removal presented. The President and the faculty member shall be notified of the decision simultaneously in writing and shall be given a copy of the record of the hearing. Any release to the public shall be made through the President's Office.

Either the President or the faculty member may appeal the decision of the Faculty Grievance Committee to the Board of Trustees within 10 business days of the receipt of the hearing committee's decision. An appeal shall be in the form of a letter by registered mail to the Chair of the Board of Trustees requesting a review of the entire case within 30 business days. The Chair shall notify the President and faculty member of the time and place for the review and shall appoint at least three members of the Board to conduct the review.

It shall be at the discretion of the Board as to whether its review shall be limited to the transcript of the hearing or whether the Board shall provide an opportunity for oral arguments

by the principals or their representatives at the hearing. The Board may also, at its discretion, recall witnesses who testified at the hearing. The decision of the Faculty Grievance Committee will either be sustained or reversed, or the proceeding remanded to the Committee with specific objections, in which latter event the Committee will reconsider within 15 business days, taking into account the stated objections and receiving new evidence if necessary. The Board of Trustees will make a final decision only after studying the Committee's reconsideration.

The Faculty Grievance Committee may make recommendations to the President with respect to termination, taking into account the circumstances of the case, including the length and quality of service at this institution. The Board shall make the final decisions with respect to termination. If a faculty member had been suspended without pay by the President during the proceedings and the Faculty Grievance Committee and the Board of Trustees agree that no adequate cause exists for termination, then the faculty member shall be compensated for all salary lost during the suspension.

Grievance Proceedings

Availability of Grievance Proceedings

In accordance with Title IX of the Education Amendments of 1972, grievance proceedings are available to faculty members to ensure prompt and equitable resolution of faculty complaints on the following issues:

- 1.denial of tenure;
- 2.denial of promotion in rank; and
- 3.termination of tenured faculty due to disability, revision of the University curriculum for academic restructuring, or financial exigency.

In addition to these three complaints, faculty may initiate grievance proceedings in cases where they allege that their Academic Freedom, as defined by this *Faculty Handbook*, has been violated.

In such cases, the aggrieved faculty member:

- a.shall have access to the grievance procedures as described below after the President communicates their decision to the affected faculty member; and
- b.shall have the right to submit to the Board of Trustees for consideration the President's decision, the grievance record on appeal, and any other relevant information requested by the Review Committee prior to the time the Board acts on the President's recommendation. (See below).

Grievance proceedings are available on no other issues.

Faculty Grievance Committee

A Faculty Grievance Committee, composed of three members of the faculty and two alternates, will be elected by the faculty to serve two-year terms. The Committee will be elected at an April meeting of the faculty. Members so elected must be tenured members of the faculty with at least five years of service to the University. Vice Presidents and the President may not serve on the Committee. Members of the Committee and the alternates should be elected on the basis of their objectivity and competence and the regard in which they are held in the University community.

No members of the aggrieved faculty member's department may serve on the Committee. Members of the Committee may disqualify themselves if there is any question of prejudice or conflict of interest. If necessary to maintain the Committee's size in the case of voluntary disqualification, new members may be elected by the faculty. In the case of grievance proceedings that may extend into the summer session, the President may appoint from available summer faculty such interim Faculty Grievance Committee member replacements as necessary.

Grievance Procedures

Within 30 business days of receiving notice of denial of tenure, denial of promotion, or termination as described above, the aggrieved faculty member must file a Notice of Appeal to the Faculty Grievance Committee by giving written notice to the University President. The University President within three (3) business days will deliver this Notice of Appeal to all members of the Faculty Grievance Committee. The aggrieved faculty member, the University President and the members of the Faculty Grievance Committee have ten (10) business days from the filing of a Notice of Appeal to remove without cause (or to voluntarily disqualify themselves, as the case may be) any members of the Faculty Grievance Committee or any alternate who takes the place of the removed or disqualified member within the limits described above. The aggrieved faculty member and the University President are each limited to the removal of a maximum of two persons.

Failure to file a timely Notice of Appeal constitutes a waiver by the faculty member of their grievance right. Twenty (20) business days after the filing of the Notice of Appeal, the aggrieved faculty member must present their Record on Appeal (written argument, evidence, exhibits, contentions regarding error, and request for an oral hearing, if necessary) to the Faculty Grievance Committee, with copies to the University President. Twenty (20) business days after the service of such Record on Appeal, the University President may serve their Reply (written argument, exhibits, evidence, and request for or objection to an oral hearing).

The Faculty Grievance Committee will review this evidence and may call for an oral hearing if it feels that an oral hearing is necessary for a proper determination. If an oral hearing is called by

the Committee, the Committee will determine the order of proof and will generally conduct the hearing and the questioning of witnesses. The Committee will make such arrangements as it sees fit for the receiving of oral or written evidence. The faculty member must establish by clear and convincing evidence that the decision was in error and should be overturned.

If a grievance hearing is called for by the Faculty Grievance Committee, under no condition short of mutual consent will the hearing convene more than sixty (60) business days after the faculty member's filing of their notice of appeal. The Committee will render a written decision that in its judgment the decision was either proper or improper based upon the above standards within sixty (60) business days of the conclusion of the oral hearing, or, if no oral hearing is held, within sixty (60) business days of the filing of the University's Reply to the aggrieved party's Record on Appeal.

Should a dispute arise over the proper implementation of these grievance procedures or over a grievance procedure or issue not addressed herein, the Faculty Grievance Committee itself has the authority to resolve any such disputes.

Appeal of Grievance Committee Decisions

The faculty member may appeal the Faculty Grievance Committee's decision to the President 10 business days after service of the decision concerning the faculty member. The grounds for this appeal must be stated in the Notice of Appeal and are limited to the following:

1. that new and relevant evidence has arisen since the time of the Committee decision;
2. that there was a violation of procedure in the grievance proceeding which was not a harmless error; or
3. that the Committee exhibited bias or prejudice in making its decision.

Within twenty (20) business days of the filing of the Notice of Appeal, the faculty member must file their Record on Appeal with the President, which should contain copies of the transcript (if an oral hearing was held), the Faculty Grievance Committee report, all documents, pleadings, and exhibits that were before the Faculty Grievance Committee, and the faculty member's specific contentions, arguments, and assignments of error.

Within twenty (20) business days after the receipt of the faculty member's Record on Appeal, the President will render a written decision and will serve their decision on the aggrieved faculty member and all members of the Faculty Grievance Committee.

The President has full authority to affirm, reverse or remand the Grievance Committee's finding that denial of tenure, denial of promotion, or termination as described above, was proper or improper upon an appeal by the aggrieved faculty member. In the case of a Grievance Committee finding in favor of the faculty member, the President has the authority to require the Committee within ten (10) business days of service of their decision upon the President, to

serve upon the President all documents, exhibits, arguments, contentions, etc., that were before the Committee. The President has twenty (20) business days after the receipt of such materials to review the Grievance Committee's decision and to affirm, reverse, or remand the Committee's decision for further proceedings, through the giving of written notice to the aggrieved faculty member and to all members of the Committee.

After the exhaustion of the faculty member's grievance procedure rights, the aggrieved faculty member has the right to appeal the President's final decision to the University's Board of Trustees through the service of a Notice of Appeal to the Chair of the Board of Trustees within ten (10) business days of the President's final decision. The Chair of the Board of Trustees will then, within twenty (20) business days, appoint a three-member Review Committee composed of members of the Board who will review all documents that were presented by the faculty member to the President in the Record on Appeal and such other written arguments, contentions, and assignments of error as the faculty member may present. Such arguments and contentions must be presented to the Review Committee by the faculty member within thirty (30) business days after the service of the faculty member's Notice of Appeal to the Board. The Review Committee is free to request any further written documents, exhibits, briefs, or arguments of any kind (oral or written) from the faculty member and the University. The Review Committee will render its decision within forty-five (45) business days after the service of the faculty member's Notice of Appeal to the Board. The Review Committee's decision affirming or reversing the denial of tenure or promotion or termination as described above, is final.

Suspension

Suspension of a faculty member during the pendency of termination for cause proceedings, or suspension as a result of activities addressed above, with or without pay, may be made at the discretion of the President. Should termination for cause proceedings not result in termination, the faculty member suspended without pay during such proceedings shall be compensated for any salary not received as a result of such suspension. Should indictment or conviction of a faculty member not follow a suspension, the faculty member may, at the discretion of the President, be compensated for any salary lost as a result of such suspension.

Appendix: University Committees and Councils

Committees and Councils Responsible Directly to Administrative Officers
Committees Responsible to the Faculty

Committees and Councils Responsible Directly to Administrative Officers

Faculty Marshals

Membership

Faculty Marshals are appointed by the President (or their designee).

Function

The University Faculty Marshals organize and supervise Commencement, Baccalaureate, Founder's Day, Convocations, and other academic celebrations. The Marshals play an important role in having all academic ceremonies run smoothly and efficiently. They lead the processions of all academic celebrations.

Committee on Athletics

Membership

The Committee is comprised of members appointed by the President. It will include representatives from the academic colleges of the University and from the student body. Among its members are the Vice President for Business and Finance, the Vice President for Student Success, faculty representatives from the academic colleges, the Dean of University Records Admissions and Financial Aid, and the Director of Communications and Marketing. The Faculty Athletic Representative is the Chair of the Committee. The Athletics Director will serve as a resource person. The majority of the Committee membership will consist of faculty members.

Function

The Committee makes recommendations to the President. The Committee consists of two sub-committees from which it will receive reports and recommendations. The specific functions of the Committee are included in the functions of the two sub-committees.

1. Compliance Committee: The Compliance Committee continuously reviews and approves the eligibility status and the academic progress of student-athletes, reviews and assists the Athletic Department in abiding by institutional, CIAA, and NCAA rules and regulations, reports persistence rates to the NCAA, and fulfills other related goals. The Committee also

reviews and makes appropriate recommendations regarding financial aid awards and athletic scholarships of student-athletes, admissions requirements, and public relations.

2. Student Welfare: The Student Welfare Committee reviews, makes appropriate recommendations, and informs the President, faculty, and students about the following areas: satisfactory academic progress; the Student Right-to-Know Act; Title IX and gender equity; CIAA and NCAA rules and regulations; the public appearance of student-athletes; academic and other needs of student-athletes; and other related goals.

Faculty Grievance Committee

Membership

The Faculty Grievance Committee will be composed of one member from each academic college and two alternates elected by the faculty for a two-year term. Minimum qualifications are being a tenured member of faculty and five years of service to the University. Members should be elected on the basis of their objectivity and competence, and the regard in which they are held by the University community. Each academic college will submit up to two qualified nominees. Each faculty member will vote for one nominee from each college. The nominee from each college receiving the highest number of votes will be regular members of the Committee. The nominees receiving the next two highest vote totals will be alternates. The nominee receiving the highest number of votes will convene the first meeting, at which the Chair will be elected.

Function

In cases in which a faculty member appeals the decision of the University with respect to denial of tenure, denial of promotion, or termination of a tenured faculty member due to cause, disability, revision of the college curriculum for academic restructuring, or financial exigency, the Faculty Grievance Committee will review the evidence and decide whether an oral hearing is necessary for a proper determination. If an oral hearing is called, the Committee will determine the order of proof; it will generally conduct the hearing and questioning of witnesses, and make such arrangements as it sees fit for receiving evidence. The Committee will render a written decision that in its judgment the denial of tenure, non-reappointment, denial of promotion, or termination was either proper or improper. A complete description of the Committee's functions can be found in Section III; Termination.

Third-Year Review Committees

As many members as there are academic colleges (with qualified members) and two alternates will be elected by the faculty for two-year terms. The minimum qualification is tenured status. Each academic college will submit up to three qualified nominees. Each faculty member will vote for one nominee from each college. The nominee from each college

receiving the highest number of votes will be regular members of the Committee. The nominees receiving the next two highest vote totals will be alternates. The nominee receiving the highest number of votes will convene the first meeting, at which the Chair will be elected. The Third-Year Review Committee will be responsible for providing a formative assessment of progress toward tenure by tenure-track faculty members in the third year.

Faculty Committee on Promotions and Tenure

Membership

As many members as there are academic colleges and two alternates shall be elected by the faculty for two-year terms. The minimum qualification is tenured status. Each academic college will submit up to three qualified nominees. Each faculty member will vote for one nominee from each college. The nominee from each college receiving the highest number of votes will be regular members of the Committee. The nominees receiving the next two highest vote totals will be alternates. The nominee receiving the highest number of votes will convene the first meeting, at which the Chair will be elected. Faculty being considered for promotion are disqualified from serving. Furthermore, in specific cases, members of the committee are disqualified when there is any question of prejudice or conflict of interest, or when a member has participated or will participate as the reviewing Dean, Department Chair, or faculty member from the same department in the evaluation or review of the faculty member under consideration for promotion or tenure.

Function

The Faculty Committee on Promotions and Tenure receives and reviews recommendations and evaluations made of candidates for promotion and/or tenure by Department Chairs and College Deans. The Committee adds its recommendations and supporting rationale and sends these materials to the candidate's dean according to the procedure and schedule described in Section III, Subsection B.

Faculty Committee on Post-Tenure Review

Membership

As many members as there are academic colleges and two alternates shall be elected by the faculty for two-year terms. The minimum qualification is tenured status. Each academic college will submit up to two qualified nominees. Each faculty member will vote for one nominee from each college. The nominee from each college receiving the highest number of votes will be regular members of the Committee. The nominees receiving the next two highest vote totals will be alternates. The nominee receiving the highest number of votes will convene the first meeting, at which the Chair will be elected.

Function

The purpose of post-tenure review is to promote and ensure the sustained effectiveness of tenured faculty in the performance of their duties, as specified in their job descriptions and in accordance with the evaluation criteria stipulated in the *Faculty Handbook*, with particular emphasis on the quality of teaching.

Committee on Academic Standards

Membership

The Committee consists of the Associate Vice President for Academic Affairs, who serves as Chair; one of the Academic Deans; the Director of the Biddle Institute; one representative elected from each academic college, and one Teacher-Advisor from each college who is appointed by the Dean of their college. In the case of the faculty representatives, the minimum qualification is five years of full-time service as a member of the JCSU faculty. The Chair calls meetings as needed by the academic appeals process.

Function

This Committee hears and acts on appeals from students who have been suspended or dismissed for poor scholarship.

Committee on the *University Catalog*

Membership

The Committee on the *University Catalog* will be composed of one representative from each academic college. Representatives serve a two- year term. The minimum qualification is three years of full-time service as a member of the JCSU faculty. Representatives are selected from up to two qualified nominees from each academic college by a vote of the full faculty. In addition, a representative from each of the Office of the Registrar and the Office of Student Success will be appointed to the Committee by their respective Vice President or Dean. Finally, the Provost will select one of the academic deans to serve as the chair of the committee.

Function

The Committee reviews the *University Catalog* continually for the purpose of recommending necessary and/or desirable revisions in content, format, and style. It keeps the document updated, and, in the interest of achieving consistency in institutional policies and procedures, works with other campus groups charged with the responsibility of recommending policies and procedures in specific domains involving teachers. If the Committee on the *University Catalog*

sees fit to make any recommendations to the faculty via the Faculty Senate, it must forward its recommendation for approval to the appropriate academic unit or committee.

Copies of any recommended changes to the *University Catalog* (e.g., course changes) will be forwarded to this Committee electronically via the Dean chairing the committee and the representative of the unit proposing the change. The Provost Council will review the recommendations and forward them to the President. The President will consult with the University attorney, as appropriate, with respect to legal liability, and, if appropriate, send recommendations to the Board of Trustees.

Committee on Sabbatical Leave

Membership

The Committee will consist of one member from each academic college elected by the faculty for two-year terms. One faculty member from each academic college will be elected by the full faculty from up to two nominees from each college. The member receiving the highest number of votes will call the first meeting. The Chair will be elected by the Committee.

Function

The Committee is to evaluate all requests for sabbatical leave, rank the requests, and make recommendations to the Academic Leadership Team.

Institutional Review Board (IRB)

Membership

The Board consists of a Chair and representatives from each of the academic colleges who are appointed by the President on the recommendations from the Provost Council, a community member, an ethicist, and a representative from the Office of Government Sponsored Programs and Research.

Function

The responsibilities of this Board are:

1. to approve and supervise human subjects' welfare by reviewing and monitoring all projects involving human subjects;
2. to maintain the integrity of the University's applications to the NIH and other government agencies; and
3. to plan and coordinate research and ethics seminars for faculty and students.

Committee on Homecoming

Membership

The Committee is appointed by the President and shall include students, faculty, staff members, and alumni.

Function

The Committee plans, promotes, and coordinates homecoming activities. The Committee works closely with the Office of Alumni Affairs and Communications and Marketing to ensure that conflicts in major activities will be kept to a minimum, and students, faculty, alumni, and friends are informed of activities planned.

Traffic Advisory Board

Membership

The Traffic Advisory Board is composed of the Vice President for Business and Finance, a representative from Campus Police, the Director of Physical Facilities, faculty, staff, and students appointed by the President.

Function

The Traffic Advisory Board makes recommendations to the Vice President for Business and Finance regarding parking regulations and problems and offers suggestions for improving the present parking policies on campus.

University Judiciary Board

Membership

The University Judiciary Board is comprised of five members, three of whom are faculty or staff members and two of whom are students. Four student alternates and four faculty or staff alternates shall be appointed. The Dean of Students shall make appointments to the University Judiciary Board upon the recommendation of the Vice President of Student Affairs and Enrollment Management. Members shall serve one-year staggered terms and may be reappointed for one additional year.

Function

The University Judiciary Board adjudicates cases referred by the Vice President for Student Affairs and Enrollment Management that potentially carry a sanction of suspension, indefinite suspension, or expulsion.

Committee on Liberal Studies

Membership

The Committee on Liberal Studies consists of the Director of Liberal Studies (non-voting) and two representatives from each of the Colleges (nominated by the College Faculty and elected by the full Faculty for two-year terms). The Associate Provost is an *ex-officio*, non-voting member. The Director of Liberal Studies serves as the Chair of the Liberal Studies Committee.

Functions

The Committee on Liberal Studies works with appropriate entities on campus to assess the Liberal Studies program, makes recommendations in regard to general education policies, programs, and curricula, coordinates training, and plans for the future.

Committees Responsible to the Faculty

In the committees listed in this section, members designated by faculty administrative positions may be representatives of areas or appointed by the Directors or Chairs. The following standing committees, including the Faculty Senate, are responsible to the faculty.

The Faculty Senate

Membership

The Faculty Senate is composed of at least eleven members, all of whom must be either tenured or on tenure track: three representatives from each of the academic colleges, and three officers elected separately. In the March faculty meeting, the faculty will elect the Senate President, Vice-President, and Secretary from qualified nominees submitted by each of the academic colleges. At the April faculty meeting, the faculty will elect additional members as follows: three from each academic college from up to four qualified nominees submitted by each college, with additional at-large members as needed to fill the minimum size of the Senate selected from the remaining candidates receiving the highest number of votes without respect to college. In the case where a college nominates fewer than two candidates, the additional Senators will also be elected as at-large members. The President and Vice-President of the Faculty Senate must be tenured members of the faculty. The President, Vice-President, and Secretary will be elected to serve two-year terms and can succeed themselves once. Other members serve one-year terms. The Faculty Senate President is a non-voting member, except in the case of tied votes. College Deans, or their representatives, are *ex-officio* members without a vote. All elections will be conducted by the Committee on Faculty Elections, using secret ballots.

Function

The Faculty Senate serves as the executive committee of the faculty and is empowered to act on behalf of the larger body when the latter is not meeting. It receives and considers reports from committees responsible to the faculty and arranges for these reports and its own recommendations to be presented at the meetings of the faculty. The Faculty Senate will serve as the advisory committee on faculty salaries and will report directly to the President on this issue. The Faculty Senate may submit items to the Provost to be included in the agenda for the Provost Council. Faculty members interested in placing items on the senate meeting agenda should submit their requests to the Faculty Senate President at least one week prior to the Senate meeting. Once determined, agenda items will be sent to each faculty member by the Faculty Senate President or Secretary.

In addition, the Faculty Senate shall annually recommend candidates for Honorary Degrees to the President of the University.

The Faculty Senate meets at least once a month on the first Thursday during the academic year. These meetings are open to all members of the faculty.

Committee on Educational Policies

Membership

The Committee is comprised of one faculty member from each of the academic colleges and one student selected by the Student Government Association. All faculty members must have five years of full-time service as a faculty member to be eligible to serve on this committee. The Director of the Library and the University Registrar will be ex-officio members of the Committee but without a vote. One faculty member from each college will be elected annually by the faculty from the two qualified nominees submitted by each college. The faculty member receiving the highest number of votes is responsible for calling the first meeting at which the Committee will then select a chair.

Function

The Committee acts as a deliberative body on matters of University educational programs and curriculum. It receives and considers concerns of importance to any academic credit or degree-granting program. Specifically, the Committee's functions are:

1. to make recommendations designed to ensure that educational programs and the curriculum effectively achieve the purposes of the University;
2. to review educational programs and curriculum proposals and make recommendations;

3. to suggest innovations that make educational programs and the curriculum more relevant to the needs of the students and society;
4. and to provide for and participate in a continuing evaluation of curriculum content and teacher interaction with that content.

The Committee submits its recommendations to the faculty via the Senate. Substantive changes (programmatic and policy) approved by the faculty must be recommended to the Provost Council. The President may then make recommendations to the Board of Trustees

Committee on the *Faculty Handbook*

Membership

The Committee on the *Faculty Handbook* will be composed of one representative from each of the academic colleges and two at-large representatives, each elected by the faculty and serving a two-year term. The faculty will vote for one nominee from each college; the nominee with the highest number of votes from each college will be elected.

The two at-large representatives will be those who receive the highest number of votes but are not selected as college representatives. The Vice President of the Faculty Senate will also serve as a member. The minimum qualification is tenured status. The Committee will select its chair at the first meeting. The Vice President of the Faculty Senate will convene the first meeting.

Function

The Committee reviews the *Faculty Handbook* continually for the purpose of recommending necessary and/or desirable revisions in content, format, and style. It keeps the document updated and, in the interest of achieving consistency in institutional policies and procedures, works with other campus groups charged with the responsibility of recommending policies and procedures in specific domains involving teachers. The Committee on the *Faculty Handbook* makes its recommendations to the faculty via the Faculty Senate. Following approval of the full faculty, the recommendations will be forwarded to the Provost Council. The Provost will review the recommendations and forward them to the President. The President will consult with the University attorney, as appropriate, with respect to legal liability, and if appropriate, send faculty recommendations to the Board of Trustees. The *Faculty Handbook* and revisions in the *Faculty Handbook* are published and distributed by the Provost. (For a description of the *Faculty Handbook* and revision procedures for the *Faculty Handbook*, see Section III, Subsection A.)

Committee on Faculty Elections

Membership

The Committee on Faculty Elections consists of one member from each of the academic colleges. Each academic college will submit up to two nominees. Each faculty member will vote for one nominee from each college. The nominees receiving the highest number of votes from each college will be elected. The nominee receiving the highest number of votes will call the first meeting, at which the Chair will be elected.

Function

Based on anticipated vacancies, required talents, and distributions of workloads, the Committee draws up lists of standing faculty committee positions to be filled. It includes on the list all names submitted, including those submitted by persons not on the Committee. It also coordinates nominations from other bodies, such as the Colleges, when those bodies are specifically designated to make nominations. The complete lists of nominees are distributed by the Committee to faculty members at least one week before the faculty meeting during which elections are to be held. For officers of the Faculty Senate, elections are held at the regular faculty meeting in March. For all other officers and members of standing faculty committees, elections are held at the regular faculty meeting in April, or, if needed, a called faculty meeting for this purpose. If circumstances necessitate holding elections after the aforementioned dates (e.g., Spring Break, University restructuring), the Chair of the Committee, in consultation with the Faculty Senate President, shall bring a recommendation to the Senate for a vote. The Committee on Faculty Elections also appoints faculty committees when membership is determined by that method. The Committee solicits information from the faculty and consults with appropriate program heads before making appointments. The Committee on Faculty Elections is responsible for conducting the elections, counting the votes, and announcing the results.

Committee on Library Media

Membership

The Committee is comprised of persons who have an understanding of and an interest in the growth and development of the library's collections and services. The Committee includes the Director of the Library, two elected representatives from the Professional University librarians, one representative of each academic college elected by the full faculty, and two student representatives selected by the Student Government Association. All elected representatives serve one-year terms. One faculty member will be chosen from the two nominees submitted by each college. The Director of Information Technology and members-at-large appointed by the President will serve as ex-officio members without a vote. The Director of the Library will convene the first meeting in September.

Function

The Committee serves as a link between the library and campus community for interpreting the library’s policies and services, and for transmitting to the library staff suggestions and comments for strengthening the library and its services. The Committee considers library and media policies that affect the educational programs and forwards its recommendations to the faculty via the Senate.

Committee on the *Quality Enhancement Plan*

Membership

The Committee on the Quality Enhancement Plan will be composed of two representatives from each of the academic colleges and two at-large representatives elected by the faculty and serving a two-year term. The faculty will vote for two nominees from each college; the nominee with the highest number of votes from each college will be elected. The two at-large representatives will be those who receive the highest number of votes but are not selected as college representatives. The Director of the Quality Enhancement Plan will serve as the Chair of the Committee. The Director of Institutional Research (or the Director’s designee) will also serve as a voting member of the Committee. The SACSCOC Liaison will serve as an *ex officio* member of the Committee. The minimum qualification for Faculty Representatives is full-time faculty status. Additional members of the Committee will be drawn from the Board of Trustees, Alumni Association, Student Government Association, Administration, and Staff. Interested non-voting faculty members are encouraged to attend meetings of the Committee.

Voting, when it must occur, will be apportioned as follows:

| PERCENTAGE | GROUP/OFFICE |
|------------|--------------------------------|
| 60% | Faculty |
| 10% | Board of Trustees |
| 10% | Alumni |
| 10% | Student Government Association |
| 0% | Administration |
| 10% | Staff |

Function

The Committee is responsible for the work required to assess, draft, create, present, and review the Quality Enhancement Plan, whether this work is on the current or forthcoming Quality Enhancement Plan. The Committee will offer a standing report on its activities to the Faculty Senate and at the monthly Faculty Meeting and offer reports to the University community at the Pre- and Post-School Conferences. The roadmap for this work will follow the guidelines issued by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

In addition to its focused work on the QEP, the Committee is responsible for coordinating with Faculty Development efforts to offer training on instructional and pedagogical issues that arise as concerns in the natural process of its work.

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