



Faculty Handbook

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* This section presented in the writing style approved by the Faculty Senate.

100 Faculty Handbook

101 Administrative Organization

101.1 The President

The president of Armstrong State University is elected by the Board of Regents. He or she is the executive head of the university and all of its departments and exercises such supervision and direction as will promote the efficient operation of the institution. The president is responsible to the chancellor for the operation and management of the institution and for the execution of all directives of the board and the chancellor. The president's discretionary powers shall be broad enough to enable him/her to discharge these responsibilities

Board of Regents' Policy Manual, 2.1 Election of Presidents by the Board

http://www.usg.edu/policymanual/section2/policy/2.1_election_of_presidents_by_the_board/

Board of Regents' Policy Manual, 2.5 Presidential Authority and Responsibilities

http://www.usg.edu/policymanual/section2/policy/2.5_presidential_authority_and_responsibilities/

101.2 General Administrative Officers

The general administrative officers of the university are as follows: the provost and vice president for academic affairs, the vice president for business and finance, the vice president for advancement, and the vice president for student affairs. These officers are appointed by the president with the approval of the Board of Regents, and hold office at the pleasure of the president.

101.2.1 The Provost and Vice President For Academic Affairs

The provost and vice president for academic affairs is the chief academic officer of the university and is an ex-officio member of the undergraduate faculty, graduate faculty, and committees charged with considering matters pertaining to the faculty and the curriculum. The provost and vice president for academic affairs has administrative jurisdiction over academic matters, academic personnel, and student welfare and provides leadership in the development of proper academic goals for the institution and its schools through school and faculty instrumentalities. In the absence of the president, the provost and vice president for academic affairs is the presiding officer of all bodies over which the president normally presides.

101.2.2 Deans

Each college within the university has an academic dean to serve as its chief executive officer. Each dean is appointed by the president and serves at the pleasure of the president. Each dean holds the rank of professor and is a member of the general faculty, graduate faculty, and an ex-officio member of the faculty senate. Academic deans are responsible to the provost and vice president for academic affairs.

101.2.3 Department Heads

The head of a department, appointed by the president, is the representative of the department in all official communications and is responsible for the general direction of the work of the department, the quality of instruction, the coordination of instruction, the preparation of a budget, the advisement of students who are majoring in the department, and recommendations for appointment, promotion, tenure, dismissal and salary increases for faculty.

101.2.4 University Faculty

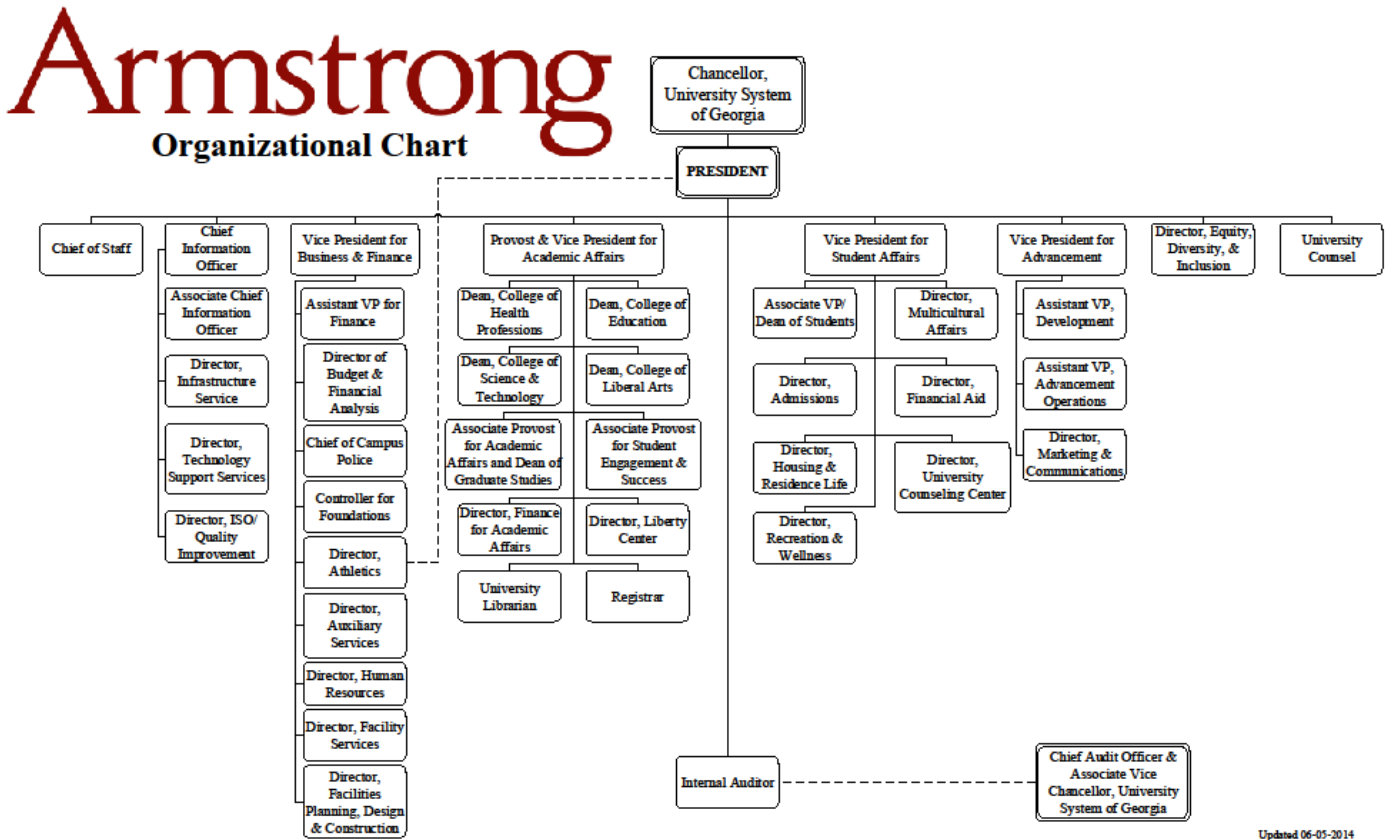
The members of the faculty are the university's president, vice president of academic affairs, deans, associate/assistant deans, department heads, other personnel designated by the president as holding faculty status, and full-time faculty members holding appointment at the academic ranks of professor, associate professor, assistant professor, and instructor. The faculty also include senior lecturer, lecturer, limited-term faculty, and part-time faculty.

The faculty is responsible for regulations affecting academic activities, the general educational policy of the university, the welfare of the faculty, and other matters as may maintain and promote the best interest of the faculty and of the university. The representative and legislative agency of the faculty is the faculty senate.

Board of Regents' Policy Manual, 3.2.1 Faculty Membership

http://www.usg.edu/policymanual/section3/policy/3.2_faculties/#p3.2.1_faculty_membership

101.3 Organizational Chart



102 Academic Units

Armstrong State University Consists of four colleges: the College of Education, the College of Health Professions, the College of Liberal Arts, and the College of Science and Technology.

102.1 College of Education

The College of Education includes the departments of Childhood and Exceptional Student Education; and Secondary, Adult, and Physical Education. The college provides programs of study in early childhood education, health and physical education, secondary education, special education, adult education and lifelong learning, curriculum and instruction, and teacher certification in specialized areas.

The College of Education

<https://www.armstrong.edu/education>

102.2 College of Health Professions

The College of Health Professions includes the departments of Diagnostic and Therapeutic Sciences, Health Sciences, and Rehabilitation Sciences, and the School of Nursing. The college provides programs of study in health science, communication sciences and disorders, medical technology, nursing, radiologic sciences, rehabilitative sciences, respiratory therapy, health services administration, public health, sports medicine, and physical therapy.

The College of Health Professions

<https://www.armstrong.edu/health-professions>

102.3 College of Liberal Arts

The College of Liberal Arts includes the departments of Art, Music, and Theatre; Criminal Justice, Social, and Political Science; Economics; History; Languages, Literature, and Philosophy; and Military Science. The college provides programs of study in art, art education, criminal justice, economics, English, fine arts, gender and women's studies, history, law and society, liberal studies, music, music education, political science, Spanish, and theatre.

The College of Liberal Arts

<https://www.armstrong.edu/liberal-arts>

102.4 College of Science and Technology

The College of Science and Technology includes the departments of Biology; Chemistry and Physics; Computer Science and Information Technology; Mathematics; and Psychology. The college provides programs of study in applied physics, biology, chemistry, computer science, engineering, information technology, mathematical sciences, and psychology.

The College of Science and Technology

<https://www.armstrong.edu/science-technology>

103 Governance

103.1 Faculty Senate

103.2 Constitution of the Armstrong Faculty Senate *

103.2.1 Preamble:

In order to foster participation and maximize the effectiveness of the faculty in the joint effort of governance necessary to operate the university and further its mission, we, the Faculty of Armstrong State University, acting within the authority provided by the regulations of the Board of Regents of the University System of Georgia (BR Minutes, 1986-87, p. 333; Section 302.06, Policy Manual of the Board of Regents of the University System of Georgia[Now section 3.2.4 of the Policy Manual]), do hereby constitute ourselves as the Faculty Senate. As the recognized voice of the faculty, the Senate will represent the faculty in fulfilling its duties, privileges, and responsibilities in governance and in furthering the mission of the university in issues of academic concern and academic leadership.

103.2.2 Article I. The Senate

The name of the body constituted shall be the Faculty Senate of Armstrong State University (hereinafter referred to as the Senate).

Section A. Sources of Powers

Subject to the limitations imposed by the policies of the Board of Regents of the University System of Georgia, this constitution establishes the powers and duties of the Senate.

Section B. Membership of the Faculty

The members of the faculty are the university's president, vice presidents, deans, assistant/associate deans, department heads, other personnel designated by the president as holding faculty status, and full-time faculty members holding appointment at the ranks of professor, associate professor, assistant professor, instructor, and lecturer.

Section C. Voting Members of the Faculty

Voting members of the faculty, eligible to elect Senators and vote on constitutional or bylaws amendments, are department heads and non-administrative, full-time faculty members holding appointment at the ranks of professor, associate professor, assistant professor, instructor, and lecturer.

Each member of the faculty shall exercise his or her voting rights through his or her home department or program. No member of the faculty may be represented through more than one department or program.

Section D. Non-voting Members of the Faculty

Non-voting members shall be the president, ex officio members, other administrative personnel designated by the university's president as holding faculty status, adjunct faculty, and part-time faculty.

Section E. Membership of the Senate

Senators shall be elected from and by voting members of the faculty; however, faculty holding temporary appointments may vote in Senate elections but may not serve on the Senate. Only

Senators or their elected alternates may vote at meetings of the Senate.

Apportionment is formulaic as defined in the bylaws with each department represented by at least one Senator.

There will be one Senator appointed by the President of the Senate to serve as liaison to part-time faculty.

Section F. Ex Officio Members of the Senate

Vice presidents, assistant and associate vice presidents for academic affairs, and deans are ex officio, non-voting members of the Senate.

Section G. Terms and Elections

Senators shall each be elected for a three-year term and alternates shall be elected for a one year term. Each department shall have one alternate for each Senator. The alternate may vote only when substituting for the Senator. Should a Senator be unable or unwilling (as determined by a two-thirds vote of the voting faculty members in the department) to fulfill his or her duties, the alternate will replace that Senator for the remainder of the Senator's term.

Each department shall elect its Senators and notify the Secretary of the Senate not later than March 1 of each year. Senators begin their term of service August 1st following their election to the Senate. Senators continue their term of service through July 31st of each year.

Special elections may be called if a Senator and alternate are not able or eligible to fulfill a Senate term.

Amended: April 2013

103.2.3 Article II. Officers of the Senate

Section A. Presiding Officer

No later than the last meeting of the Senate in the spring semester, the Senate shall annually elect a President-Elect by a majority vote.

The President-Elect shall serve the first year as President-Elect and the second year as Senate President. Each year's term shall begin on August 1st and end on July 31st. When elected, the President-Elect / President will serve the two-year term as both officer and Senator. In the event of a Senator's election to the president-elect position, the Senator shall complete the two years of leadership service (one as President-Elect and one as President) without regard to the length of time remaining in the Senator's elected term. In the event that the President is unable or unwilling to complete the term, the President-Elect will assume the responsibility of the office through July 31st and continue as President the following year, and a new President-Elect will be elected in the spring during the regular election process. In the event that the President-Elect is unable or unwilling to become president in the second year, then a new President-Elect and a separate special Presidential election must occur in the spring during the regular election process.

Vacancy in the President-Elect position will remain empty until a special election can be held.

The President of the Faculty Senate shall be the presiding officer of the Senate. In the President's absence, the President-Elect shall preside. The presiding officer shall conduct meetings according to Robert's Rules of Order and may vote only to break a tie.

Three hours of reassigned time per semester shall be granted to the President and President-Elect of the Senate.

Amended: April 2015

Section B. Additional Officers of the Senate

* President-Elect

* Secretary

* Parliamentarian

The President-Elect and Secretary will be elected no later than the last meeting of the Senate in the spring semester.

The Parliamentarian will be appointed by the President of the Senate.

These officers serve a term of one year from August 1st through July 31st.

Vacancy in the President-Elect position will remain empty until a special election can be held.

Vacancy in the Secretary position will be filled by special appointment of the Steering Committee, with a permanent Secretary elected in the spring during the regular election process.

Three hours of reassigned time per semester shall be granted each to the President and Secretary of the Senate.

Amended: April 2013

103.2.4 Article III. Powers and Responsibilities

The Faculty Senate is an elected, representative body that acts on behalf of the faculty on matters within faculty purview as enumerated under Board of Regents' policy, including faculty governance, advising the President of the University on matters of university planning, governance, and resource allocations. The purpose of the Senate is defined as follows:

1. represent the faculty in the shared responsibility for the University's direction in all matters relating to academic policy, including curriculum matters, degree requirements,

scholastic standards, academic freedom, admissions policies, and student academic behavior

2. represent faculty on matters pertaining to the appointment of administrative officers, budget and planning matters, promotion and tenure policy, and other matters affecting educational standards
3. provide a representative forum for the deliberate consideration of proposals, recommendations, suggestions and institutional objectives, and to make appropriate recommendations to the faculty and the President of the University.

103.2.5 Article IV. Committees

The Senate shall have the authority to create, revise, and eliminate faculty committees as necessary.

Committees shall conduct studies, formulate recommendations, and carry out such responsibilities as granted them by the constitution of the Senate or by the Senate. These activities may result from a request from the Senate or may be initiated by the committee.

Section A. Committees of the Senate

These committees are elected annually by the Senate from the Senate and report directly to the Senate. They conduct the business of the Senate.

Section B. Standing Committees of the Senate

These committees are elected annually from and by the faculty and will report directly to the Senate. They serve to advise the Senate.

Section C. Elections and Terms of Committees

The Committees of the Senate are elected during the spring semester prior to the fall semester when they will begin their duties. Members serve a three-year term with one third of the membership being elected annually.

The Standing Committees of the Senate are elected during the spring semester prior to the fall semester when they will begin the duties. Members serve a two-year term with half of the membership being elected annually.

Section D. Ad Hoc Committees

The President of the Senate shall create special committees as necessary and shall designate their size and jurisdiction. The President of the Senate may appoint delegates to represent the Senate at other functions.

103.2.6 Article V. Meetings

The Senate shall meet at least four times per semester during the academic year. The Steering Committee shall determine the meeting schedule, which will be provided to the faculty at the beginning of each academic year. Minutes of Senate meetings shall be made public within one week following Senate approval.

Section A. Special Meetings

Special meetings of the Senate may be called by the President of the Senate or when requested by petition of either twenty-five percent of the voting members of the Senate or by fifteen percent of the faculty.

Section B. Quorum

Seventy-five percent of the voting membership of the Senate shall constitute a quorum.

Section C. Voting

Given a quorum, a majority of the Senate's voting members present shall constitute legislative authority. Voting at all meetings shall be by roll call vote, by voice vote, or by ballot as determined by the President of the Senate.

Only Senators may vote during Senate meetings.

103.2.7 Article VI. Procedure for Faculty Review of Senate Actions

The Faculty Senate derives its powers from the voting members of the faculty; therefore, any decisions of that Senate may be reviewed, amended, or reversed by a vote of the faculty. If fifteen per cent or more of the voting members of the faculty make a formal petition to the President of the University, then the President of the University shall call for a Special Session of the faculty to consider the items contained in the petition. Such action by the President of the University will occur within three calendar weeks of the receipt of the petition. The President of the University shall notify the President of the Faculty Senate of all matters that have been cited in the petition and direct that action on these matters shall be suspended pending disposition by the faculty. The Office of the University President shall ascertain the validity of the signatures on any petition so submitted. The final decision on petitioned items shall be made by a majority of those voting in a secret ballot of the voting members of the faculty.

103.2.8 Article VII. Amendments

Amendments to the constitution shall be adopted, with four weeks prior notice to the faculty, upon approval by a two-thirds vote of the voting members of the faculty.

Amendments to the bylaws of the constitution shall be adopted, with two weeks prior notice to faculty, upon approval by a majority of the voting members of the faculty.

Constitution of the Armstrong Faculty Senate

<https://www.armstrong.edu/faculty-staff/senate-constitution>

103.3 Bylaws of Armstrong Faculty Senate

103.3.1 Article I. Senate Jurisdiction

The Armstrong Faculty Senate shall make, subject to the approval of the President of the University, statutes, rules, and regulations for the joint effort of governance; provide such committees as may be required to support governance; prescribe academic regulations regarding admission, suspension, expulsion, classes, courses of study, and requirements for graduation; and make such regulations as may be necessary or proper for the maintenance of high educational

standards. A copy of the statutes, rules and regulations made by the Faculty Senate shall be filed with the Chancellor of the University System of Georgia. The Faculty Senate shall also have primary responsibility for those aspects of student life which relate to the educational process, subject to the approval of the President of the University (BOR Minutes, 1986-87, p. 333).

103.3.2 Article II. Duties of the Senate

Section A.

Coordinate the activities of the Standing Committees of the Senate by appointing faculty to these committees and by responding to recommendations from these committees.

Section B

Advise the President of the University regarding overall allocation of resources in pursuit of the needs of students, the quality of their instruction, and the academic curriculum.

Section C.

Monitor and make recommendations on the development of policies affecting the welfare of faculty.

Section D.

Monitor and make recommendations on the development of policies affecting the academic mission of the university.

Section E.

Act upon recommendations, institutional objectives, or other matters that shall be brought before it by Senators, Senate committees, the President of the University, vice presidents, or individual faculty members, and make recommendations to the President of the University.

Section F.

Maintain a Faculty Senate website for regular and effective communication with the faculty. This website will include, but not be limited to, the following:

1. all agendas and minutes of Faculty Senate meetings
2. minutes of meetings of all Senate committees
3. recommendations from the Faculty Senate to the President of the University, and the President's responses to these recommendations
4. bills of the Senate and a record of their resolution, including a record of votes
5. the annual report of the Senate
6. a discussion board to allow faculty members to comment on Senate agenda items and actions
7. a resource page for university and system policies
8. links to appropriate online resources
9. the constitution and bylaws of the Faculty Senate
10. record of the amendments to the constitution and bylaws.

Section G.

Monitor and update the constitution and bylaws of the Faculty Senate.

Section H.

Monitor, review, and develop policies and procedures related to the curricular and co-curricular activities of students; these areas shall include:

1. admissions, dismissal, discipline, scholarship, classes, courses of study, and requirements for graduation
2. other aspects of student life as may be necessary and appropriate for the maintenance of high educational standards.

Section I.

Report approved motions of the Faculty Senate to the President of the University in the form of recommendations, according to the following procedures.

1. Recommendations will be made in printed format and will be signed by the President of the Senate.
2. The President of the University will be invited to respond to these recommendations within twenty-one days.
3. The President of the University may approve, veto, remand to the Senate, or otherwise defer action on a Senate recommendation.
4. If a recommendation to the President of the University is vetoed, remanded, or otherwise deferred, the President will, through a written response, provide the Senate with the reason(s) for such action.
5. In response to a veto, the Senate may accept the President's veto, or by a majority vote, revise and resubmit the recommendation, or by a two-thirds majority vote, resubmit the recommendation unchanged.
6. Following discussions with the President of the University, if no acceptable resolution can be reached, the Senate President, following an additional affirmative vote by a two-thirds majority of the Senate, may submit an appeal to the Board of Regents under Board of Regents Bylaws, Article VIII, with the understanding that the Board may choose not to hear the matter or address it further.

103.3.3 Article III. Membership of the Senate*Section A.*

Senators will be nominated and elected at the departmental level.

Section B.

There will be forty Senators. Apportionment will be calculated using the Huntington-Hill formula with each department being represented by at least one Senator. For purposes of apportionment, the Library will be considered a department. Apportionment shall be based on the number of "Voting Members of the Faculty" as defined in Article I, SECTION C of the Constitution of the Faculty Senate on September 15 in the year of apportionment to be effective for the next election following apportionment.

In the event of a tie that precludes the calculation of 40 Senators, using the Huntington-Hill formula, a comparison of the total faculty population to the previous year will be made. If the

population increases, the total number of Senators will increase to 41. If the population decreases, the total number of Senators will decrease to 39.

Section C.

Every five years or upon the creation or deletion of a department, the Senate's Governance Committee shall review the composition of the Senate. As a result of this review, the committee may recommend a reapportionment of the forty seats to the Senate and propose a plan for modifying the length of terms to maintain appropriate representation during the period of redistribution.

Section D.

Because of the responsibility attendant upon membership in the Senate, department chairpersons shall make every effort to arrange schedules to permit attendance of Senators at regular meetings of the Senate.

Approved May 2013

103.3.4 Article IV. Duties and Privileges of Senators

Section A.

Senators shall have full privileges of the Senate, including but not limited to the following: rights to introduce resolutions, make motions, vote on motions, call for additional meetings, and other privileges as defined in the most current edition of Robert's Rules of Order.

Section B.

Senators are required to attend all Senate meetings and to take part in the Senate's committee work assigned by the President of the Senate.

Section C.

A Senator who is unable to attend a meeting must notify the Secretary of the Senate. That Senator's academic department will send the elected alternate, who will have full voting privileges. In such cases, because the department is represented, the Senator's absence will be considered "excused."

Section D.

More than two unexcused absences per year from Senate meetings will be communicated to the Senator's department.

Section E.

Senators will bring forth the concerns of their respective departments.

Section F.

Senators will make regular reports of Senate actions to their departments' faculties.

103.3.5 Article V. Election of Senators

Section A.

Senators shall hold office according to the following terms.

1. Senators shall be elected for a three-year term. Any department represented by one or two Senators shall elect one alternate Senator. Any department represented by three or more Senators shall elect a pool of at least two alternate Senators. Alternate Senators may serve for a term of one to three years, according to the department's preference.
2. During the first three years of the Faculty Senate, staggered elections will be held so that one-third of the Senators will be newly elected each year.
3. A Senator may serve two consecutive three-year terms, but a three-year wait period is required before that Senator may be elected again.
4. If a Senator is transferred from one academic department to another or is reassigned to an administrative position during his or her term of office that Senator's term shall end as of the date of the transfer.

Section B.

By January 15 of each year, the Governance Committee shall inform university departments of (1) the names of Senators whose terms will expire during the current academic year, and (2) any changes in apportionment as stated in the bylaws.

Section C.

Department heads shall report the results of elections to the Governance Committee not later than March 1 of each year.

103.3.6 Article VI. Duties and Responsibilities of the Officers of the Senate

Section A.

The President shall

1. chair the Steering Committee of the Senate
2. sign the official copies of all Senate actions and communicate all formal actions to the President of the University
3. serve as the official representative of the faculty at university functions
4. appoint committees
5. form ad hoc committees
6. assign specific duties to officers of the Senate.

Section B.

The President-Elect shall

1. assist the President as a member of the Senate Steering Committee
2. schedule rooms needed for meetings of the Senate.
3. Handle/preside over the UCC minutes in the Senate
4. Serve as a representative of the Faculty Senate on various University committees
5. Preside over the Senate in the absence of the President
6. Follow up/ensure signed bills are being acted upon.

Section C.

The Secretary shall

1. collect, publish, and distribute the agendas and approved minutes of the Senate and committees
2. create other documents on behalf of the Senate
3. maintain and ensure the accuracy of the information on the Senate website
4. take minutes and keep attendance records for all meetings of the Steering Committee and the Senate
5. notify departments of unexcused absences of Senators
6. keep records of all proceedings and file all committee reports
7. keep the Senate's official membership roll and call the roll where it is required
8. assign a number to each bill or resolution.

Section D.

The Parliamentarian shall

1. ensure that Senate meetings are conducted in accordance with the most current edition of Robert's Rules of Order, the constitution, and the bylaws of the Faculty Senate
2. ensure that a quorum is maintained during Senate meetings
3. monitor Senate voting procedures for accuracy.

103.3.7 Article VII. Election of Officers

The Governance Committee will develop a slate of officers by April 1 of each year. Senators may make nominations to the Governance Committee. Senators-elect are eligible for nomination.

Senators who are completing the last year of their term(s) of service are eligible for nomination and service to Senate office.

Article VIII. Faculty Senate Meetings and Procedures

Section A.

The Senate shall meet regularly in accordance with the following:

1. The Steering Committee shall determine the meeting schedule that will be provided to the faculty at the beginning of each academic year. Minutes of Senate meetings shall be made public no later than seven calendar days following Senate approval.
2. The Senate shall meet in open session, in space adequate for visitors, at least four times per semester during the academic year.

Section B.

All meetings of the Senate shall be open for members of the general faculty to attend, unless the Senate is in Executive Session. Executive Session requires a motion and a second from the Senate floor but not a vote.

Section C.

Faculty or staff members who are not Senators may be recognized to speak to specific agenda items at the discretion of the presiding officer.

Section D.

Members of the faculty, individually or collectively, or through campus committees, are encouraged to submit items for consideration for the Faculty Senate meeting agenda to their elected representative or directly to the Steering Committee.

In addition, members of the Faculty Senate may raise suggestions for agenda items from the floor during meetings of the Faculty Senate.

Section E. Special Meetings of the Senate

Special meetings may be convened only to consider an item or items specific to the published purpose of the meeting. Typically such a meeting may be called to discuss any important matter that may arise between regularly scheduled meetings or that requires immediate action by the body before the next regularly scheduled meeting. Notice of the meeting must be published at least three working days before the meeting. Only business stated in the call for a special meeting may be transacted.

103.3.9 Article IX. Committees of the Senate

Each committee will develop a set of bylaws, have them approved by the Governance Committee, and keep these bylaws current. Each committee shall conduct its business in accordance with Robert's Rules of Order. With the exception of the Steering Committee as noted below in Article IX, SECTION A, each committee shall elect a chair person from its voting membership.

Each will establish a schedule for meetings and submit it to the Secretary of the Senate.

Section A. Steering Committee

Charge: The President of the Senate shall convene a Steering Committee with the primary responsibility to facilitate the administration of the Senate.

Duties: The Committee sets the agenda for meetings. The committee meets with the President of the Senate before each regular meeting to determine the agenda. The agenda as agreed upon by the committee shall be sent by the Secretary of the Senate to the faculty prior to each meeting.

Membership: Membership is composed of the officers of the Senate. In addition, one Senator each from the College of Liberal Arts, the College of Education, the College of Health Professions, and the College of Science and Technology shall be appointed by the President of the Senate. The appointed members shall be confirmed by the Senate at its first meeting in the fall. The Parliamentarian shall serve as an ex officio, non-voting member. The President of the Senate shall chair this committee.

Section B. Governance Committee

Charge: The committee will regularly review the Constitution and Bylaws and the charges of each committee of the Senate to keep them up-to-date and effective as well as developing and maintaining the nominations and election processes.

Duties: The Committee assures that the membership and work of each committee is

consistent with the bylaws. The Committee can propose changes to committee and senate bylaws and inform the Senate of any change(s) in committee structure. This committee has the responsibility to propose revise, or eliminate Senate committees and standing committees of the Senate. The Senate must approve any changes in committees' bylaws. This committee is responsible for maintaining the membership of each committee and the senate via the election processes. These election duties include:

1. solicit nominations and accept nominations
2. determine willingness to serve
3. prepare slates of nominees
4. conduct university wide elections for the Standing Committees of the Senate
5. conduct elections for the Senate Committees
6. manage the election process
7. announce the results of elections
8. have the authority to call special elections.

Membership: The Senate Governance Committee shall consist of six Senators elected by the Senate. The Parliamentarian will serve as an ex officio, non-voting member of the committee. No member of the Senate Governance Committee can be nominated for Senate office.

103.3.10 Article X. Operational Framework for Standing Committees of the Senate

Section A.

Standing Committees serve as agents of the faculty and its Senate and also as prime contributors of information and recommendations to the Senate. Committees will provide agendas at least five working days before a meeting and file approved minutes of each meeting with the Secretary of the Senate. Committees may be charged further by the President of the Senate for special reports on prescribed subjects.

Section B.

Each committee will develop a set of bylaws, have them approved by the Governance Committee, and keep these bylaws current. Each committee shall elect a chair person from its voting membership and conduct its business in accordance with Robert's Rules of Order.

Section C.

All committees are charged to report to the Faculty Senate in writing at least once annually.

Section D.

A committee may divide itself into working subcommittees in performing its duties and may appeal to the President of the Senate for the establishment of task forces, study panels, and the like to expedite its work.

Section E.

In the conduct of its business, a committee may hold hearings and forums as well as joint meetings with other committees.

Section F.

Members of the Standing Committees shall be elected according to procedures established by the Governance Committee. Faculty members are elected to committees for terms of two years, unless otherwise specified in the bylaws of the committee, and terms will be staggered so as to ensure satisfactory continuity. Faculty members shall not serve for more than two consecutive terms on any one committee.

Section G.

The Senate Governance Committee will solicit nominations of Senators and conduct elections of Senators who will serve on standing committees. One Senator shall serve on each standing committee. The Senator will be a voting member of the committee but will not serve as the chair. This SECTION does not apply to the University Curriculum Committee.

Section H.

Where committee structure provides, students shall serve on Standing Committees of the Senate for one-year terms. Unless otherwise specified in the individual Bylaws of each Standing Committee of the Senate, 1) students shall have voting rights on all Standing Committees of the Senate which allow for student members; 2) undergraduate student members will be nominated by the Student Government Association, and graduate students will be nominated by the Graduate Student Council.

103.3.11 Article XI. Standing Committees of the Senate

Section A. Faculty Welfare Committee

Mission

The Faculty Welfare Committee will protect the welfare of the faculty and promote a sense of faculty community.

Duties

The committee shall consider issues and proposals related to faculty welfare including all matters relevant to faculty conditions of employment. The committee shall be involved in issues of policy and shall not consider individual cases. The committee shall make recommendations to the Senate for either information purposes or for action. The committee will make recommendations to the Senate concerning faculty evaluation policies and procedures after receiving reports from its Evaluation Subcommittee. The committee may promote various intellectual, educational and social activities that foster a sense of the faculty community.

Meetings

The committee shall meet three times per academic year or more as needed. The committee will determine meeting dates and times to be posted on the senate website.

Reports

Upon approval, the minutes of each Faculty Welfare Committee meeting will be submitted to the Secretary of the Faculty Senate. Furthermore, an annual summary report shall be submitted at the end of each academic year by the chair of the committee.

Membership

The committee shall be composed of nine faculty members, with two from the College of Liberal

Arts, two from the College of Science and Technology, two from the College of Education, two from the College of Health Professions, and one from the Library. At least one member must hold graduate faculty status.

Approved December 2008

Section B. Student Success Committee

Mission

The Student Success Committee shall recommend policies on recruitment, admissions, advisement, retention, and academic progression.

Duties

The duties of the student success committee include evaluation of recruitment, admission, and retention goals; review of current and proposed policies related to recruitment, admission, and retention; and identification of resource needs in those areas.

Membership

The committee shall be composed of ten faculty representatives with at least two from each college, one undergraduate student, one graduate student, and ten ex officio non-voting members. The ex officio, non-voting members are the Associate Vice President for Enrollment Management, the Associate Provost for Student Engagement and Success, the Dean of Students, the Director of Academic Advising and Support, the Director of Financial Aid, the Director of First Year Experience, the Director of the Honors Program, the Director of Multicultural Affairs, the Registrar, and the Trio Director.

Meetings

This committee shall meet once per month or as needed during the Fall and Spring semesters. The committee will determine meeting dates and times to be posted on the Senate website.

Reports

The minutes of each meeting will be provided to the Secretary of the Senate for posting. A separate report will be submitted to the faculty senate when a recommendation for action is made by this committee. At the end of each semester, the chair of the committee will submit to the Senate a summary of committee activities.

Approved: June 2016

Section C. Academic Appeals and Standards Committee

Mission

The Academic Appeals and Standards Committee shall hear appeals on undergraduate academic admission and readmission and shall be responsible for recommending policies related to the Academic Standards of the University.

Membership

The Academic Appeals and Standards Committee shall be composed of six (6) faculty members, with at least one faculty member from each of the four colleges; along with the following ex-officio members: the Vice President for Student Affairs or his or her designee; the Provost and Vice-President for Academic Affairs or his or her designee; the Registrar or his or her designee; the University Appeals Officer; a representative from the Counseling Services Office; and the Director of Academic Advisement.

Reports

The committee will submit reports to the Secretary of the Faculty Senate. The summary of decisions of Academic Appeals will be available to Senators but are not subject to a vote of the body of the whole.

Meetings

will be heard a minimum of six (6) times per academic year: ideally the first weekday in August, two days before the start of fall semester classes, mid-November, two days before the start of spring semester classes, mid-April, and one day before the start of summer classes.

Approved: June 2016

Section D. University Curriculum Committee

Charge: The University Curriculum Committee shall recommend to the Senate general curricular policies affecting the undergraduate academic programs offered by the university (e.g., core curriculum, university exit examinations, etc.).

Duties: The committee shall consider all proposals for new degree programs, majors, and/or minors, and make its recommendations to the Senate for action. The committee shall review all actions of the college curriculum committees, and shall be the organ of the university to which any college or autonomous department/program may make recommendations concerning undergraduate curricular matters. The committee may also make recommendations on curricular matters to the Graduate Affairs Committee. The committee will meet two weeks before each scheduled meeting of the Senate. The report of the University Curriculum Committee will be published at least five business days prior to the meeting of the Senate.

Membership: The University Curriculum Committee shall consist of thirteen members of the faculty plus the catalog editor (ex officio, non-voting). At the beginning of the first meeting of the academic year, the committee shall elect a chair by private ballot. The chair shall retain voting privileges. There shall be four faculty members from the College of Liberal Arts, two members from the College of Education, three members from the College of Health Professions, and four members from the College of Science and Technology. Reapportionment of the committee will be evaluated on the same schedule as for the Senate. Faculty terms shall be two years; no more than two successive terms shall be served by any person. Each college will elect

their own representatives. No more than one member from any one department/program may serve at one time on the committee.

College Curriculum Committees: The College of Health Professions, the College of Liberal Arts, the College of Education and the College of Science and Technology shall each have a standing curriculum committee. Each College Curriculum Committee shall be composed of the dean of the college as chair and at least one faculty member from each department or program of the college to be elected by the department or program faculty.

Procedure for consideration of curriculum issues: The College Curriculum Committee, upon receiving recommendations on curricular issues from departments or programs within the respective college, shall take appropriate action and/or make recommendations to the University Curriculum Committee and/or Graduate Curriculum Committee as appropriate. Curricular issues are defined as issues pertaining to program or curriculum development, change, or implementation and issues that significantly and broadly affect the nature and quality of instruction in a program. Any action of the College Curriculum Committee shall be in accordance with the general curriculum policies established by the Faculty Senate, and shall be reviewed by the University Curriculum Committee and/or Graduate Curriculum Committee as appropriate. Any curricular matters that involve curricular policy or have a direct effect on departments or programs outside the college structure shall be forwarded, with recommendations, to the University Curriculum Committee and/or Graduate Curriculum Committee for action after notification of the affected departments. Curricular changes that affect certification programs (e.g., teacher certification) shall be reviewed by the curriculum committee of the college in which the certifying department or program resides prior to forwarding to the University Curriculum Committee for action.

The normal path for curricular issues is as follows: Issues related only to undergraduate programs proceed from the academic department to the College Curriculum Committee, then to the University Curriculum Committee and finally to the Faculty Senate. Issues related only to graduate programs proceed from the academic department to the College Curriculum Committee, to the Graduate Curriculum Committee and then to the Graduate Affairs Committee. Issues related to both undergraduate and graduate programs proceed from the academic department to the College Curriculum Committee, then to the University Curriculum Committee, then to the Graduate Curriculum Committee, and finally to the Graduate Affairs Committee.

Section E. Planning, Budget, and Facilities Committee

Mission

The Planning, Budget, and Facilities Committee shall advise the President of the University through the Senate on the issues related to the budget and planning processes where they affect the academic mission of the university.

Duties

Responsibilities include recommendations concerning strategic planning, budgeting (including long-range planning and the annual budget prior to its submission to the Board of Regents), as well as planning, development, and expansion of physical facilities when such endeavors affect the academic mission of the university.

Membership

The committee shall be composed of nine faculty representatives, and various ex officio, non-voting members. The nine faculty representatives shall consist of two faculty representatives from each of the four colleges, and one from the Library, where at least one of the faculty representatives must hold graduate faculty status. Ex officio, non-voting members will be one department head, one dean, the Vice President for Academic Affairs, the Vice President for Student Affairs, the Vice President for Financial Services, and the Vice President of External Affairs.

Meetings

The committee shall meet at least four times each semester of the academic year and make recommendations to the Senate. The committee will determine meeting dates and times to be posted on the senate website.

Reports

The committee will, upon approval, provide minutes of each of its meetings to the Secretary of the Senate for posting. At the end of each semester, the chair of the committee will submit to the Senate a summary report of committee activities.

Approved November 2008

Section F. Educational Technology Committee

Mission

The Education Technology Committee will review policies and practices in technological infrastructure, and University policies governing the use of technology in collaboration with other University and senate committees to ensure an optimal environment for the educational use of technology, to promote the use of technology in education, and to assist faculty in using technology for teaching, service, scholarship, and professional development.

Duties

The committee will provide coordination and communication among the various University committees and other committees of the Senate that are involved with technology use at Armstrong for the purpose of ensuring faculty awareness of technology applications related to teaching, learning, and professional development, as well as providing a faculty voice in the evolving policies related to such use.

Specifically, this committee will make recommendations regarding:

- * Campus access to educational technology for students and faculty;
- * University policies governing the use of technology and technology infrastructure of the University, in collaboration with the Committee on Information Technology;
- * The use of technological tools in teaching and learning in collaboration with other appropriate committees. Student issues will be addressed by the Student Voice Subcommittee. This subcommittee will consist of the chair of the ETC, at least two other ETC committee members, and one graduate and one undergraduate student representative nominated by the SGA and the Graduate Student Council.

The committee will also communicate and coordinate with other appropriate university committees and departments to facilitate a coherent and coordinated implementation of education technology.

Student issues will be addressed by the Student Voice Subcommittee. This subcommittee will consist of the chair of the ETC, at least two other ETC committee members, and one graduate and one undergraduate student representative nominated by the SGA and the Graduate Student Council.

Membership

The committee shall be composed of ten members, including seven faculty members with at least one member from each of the Colleges, and a representative from Computer and Information Services who shall serve as an ex-officio, non-voting member. One undergraduate and one graduate student, nominated by the Student Government Association and Graduate Student Council respectively, will serve as voting members of the Student Voice subcommittee.

Meetings

The Committee will meet at least twice each academic semester. The committee will determine meeting dates and time to be posted on the Senate website.

Reports

The committee will, upon approval, provide minutes of each of its meetings to the Secretary of the Senate for posting. At the end of each semester, the chair of the committee will submit to the Senate a summary report of committee activities.

Amended: June 2016

Faculty Senate Constitution and Bylaws

<https://www.armstrong.edu/faculty-staff/senate-bylaws>

104 Standing Committees of the University

Standing committees of the university are advisory to the president or other administrators, unless otherwise noted in the charge, with regard to official duties. They include faculty, staff, administrators, and sometimes people outside the university community who are chosen for individual expertise or interest. Standing committees of the university do not report to the Senate.

At the beginning of the academic year, the president appoints members to the university Standing Committees. At the end of each year, each committee submits an annual report to the Office of the President.

104.1 Academic Affairs Council –

The council serves as a vehicle for dissemination of information to and from the Provost and Vice President of Academic Affairs and the various academic units of Academic Affairs. The council meets once each month during the academic year. The council consists of the Provost

and Vice President of Affairs, who serves as the chair of the council, along with the academic deans, academic associate deans, department heads, and the directors of the Liberty Center, Honors Program and Faculty Development.

104.2 Committee on Information Technology

The mission of the Committee on Information Technology (CIT) is to provide leadership in the creation of a coordinated plan for administrative computing, academic computing, networking, the Armstrong State University website, distributed learning, and library automation. The duties of the Committee consist of making recommendations on the purchases of computer hardware and computer software, and telecommunications. It shall also make recommendations on access to computers, computer networks, and information services by all constituencies within the Armstrong community. It will serve in an advisory capacity to monitor the form and content of the university website. It may recommend and review policies and procedures on IT Services.

The committee shall meet at least once each semester during the academic year, and shall report and make recommendations to the chief information officer and/or to the provost and vice president for academic affairs, as it deems appropriate and in response to direct requests.

The Committee on Information Technology shall have a representative from the administration, the library, the computer science faculty, the humanities, the social sciences, the natural sciences, the health professions, and education. In addition, there shall be a representative for off-campus programs. Also each of the designated directors of educational technology shall be a member. The chief information officer and a faculty support specialist shall serve as ex-officio members. Members shall be nominated by the provost and vice president for academic affairs and appointed by the president. A chair and vice-chair shall be designated by the president. Service on the committee shall continue until a member resigns from the university or is replaced by the president. The president shall, from time-to-time, rotate membership on the committee in order to provide for diversity.

104.3 Deans' Council

The Deans' Council serves as the senior leadership for the division of academic affairs. The Council provides input to the Provost and Vice-President of Academic Affairs on matters pertaining to the division. The council consist of the academic deans, associate provosts and is chaired by the Provost and Vice President for Academic Affairs.

104.4 Intercollegiate Athletics Committee

The mission of the Intercollegiate Athletics Committee shall be to make recommendations to the faculty and president concerning policies governing the intercollegiate athletics program.

The committee shall meet at least once each academic year and shall be composed of six teaching faculty members (excluding coaches of intercollegiate sports) and two students.

The treasurer of the Student Government Association, the provost and vice president for academic affairs, the vice president for student affairs, the vice president for business and

finance, the director of athletics, the faculty athletics representative (appointed by the president), and the senior women's administrator for athletics (appointed by the president) shall serve as nonvoting members of the committee. In addition, two community members shall serve on the committee.

The committee shall receive from the faculty athletics representative reports on the eligibility of players, and an annual report concerning all intercollegiate athletic activities with regard to their compliance with conference/association regulations, and may review and make recommendations on these matters as it deems necessary. It shall advise the director of athletics on program and policy matters relating to the intercollegiate program, to include decisions involving the addition or elimination of intercollegiate sports, compliance with conference and NCAA regulations, appropriation of student athlete budget including facilities, entry into or exit from intercollegiate athletic conferences/associations, prior to the adoption and institution of such intercollegiate athletic policy and program changes or modifications.

104.5 Intellectual Property Committee

This committee is concerned with the formulation and implementation of intellectual property policies and procedures.

This committee shall review faculty members' use of their own textbooks in classes in accordance with the university textbook policy. See Section 106.2.9 for further details on this policy.

The Intellectual Property Committee shall meet at least once per academic semester. The Intellectual Property committee shall submit a report to the President at the end of the academic year.

The committee shall have four members, appointed annually by the president, one of whom shall be designated by the president to serve as chair and one of whom shall be a representative from the Office for Business and Finance.

The Board of Regents' policy states, in part: Each USG institution is required to develop policies and procedures for the administration of this Intellectual Property Policy. The committee shall meet as necessary, and shall act in an advisory capacity to the president or his/her designee. Faculty, staff and students shall promptly report to the committee in writing, through the appropriate channels, all Intellectual Property invented or created by them that is reasonably likely to have commercial value.

The Intellectual Property committee of each institution shall recommend to the president or his/her designee the rights and equities in intellectual property created by faculty, staff, or students of the institution. Each institution's policies shall provide for an appeal procedure within the institution in the event of a disagreement as to the ownership and use of such materials.

Board of Regents' Policy Manual, 6.3 Intellectual Properties

<http://www.usg.edu/policymanual/section6/C352>

104.6 Institutional Effectiveness and Assessment Committee

The Institutional Effectiveness and Assessment Committee fulfills an advisory, monitoring, coordinating and regulatory role at Armstrong State University in planning and assessment matters and advises the president and other unit leaders throughout the university on the implementation and evaluation of the university's strategic plan and all aspects of institutional assessment. The Committee's responsibilities include evaluation of assessment plans and evaluation of progress toward achievement of the institution's strategic initiatives and the institution's academic achievements. The committee will consider all relevant issues discussed at the Regents' Administrative Committee: Effectiveness and Accreditation.

The committee shall meet at least once each semester and shall report to the president (or designee) on all activities.

The committee shall be composed of four faculty representatives from each of the colleges, a representative from enrollment services, the director of institutional research, a representative from the Office for Student Affairs, a representative from the Office for Business and Finance, a representative from the Office for Advancement, and three others drawn from faculty who teach general education classes.

Board of Regents' Policy Manual, 2.9 Institutional Effectiveness: Planning and Assessment
<http://www.usg.edu/policymanual/section2/C357>

104.7 University Appeal/Grievance Committee

The University Grievance Committee shall provide a means to hear the complaints of university employees who have exhausted other channels but who have not received satisfaction, and make recommendations to the appropriate administrator regarding specific cases. The University Grievance Committee shall operate under the University Grievance and Conflict Resolution Policy for Faculty and Staff described on the Human Resources website (see Appendix A below).

104.8 Other Committees

104.8.1 Institutional Review Board for the Protection of Human Research Participants

Persons conducting research involving human subjects have an ethical as well as professional obligation to ensure the safety, protection and rights of participants. The Institutional Review Board (IRB) assists those engaged in human subject research to conduct their research along ethical guidelines reflecting professional as well as community standards. Armstrong State University recognizes its duty and obligation to protect the rights and welfare of human subjects of research regardless of the source of funding. The university has an obligation to ensure that all research involving human subjects meets regulations established by the United States Codes of Federal Regulations (CFR). Procedures and the internal policy regarding the IRB are contained in the *Institutional Review Board Policies and Procedure Manual*.

The board shall schedule regular meetings to consider full reviews of IRB applications. The IRB is authorized by the president to approve or disapprove of IRB applications in accordance with United States Codes of Federal Regulations. IRB decisions to approve or disapprove of

applications are reviewable by the provost and vice president for academic affairs and the president. The IRB shall report and make recommendations about the functioning of the IRB to the president.

Membership will be consistent with the CFR, Title 45, Part 46, Section 46.107. Members will be appointed for terms of three years by the provost in consultation with the deans of colleges. Attention must be paid to the diversity of the membership, including race, gender, and cultural backgrounds. Membership will consist of a minimum of nine individuals, including one faculty representative from each College. One IRB member will not be otherwise affiliated with Armstrong. There will be two members from areas not normally associated with research involving human subjects. At least two members will be primarily involved in the scientific arena. At least one assistant dean and one department head will be selected to serve. Members must be sufficiently qualified through experience and expertise to serve. Armstrong faculty who serve on the IRB must be full-time faculty (including instructors, lecturers, and senior lecturers with 6 or more years of service to Armstrong). The majority of faculty members must be tenured. Multiple members from the same department are not allowed. Each member, including the chair, will provide documentation of approved training in the protection of human research subjects as a condition of service.

Institutional Review Board

<https://www.armstrong.edu/faculty-staff/institutional-review-board>

105 Evaluation Policies and Procedures

105.1 Policy on Evaluation of Administrators

The purpose of the evaluation is to assist administrators in determining their effectiveness. The Office of Institutional Research shall be responsible for distributing and collecting these evaluations. The President's Cabinet is responsible for the content of the instrument. Ordinarily, the evaluation shall be completed before Spring Break and the results disseminated before the end of the Spring semester.

105.2 Faculty Evaluation

The evaluation process serves multiple purposes. It assists the university in its review of faculty members for continued employment; it assists the university in recognizing the merit reflected by the awarding of tenure and promotions; it helps in the determination of salaries; and it both recognizes and encourages a faculty member's professional growth.

The system presently in use at the university involves three successive evaluation levels. On the first level, data are gathered from students, from peers, and from the individual faculty member. This information is then included in the second level by department heads in making the official, annual evaluation of each faculty member's performance for a given academic year. This official evaluation, including a plan for improvement developed by the department head, is recorded on the Annual Faculty Evaluation form that the department head completes for each department member. The department head signs the Annual Faculty Evaluation before presenting it to the faculty member and forwarding it to the dean for review. The faculty member will sign the Annual Faculty Evaluation indicating that he/she has been apprised of the content of the annual

evaluation. The Annual Professional Activities Report and summaries of all data and other information collected at the primary level are attached to it. These annual evaluations are then used at a third level of evaluation (vice president of academic affairs and president) where decisions are made regarding continued employment, tenure, promotion, and salary recommendations.

105.2.1 Criteria for Faculty Evaluation

Teaching excellence will be the most important factor in all evaluations. Teaching includes all work that involves the use of a faculty member's expertise to communicate subject matter to students. It may, therefore, include traditional lecturing in the classroom, supervision and training in a laboratory or clinical setting, nontraditional communication of a discipline, the collecting and developing of subject materials for communication to students, the guidance of students in independent study and research, online course development and instruction and academic advising. A faculty member's command of the subject matter, motivation of and relationship to students, testing and grading practices, and overall fulfillment of teaching responsibilities are primary characteristics to be considered in the evaluation of teaching.

Scholarship involves the use of a faculty member's expertise as a scholar or artist. It includes work that adds to the subject matter of a discipline and work that increases the expertise of a faculty member as a professional. Research and dissemination of research through disciplinary publication and presentation are encouraged by the university; the pursuit and support of scholarly activities, consistent with the role of the institution, are professional obligations of every faculty member.

Service includes all work that involves the use of a faculty member's academic status or professional expertise to benefit the university, the community, or the profession. The essential element of service is that it involves contributions associated with a faculty member's established status in a discipline and at the university. Unless otherwise stipulated in a faculty member's job description, service is considered a responsibility of employment and consequently subject to evaluation.

Although the evaluation criteria indicated above point to three separate areas of evaluation, it is natural that the boundaries dividing teaching, scholarship, service, and other significant areas of professional activity may blur and that integrated enterprises involving these activities may emerge.

In addition to teaching, scholarship and service, the Board of Regents lists professional development as an area of faculty evaluation. Professional development includes strategic learning and services that increase individual and institutional effectiveness in support of the university and the University System of Georgia. Professional development may supplement teaching, scholarly and service activities.

As an institution that prepares teachers, it is expected that some faculty will collaborate with the K-12 schools. Armstrong supports, recognizes, and rewards faculty who participate significantly in approved teacher preparation efforts and in school improvement. These efforts should be documented in a faculty member's AFE where applicable (i.e., teaching, scholarship, and/or

service). Participation in teacher preparation and in school improvement may include documented efforts of faculty in improving their own teaching so as to model effective teaching practices in courses taken by prospective teachers, contributing scholarship that promotes and improves student learning and achievement in the schools and in the university, and collaborating with public schools to strengthen teaching quality and to increase student learning.

The evaluation of the performance of a faculty member must, under any circumstances, be supported by appropriate corroborating evidence.

USG Policy Manual sections on Evaluation, Promotion, and Tenure of faculty (section 8.3.5-7)
http://www.usg.edu/policymanual/section8/C245/#p8.3.5_evaluation_of_personnel

105.2.2 Procedures for Faculty Evaluation

The Annual Professional Activities Report (APAR):

The APAR instrument is distributed during the fall semester to each faculty member. This report, covering the activities of an entire calendar year (January-December), is completed by the faculty member and submitted directly to the department head at the end of the reporting period. A copy of this report must be attached as an appendix to the Annual Faculty Evaluation of the faculty member.

SmartEvals:

SmartEvals (eFACE or FACE when still applicable):

The SmartEvals faculty and course evaluations are administered electronically to students at the end of each semester, minimester, or summer session. Data sheets generated from SmartEvals are emailed to each faculty member after the close of the evaluation period. Data is available to deans, department heads, and faculty online however deans and department heads cannot view open-ended responses. Numbers and percentages of responses on all categories can be aggregated and comparisons are available for the course level, college, and University. Additional information including the instrument and administration dates are available on the institutional research website.

The data is available to the appropriate department head and dean and may be used for diagnostic and evaluative purposes. Additional faculty and course evaluative instruments may be used to support faculty teaching effectiveness.

Faculty Peer Evaluation (FPE):

Each department (or at the college level where applicable) develops and maintains a peer evaluation system. A summary or portfolio of the record of performance of a faculty member in teaching, scholarship, service, and professional development must be available for review by peers prior to conducting a peer evaluation. The peer evaluations need not be conducted annually and no faculty member is required to evaluate any other faculty member. However, designated peer evaluations must be conducted as follows:

A peer evaluation involving all eligible faculty of a department must be conducted at least one month prior to any recommendation for pre-tenure review, tenure and/or promotion application, and post-tenure review.

Peer evaluations involving all faculty of a department must be conducted for all tenured faculty members at least once every five years after the award of tenure, in addition to any peer evaluation for promotion.

Designated peer evaluations must indicate the number of faculty colleagues in a department who support, do not support, or abstain from participating in the review of the record of the peer. Such results shall be reported in the pre-tenure, tenure, promotion, and post-tenure recommendation forms or in the Annual Faculty Evaluation form of the faculty member under review. All written comments solicited in a peer evaluation also shall be included in the official record. All peer evaluations conducted in addition to those designated above shall be reported in the Annual Faculty Evaluation form of the faculty member under review.

A peer evaluation involving appropriate faculty of a department must be conducted at least one month prior to any recommendation for pre-tenure review, tenure, promotion, or post-tenure review.

1. Only tenured faculty shall vote on tenure applications, pre-tenure review, and post-tenure review
2. Only faculty at the rank of professor shall vote on applications for the rank of professor.
3. Only faculty at the rank of associate professor or higher shall vote on applications for the rank of associate professor.
4. Only faculty at the rank of assistant professors or higher shall vote on applications for the rank of assistant professor.

Should a department not have at least 3 eligible faculty members to vote on pre-tenure review, tenure, promotion, or post-tenure review, the dean of the college and department head shall supplement the department voting contingent with up to 1, 2, or 3 faculty members from outside the department, but within the university.

Department heads may seek the counsel of their nonvoting faculty regarding issues of retention, pre-tenure review, tenure, promotion, and post-tenure review through means other than official balloting.

Faculty voting on other retention reviews shall be determined by the dean of each college for their respective departments.

Annual Faculty Evaluation (AFE):

Each spring semester, department heads evaluate the previous calendar year's (January-December) professional performance of faculty members on an Annual Faculty Evaluation form. The AFE must address the foregoing criteria and standards for faculty evaluations. Judgments rendered on the AFE are reached after consulting the faculty member's Annual Professional Activities Report (APAR), Faculty and Course Evaluation (FACE), Faculty Peer Evaluation report, if applicable, and such other data collected during the preceding academic year as may be

deemed appropriate. Copies of pertinent reports and appropriate corroborating evidence must be appended to the completed AFE instrument.

The contents of the AFE must be reviewed with the faculty member by the department head in a scheduled conference. The faculty member receives a copy of the AFE and signs a statement acknowledging awareness of its contents. The department head presents AFEs to the dean of the appropriate college for review.

The completed AFE instrument (with all appendices) becomes a part of the faculty member's official record at the university. Each faculty member has the right to insert into the official record a written response to the AFE. When this right is exercised, the faculty member's response becomes an appendix to the AFE to which it pertains, and this appendix remains a part of the AFE thereafter. The department head will acknowledge in writing receipt of any response, noting changes, if any, in the AFE made as a result of either the conference or the faculty member's written response. This acknowledgment will also become a part of the record.

At the beginning of the fall semester the Office for Academic Affairs shall distribute to deans and department heads a list of deadlines for when documents for evaluations, reviews, tenure, promotion, and non-retention decisions must be received by the provost and vice president for academic affairs. Deans in consultation with their department heads shall base department and college deadlines for submitting and processing these documents on the deadlines set by the Office for Academic Affairs.

Generally, the processing of AFEs is to be completed and submitted to the provost and vice president for academic affairs before the midterm of the spring semester.

105.2.3 Guidelines for Faculty Evaluation

The following guidelines indicate the types of specific information that are used to evaluate a faculty member's teaching, scholarship, service, and professional development.

Teaching

Each faculty member's Annual Professional Activities Report (APAR) contains a list of all courses taught during the year, as well as an appropriate description of all other teaching and teacher-related activities.

Data gathered from the SmartEvals must be included in the AFE report for each faculty member. Additional faculty and course evaluative instruments may be used to support faculty teaching effectiveness.

The supervision of independent study courses, laboratory or clinical learning experiences, and student research should be reported on a faculty member's APAR, and appraisals of these activities may be appended to the AFE.

The presentation of continuing education courses, seminars, or workshops should be reported on a faculty member's APAR, and appraisals of these activities may be appended to the AFE.

External review of teaching, where appropriate, may be appended to the AFE.

Participation in the development of experimental and innovative instructional methodologies should be reported on a faculty member's APAR, and appraisals of this activity may be appended to the AFE.

Activities involving the counseling and advising of students should be reported on the faculty member's APAR, and appraisals of such activities may be appended to the AFE. See department and college promotion and tenure guidelines to determine if advisement is considered a teaching or service activity.

Appraisals of a faculty member's performance made during classroom visits by the department head or professional colleague(s) may be appended to the AFE.

In rendering an evaluation of teaching, both the number and nature of new course preparations by the faculty member and the number of freshman, sophomore, junior, senior, graduate and remedial level courses ought to be considered in terms of department, college and university goals. This information should be reported on the APAR.

Any other factors which are considered important and which can be documented should be reported on the APAR, and documentation may be appended to the AFE.

Scholarship

Each faculty member's Annual Professional Activities Report (APAR) includes an appropriate description of all scholarly activities and areas of professional growth.

The applicant should provide evidence of peer review of scholarship, whenever possible, that may include quantitative impact values, appraisals or reviews, acceptance rates, letters from the editors of publishers, manuscript reviewer letters, or jury results.

Published scholarly papers and books, papers, and books in manuscript, and papers presented at meetings of learned societies or professional meetings should be reported on the APAR;

Activities such as chairing sessions, serving as a panelist, or offering critiques at meetings of learned societies and professional organizations should be reported on the faculty member's APAR.

Performances, exhibitions, or recitals should be reported on the faculty member's APAR.

Grant proposals and their status as to funding or non-funding should be reported on the APAR and may be submitted as evidence of scholarly activity and as appendices for the faculty member's AFE.

Other creative expression related to a faculty member's profession ought to be reported on the APAR; accounts or appraisals thereof may be submitted as evidence of its scholarly or artistic value and as appendices for the faculty member's AFE.

Service

Each faculty member's Annual Professional Activities Report (APAR) will include an appropriate description of all service activities engaged in during the evaluation period in question.

Service to the profession can be demonstrated in a variety of ways. Such service often arises through active participation in local, regional, national, or international professional organizations. Consequently, faculty members will report annually on the APAR their active participation in appropriate professional organizations. Activities with professional organizations are to be reported on the APAR. Memberships in professional organizations are to be listed in the APAR.

Service to the community may vary in importance from college to college and from department to department. Each administrative head should communicate clearly to each faculty member of the unit the importance of community service in the evaluation process. Evidence of service to the community may include, but need not be limited to, service to public agencies or learned societies, professional consultation, public speeches reflecting the discipline and profession of a faculty member or reflecting the results of scholarship, cultural or artistic contributions and involvement and participation in civic organizations, charitable projects, and community service.

Service to the university may include, but is not limited to, contributions to special departmental/program, college, or university projects; working with students or faculty on extracurricular activities; active membership on department, college, or university committees; participation in the public service, continuing education, or recruitment programs of the university, and possibly advisement depending on one's department and college promotion and tenure documents. Such activities are to be reported on the APAR.

If a service activity is accompanied by remuneration (e.g., pay for service, course release, extra travel money, etc.), the faculty member shall note the remuneration on the APAR where he or she describes the service activities. Colleges or departments may wish to distinguish between unremunerated and remunerated service.

Participation in, or support of, departmental seminars, colloquia, and lectures should be reported on the APAR.

Professional Development

Each faculty member's Annual Professional Activities Report (APAR) will include an appropriate description of all professional development activities engaged in during the evaluation period in question.

Professional development in the areas of teaching, scholarship and service may include, but not be limited to, attending presentations, workshops, post-doctoral training, attaining additional degrees, continuing education, training sessions, and seminars on matters pertaining to the application of disciplinary knowledge and institutional effectiveness.

106 Faculty Rights and Responsibilities

106.1 Academic Freedom

Armstrong supports the American Association of University Professors' statement on academic freedom:

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.

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.

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.

The word "teacher" as used in this document is understood to include any faculty member who is attached to an academic institution with or without teaching duties.

American Association of University Professors Statement on Academic Freedom:

<http://www.aaup.org/AAUP/pubsres/policydocs/contents/1940statement.htm>

106.1.1 Faculty Statement of Principles (adopted June, 1975)

The primary responsibility of a faculty member is the advancement of knowledge through teaching and scholarship. The faculty member is, therefore, committed to the development and improvement of scholarly competence both in self and in students. The ultimate obligation of the faculty member is to the academic discipline and to society in seeking and stating the truth as it is perceived by the faculty member.

As a teacher, the faculty member encourages the free pursuit of learning in each student. The teacher exemplifies to students the highest standards of scholarship and integrity and encourages student adherence to such standards. Recognizing the individual worth of each student, the teacher respects the confidential nature of the student-teacher relationship and makes every effort to ensure that any evaluation reflects the true merit of the student. Although the teacher may have subsidiary interests, these interests should never hamper or compromise the responsibility to students.

As a colleague, the faculty member respects the ideas and opinions of associate faculty members and shows professional objectivity in judging the performance of other faculty members. The faculty member recognizes the individuality of other faculty members and guards their right to personal and professional privacy.

As a member of the institution, each faculty member observes the stated regulations of the institution and upholds the tradition of faculty self-governance through criticism and revision of institutional regulations. To increase the effectiveness of the institution, the faculty member seeks responsibilities pertaining to the governance of the institution. When speaking or acting as a private person, the faculty member does not create the impression of speaking or acting for the institution. Both as a faculty member and as a community member, the faculty member's actions reflect a special obligation to maintaining conditions of free inquiry within the academic society and within society at large.

106.1.2 Code of Conduct for Administrators

Academic freedom is a hallmark of institutions of higher education. Academic responsibility is the correlative of such freedom. Just as freedom to teach, learn, and conduct research are inseparable attributes of academic freedom for faculty in universities and colleges, so freedom to administer is an inseparable part of academic freedom for college/school and university administrators. The correlative academic responsibility for administrators requires them to exercise academic freedom within the special service functions of higher education and within the objectives of the institution.

The administrative function of higher education exists to serve the educational community by facilitating the process of education and by the creation and maintenance of a milieu conducive to the teaching, learning, scholarship, and service functions of higher education. The exercise of academic responsibility and academic freedom by administrators requires clearly understood conditions of employment, parameters for the operation of the office, career considerations, and personal responsibilities.

106.2 Teaching and Advising Expectations

106.2.1 Office Hours and Absences

Each faculty member teaching a full teaching load is expected to maintain a schedule of office hours each week. This schedule will be posted on the door of the faculty member's office. Faculty members should be available at least five hours per week over the course of several days, and by appointment for another five hours per week to students who cannot see a faculty member during his/her scheduled office hours. Office hours held in an online format must meet the requirement for office hours. Students must have a reasonable expectation of finding a faculty member during prescribed office hours, and each faculty member should make a good-faith effort to communicate to students his or her unavailability should extenuating circumstances arise. A copy of the faculty member's schedule of classes and office hours will be maintained by the department head.

All absences of faculty members from ordinary service in the university will be reported by the department head to the appropriate dean. No service to the university, however exceptional, will be deemed sufficient to overcome failure to render adequate service in teaching.

106.2.2 Academic Advisement Duties

Each full-time teaching faculty member is expected to participate as needed in the academic advisement program at Armstrong State University. The head of the department in which a

student is majoring is ultimately responsible for the academic advisement of the student and for distributing an equitable advisement load for department faculty. The advisement procedure is under the general direction of the provost and vice president for academic affairs, who works through the deans and department heads.

All faculty members have a responsibility to accept assignment to advisement and registration duties. Assignments are made by the department heads.

The Board of Regents' policy states, in part, that: Effective advisement shall be credited toward retention, tenure, and promotion. It should be a specific topic of faculty evaluation.

Board of Regents' Policy Manual, 3.9 Academic Advisement
<http://www.usg.edu/policymanual/section3/C344/>

106.2.3 Attendance Verification, Grade Posting, and Grade Reporting Policies

Attendance verification must be reported for each course by the Registrar's posted deadlines. Class rolls and grade report forms are provided online by the Office of the Registrar. Each faculty member is responsible for accurately filing all grades with the Registrar by the deadline specified each semester.

Faculty must not violate student privacy when posting test results or final course grades. The Family Educational Rights and Privacy Act (FERPA) specifically prohibits the posting of grades by social security number or in any manner personally identifiable to the individual student.

FERPA does not prohibit the posting of grades by a code number other than the social security number or institution assigned student identification number, provided the knowledge of the code number is appropriately restricted to school officials who have been determined to have legitimate educational interest.

FERPA does not prohibit responding to a student's request for more information about their grades via a school email account.

Other methods of communication about student grades are permissible when Armstrong personnel are certain that the student's privacy is maintained.

106.2.4 Final Exam Policy

Each faculty member is expected to select appropriate times for the periodic examination or assessment of students. The complexities of an academic institution make it necessary that all faculty comply with the schedule of final examinations should a final exam be administered.

Each faculty member is required to use the specified schedule for final examinations and assessment. Whenever unusual circumstances require a departure from the published schedule, clearance for such deviation must be obtained in advance from the department head and dean and be announced in the course syllabus, or, if the departure is not anticipated at the beginning of the semester, students should be informed in time to allow adequate preparatory time.

Any student who is scheduled for three examinations in one day may change the date of one examination of the student's choice. The student must present a request in writing to the instructor involved.

106.2.5 Student Grade Appeals

Appeals for a change of grade may be initiated through the head of the appropriate academic department prior to the mid-term of the semester after the grade was received.

A student who contests a grade will have the following line of appeal:

1. The student will discuss the contested grade with the instructor involved.
2. If the grade dispute remains unresolved, the student will meet with the department head and the instructor. If the grade dispute is with the department head, the student will meet with the dean of the college (or designee) and the department head. A "memorandum for the record" will be prepared by the department head (dean or designee) which will include the substance of the conversations during the meeting. The student will receive a copy upon request.
3. If the grade dispute remains unresolved, the student will present his or her appeal in writing to the department head or the dean of the college (or designee), as applicable, who will then appoint a review board to hear the appeal. The board will operate according to next paragraph below. It is expected that the student will initiate this step within 45 days after the grade is posted. If the student plans enrollment in a course for which the course grade being appealed is a prerequisite, see below.
 - a. The review board will consist of the department head or the dean of the college (or designee), as applicable, and two members of the department, not including the instructor involved. A separate hearing officer shall be appointed by the college dean (or designee). When deemed necessary by the college dean (or designee), membership may come from outside the department.
 - b. The review board shall hear statements from both the student and the instructor involved and will examine documents that are pertinent to the matter under review.
 - c. The review board will hear the grade appeal and present its findings to the dean of the college (or designee) within 30 days from the initiation of the appeal.
4. If the student plans enrollment in a course for which the course grade being appealed is a prerequisite, then the following timetable will be met at the first of that semester/term:
 - a. If a grade appeal is not resolved with the instructor concerned, the student will file an appeal in writing with the department head (or the college dean or designee if the grade dispute is with the department head). This step will be taken by the first day of classes of the semester/term following the posting of the disputed grade.
 - b. The review board to hear the appeal will be appointed by the third day of the semester. If department members are not available to form a review board, the dean of the college, in consultation with the department head, will appoint a review board.
 - c. A review board will hear and complete the grade appeal by the fifth day of the semester, and present its findings to the college dean through the hearing officer (or the vice president of academic affairs if the dean is a member of the committee).

If the appeal to the college dean is denied, the student will be disenrolled from the course if the student is already enrolled.

5. If the college dean denies the appeal, the student may continue the appeal to the provost and vice president for academic affairs. This appeal must be in writing and must be filed within five days of notification from the college dean.
6. Neither the president nor the Board of Regents will accept or consider appeals based on academic grades.

The above Armstrong procedures for grade appeal hearings are consistent with the guidelines for grade appeals outlined by the Board of Regents.

Board of Regents' Policy Manual, 4.7 Appeals
<http://www.usg.edu/policymanual/section4/C333/>

106.2.6 Student Academic Expectations

Armstrong State University exists to provide an environment in which intellectual achievement, scholarship and character development can flourish. The Armstrong community (students, faculty, administration and staff) willingly shares the responsibility for sustaining a creative and productive atmosphere through adherence to the highest standards of personal and professional conduct. All who are privileged to be a part of Armstrong campus life must remain cognizant that they are representatives of Armstrong State University, whether they are on campus or elsewhere, and are therefore expected to avoid behavior which brings discredit or dishonor upon themselves or the university as an institution. Recognizing that trust is the cornerstone of all human relations, students will work to build and sustain the trust of their peers, the faculty and the administration by obeying both the letter and the spirit of the Code of Student Integrity and Code of Conduct.

Adjudication Procedures for Honor Offenses:

If the severity of the offense, in the studied opinion of the faculty member, is of a magnitude to warrant suspension or expulsion from the university, formal adjudication procedures involving a hearing before the Student Court are required. Lesser offenses may be handled through an informal process in which the faculty member and the student jointly agree to resolve the issue. Student grades for an individual assignment and/or for the overall course will be held in abeyance until any appeals are concluded and the final decision on the case is rendered by the appropriate university official. See the link below to the Code of Student Integrity for a full description of student expectations:

Armstrong State University Code of Student Integrity
<https://www.armstrong.edu/administration/student-affairs-student-integrity>

106.2.7 Proposing or Revising Curriculum

Proposing and revising curriculum matters shall follow the procedures described in the University Curriculum Committee and Graduate Curriculum committee bylaws. See Section 103.3.11, Article XI, Section F above for further details on the Curriculum Committee.

106.2.8 Timely Assessment of Student Progress

Any student has the right to an evaluation of his/her grade in a course prior to the end of the withdrawal period.

106.2.9 Policy for Textbooks Authored by Faculty

Either as individuals or as members of departmental committees, faculty members select textbooks that they think will best enhance the teaching and learning process for the courses that they teach. Sometimes existing textbooks on the market do not meet the teaching and learning needs for a course. Existing textbooks may not be coherent, may not include desired perspectives, or may be antiquated. In order to provide students with the best learning resources possible for a course, faculty members may choose to write their own textbook for the course.

Faculty who are interested in doing so are encouraged to author textbooks and other course materials. Self-authored texts and course materials may be required or recommended for student purchase in course(s) taught by the faculty member. However, in order to avoid any appearance of conflict of interest, such faculty authors may not benefit financially from assigning their textbook(s) or course materials to their own students. For that reason, the faculty member/author must notify the Intellectual Property Committee before assigning for student purchase his or her authored work.

Faculty members/authors seeking to assign their own work for a course must, at least three weeks prior to the due date for submission of semester textbook orders to the university bookstore, submit a report to the chair of the committee, noting the intent to require/recommend a self-authored text or other self-authored course materials for his or her own course, and indicate in the report the intended Armstrong Foundation scholarship account to which any royalties from such sales would be donated. The Intellectual Property Committee shall forward these reports to the Office for Academic Affairs with its recommendation for approval. The Office for Academic Affairs maintains such reports for five years.

Board of Regents' Policy Manual, 3.10 Academic Textbooks
<http://www.usg.edu/policymanual/section3/C345/>

106.2.10 Scheduling of Courses and Development of Syllabi

Under the supervision of the dean of the college, department heads are responsible for determining which courses are needed each semester. Course needs are submitted to the dean of the college and to the registrar, who supervises both an annual and a semester schedule. The provost and vice president for academic affairs is the final authority on scheduling, deleting, and adding classes. An instructor may not change the scheduled time or place of meeting for a class without prior approval of the department head.

Faculty members must supply students in each course with a written syllabus (electronically or a physical copy) at the beginning of the semester. The syllabus must contain information about the goals and requirements of the course, required texts, the nature of the course content and the methods of evaluation employed. In addition, each syllabus should contain a statement about academic dishonesty and making reasonable accommodations to those who have self-identified

to the Office of Disability Services. Syllabi for all courses should be submitted to the department head for record keeping at the beginning of each semester or session.

106.2.11 Policy on Student Attendance

Each faculty member must establish and publish a policy for student attendance in class. Students who miss class while officially representing the university will be excused from class. These students are responsible for arranging with individual instructors to make up any work that might have been missed.

Monthly reports on the attendance of veterans are requested from faculty by the Veterans' Affairs Office.

Each faculty member must verify the attendance of all students at the beginning of each term or part of term to the Office of the Registrar. Faculty who fail to do so will be reported to the department head and dean. Failure to verify attendance prevents the Financial Aid Office from dispersing financial aid.

106.3 Outside Activities

The Board of Regents has adopted the following statement of policy regarding outside activities: A USG employee should avoid actual or apparent conflict of interests between his or her college or university obligations and his or her outside activities.

106.3.1 Occupational Activities

The Board of Regents policy states that: A USG employee shall not engage in any occupation, pursuit, or endeavor which will interfere with regular and punctual discharge of official duties.

All full-time faculty, administrators, and other professional staff members employed by a USG institution are expected to give full professional effort to their assignments of teaching, research, and service.

Professional employees are encouraged to participate in professional activity that does not interfere with the regular and punctual discharge of official duties provided the activity meets one of the following criteria:

1. It is a means of personal professional development;
2. It serves the community, state or nation; or,
3. It is consistent with the objectives of the institution.

For all activities, except single-occasion activities, employees shall report in writing through official channels (i.e., department head, academic dean, provost and vice president for academic affairs, and/or vice president for student affairs) the proposed arrangements and secure the approval of the president or his/her designee prior to engaging in the activities. Such activities include consulting, teaching, speaking, and participating in business or service enterprises.

106.3.2 Consulting Activities

Reasonable consulting and other remunerative activities related to one's profession support the University's mission of service to the region. When such activities occur during hours when the faculty member has university responsibilities, prior written approval shall be obtained from the administrative supervisor. This written approval should be forwarded to the Office of the Academic Affairs for inclusion in the permanent file. When such arrangements occur at other times, a Professional Activity Report must be submitted on a quarterly basis. Faculty should be aware that special written approval is needed when consulting activities are compensated by another state agency, whether or not the consulting activities occur during hours of university responsibility.

The Board of Regents' policy states that: Recognizing that teaching, research, and public service are the primary responsibilities of USG faculty members, it shall be considered reasonable and desirable for faculty members to engage in consulting activities, which are defined for purposes of this policy as any additional activity beyond duties assigned by the institution, professional in nature, and based in the appropriate discipline for which the individual receives additional compensation during the contract year.

106.3.3 Political Activities

At all times, faculty members are expected to be keenly conscious of the fact that they are employed by the State of Georgia and that, in a sense, they represent the State. They are expected to use forethought in their statements, decisions, and actions since these of necessity reflect on the university.

The Board of Regents' policy states that: As responsible and interested citizens in a democratic society, USG employees are encouraged to fulfill their civic obligations and otherwise engage in the normal political processes of society. Nevertheless, it is inappropriate for USG personnel to manage or enter political campaigns while on duty to perform services for the USG or to hold elective political office at the state or federal level while employed by the USG.

Therefore, the following policies governing political activities are hereby adopted:

1. Employees may not manage or take an active part in a political campaign which interferes with the performance of duties or services for which he or she receives compensation from the USG.
2. Employees may not hold elective political office at the state or federal level.
3. Employees seeking elective political office at the state or federal level must first request a leave of absence without pay beginning prior to qualification as a candidate in a primary or general election and ending after the general or final election. If elected to state or federal office, such person must resign prior to assuming office.
4. Employees may seek and hold elective office at other than the state or federal level, or appointive office, when such candidacy for or holding of the office does not conflict or interfere with the employees' duties and responsibilities to the institution or the USG.

Board of Regents' Policy Manual, 8.2.15 Outside Activities
http://www.usg.edu/policymanual/section8/C224/#p8.2.15_outside_activities

106.4 Professional Expectations

106.4.1 Academic Convocations

Attendance at commencement exercises at the end of each semester and at other occasional formal functions is an assigned responsibility to all faculty. All such occasions require faculty members to wear appropriate academic regalia. Each faculty member is thus encouraged to obtain the elements of academic apparel appropriate to his/her highest degree.

The vice president for academic affairs is responsible for issuing communications regarding occasions for which caps and gowns are required dress.

Excused absences from academic convocations must be authorized prior to the event by the faculty member's academic dean.

106.4.2 Faculty Development Policy

Armstrong State University is committed to providing faculty development opportunities that are consistent with the needs of the faculty, the mission of the university, and the policies of the Board of Regents. Armstrong's Office for Faculty Development supports all full-time instructional and administrative faculty members in their quest for professional and personal growth in these critical areas: the improvement of teaching (which includes adopting new techniques for improving instructional performance, incorporating innovative methods into classroom instruction, advisement, and analyzing the relationship between what is taught and what students learn); professional growth in the scholarly discipline (which includes research for pedagogical enhancement as well as for writing and publishing); service to the university (which includes the advisement and orientation of students as well as the performance of administrative duties such as coordinating or directing programs of study or special initiatives); and self-improvement activities (which include creative opportunities for professional renewal and insight, both within and beyond the discipline) – all leading to a faculty member's increased contribution to the mission of the university.

To create a program of the highest quality, the university charges the standing committees of the faculty – in particular, the Faculty Welfare Committee, the Research and Scholarship Committee, and the Faculty Development Committee – jointly to design, develop and promote the various aspects of a faculty development program based on certain principles. The program should be:

1. built upon and designed to serve identified needs of the faculty and the university;
2. have clear, attainable goals with staff and financial support adequate to achieve those defined goals;
3. have demonstrated institutional leadership along with a clear sense of faculty ownership; and
4. have accountability mechanisms to both the faculty and the university, ongoing evaluation processes, and built-in relationships with the reward system of the university.

Based on the principles stated above, the following list of goals suggests specific shapes for a variety of faculty development options. These options are to be presented to the faculty senate for their assessment and approval. The actual implementation of these programs will be the responsibility of the appropriate standing committees of the faculty senate, which will supervise their expeditious execution. The faculty development program must:

1. help provide a climate that will support the development of the best possible instructional program for faculty and students;
2. ascertain from faculty and students their perceived needs by planning appropriate projects;
3. encourage and facilitate open discussion among the faculty and students about aspects of teaching and make such communication central in the continuing efforts to build a sense of common purposes in the academic community;
4. support and facilitate an increase in research on and writing about the scholarship of teaching and learning;
5. make available contacts with outside experts who can make a significant contribution to the intellectual growth of the faculty; and
6. provide faculty with assistance in all areas of development, including various types of release time, appropriate financial support, and the specified use of university classes, facilities, and resources.

106.5 Workplace Expectations

106.5.1 Assignment and Use of Facilities

Classroom assignments and use of facilities are handled through the Office of Enrollment Services with the cooperation of the deans of the colleges.

106.5.2 Open Records Act

The University Counsel serves as the university's custodian of records for purposes of complying with the Georgia Open Records Act. Requests for access to records pursuant to the Georgia Open Records Act should be referred to the Office of Legal Affairs at records@armstrong.edu.

The Georgia Open Records Act requires persons requesting access to records to compensate the university for the reasonable and necessary costs of compiling, accessing, assembling, or copying records in response to a request.

Requests for access to records under the Georgia Open Records Act (whether or not such a request is in writing, and whether or not it specifically refers to the Act) should be referred to the Office of Legal Affairs. Because such requests are time sensitive, it is important that such requests be referred as quickly as possible.

Armstrong State University, Office of Legal Affairs
<https://www.armstrong.edu/departments/legal-affairs-services>

106.5.3 Harassment Policy

It is the policy of this university that all faculty, staff and students have the opportunity to study and work in an atmosphere and environment free from any form of harassment or retaliation. Harassment or retaliation constitute discrimination under various state and federal laws and will not be tolerated by the university.

Definition of Harassment

Harassment is defined as verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of race, color, religion, gender, sexual orientation, national origin, age or disability or that of their relatives, friends or associates, and that:

- Has the purpose or effect of creating an intimidating, hostile or offensive work or study environment; or
- Has the purpose or effect of unreasonably interfering with an individual's work or study performance; or
- Otherwise adversely affects an individual's employment or study opportunities.

Examples of harassing conduct include, but are not limited to the following:

- Epithets, slurs, negative stereotyping, or threatening, intimidating or hostile acts that relate to race, color, religion, gender, sexual orientation, national origin, age or disability; and
- Written or graphic material that does not serve an academic purpose that denigrates or shows hostility or aversion toward an individual or group because of race, color, religion, gender, sexual orientation, national origin, age or disability and that is placed on walls, bulletin boards or elsewhere on university premises or circulated in the workplace or the classroom.

Definition of Sexual Harassment

Pursuant to Title VII of the Civil Rights Act of 1964 and Title IX of the Educational Amendments of 1972, "sexual harassment" is defined as unwelcome sexual advances, requests for sexual favors, and other verbal and physical conduct of a sexual nature when:

- submission to such conduct is made either implicitly or explicitly a term or condition of an individual's employment or status in a course, program or activity; submission or rejection of such conduct by an individual is used as the basis for employment or educational decisions affecting such individual;
- such conduct has the purpose or effect of interfering with the individual's work or educational performance; of creating an intimidating, hostile, or offensive working and/or learning environment; or of interfering with one's ability to participate in or benefit from an educational program or activity.

Examples of sexual harassment may include, but are not limited to, the following:

- Physical assault which may carry criminal penalties as well.
- Direct or implied threats that submission to sexual advances will be a condition of employment, work status, compensation, promotion, grades, or letters of recommendation.

- Sexual advances, physical or implied, or direct propositions of a sexual nature. This activity may include inappropriate/unnecessary touching or rubbing against another, sexually-suggestive or degrading jokes or comments, remarks of a sexual nature about one's clothing and/or body, preferential treatment in exchange for sexual activity, and the inappropriate display of sexually-explicit pictures, text, printed materials, or objects that do not serve an academic purpose.
- A pattern of conduct, which can be subtle in nature, that has sexual overtones and is intended to create or has the effect of creating discomfort and/or humiliating another.
- Remarks speculating about a person's sexual activities or sexual history, or remarks about one's own sexual activities or sexual history that do not serve a medical, employment or academic purpose.

Armstrong State University is committed to maintaining a fair and respectful environment for living, work and study. To that end, and in accordance with federal and state law and Board of Regents' policy, the university prohibits any member of the faculty, staff, student body, or visitors to campus, whether they be guests, patrons, independent contractors, or clients, from harassing any other member of the university community. Any form of harassment will be met with appropriate disciplinary action, up to and including dismissal from the university.

Definition of Retaliation

Retaliation is any adverse action taken against individual(s) for filing an action of discrimination, participating in an investigation, or opposing discriminatory practices. Retaliation is prohibited. Retaliatory action is illegal. Actions taken in retaliation for the filing, in good faith, of complaints of harassment are prohibited, regardless of whether the claim of harassment is determined to be valid or unfounded. Reprisal in any form should be reported to a supervisor or university administrator. Retaliatory behavior will not be tolerated and is subject to disciplinary action by the university that can result in sanctions up to and including termination of employment.

Examples of retaliatory actions include, but are not limited to:

- assigning inappropriately low grades.
- giving deflated performance evaluations.
- employment termination.
- punitive scheduling.
- withholding of deserved support for promotion and tenure.
- assigning inadequate and undesirable space.
- undeserved demotion.
- punitive work assignments.

Amorous or Sexual Relationships

Armstrong State University's educational mission is promoted by professionalism which is fostered by an atmosphere of mutual trust and respect. Trust and respect are diminished when those in positions of authority abuse that authority or place themselves in a situation of perceived or actual conflict of interest. A conflict of interest is created when an individual evaluates or supervises another individual with whom he or she has an amorous or sexual relationship. Such relationships, even when consensual, may be exploitative, and they imperil the integrity of the

work or educational environment. They also may lead to charges of sexual harassment. Thus, the university discourages amorous or sexual relationships between supervisors/subordinates and between faculty/students.

Whenever a conflict of interest situation arises or is foreseen, the employee in a position of authority must resolve any potential conflict of interest by taking necessary steps which may include removing himself or herself from evaluative decisions concerning the other individual. If he or she is unable to personally resolve the conflict of interest, he or she is required to inform the immediate supervisor promptly and seek advice and counsel in dealing with the conflict. The employee, along with the supervisor, is responsible for taking steps to ensure unbiased supervision or evaluation of the employee or student. Failure to resolve potential or actual conflict of interest situations, as described in this policy, may result in disciplinary action.

Faculty may have a significant role in academic personnel matters affecting their colleagues and students. Faculty who engage in amorous or sexual relationships with other faculty or students may place themselves in a conflict of interest situation. When this occurs, a faculty member must be sensitive to how the relationship may influence academic personnel decisions. Faculty must make every effort to resolve any situation involving a conflict of interest.

Student-to-Student Harassment

Any form of harassment between students, neither of whom is employed by the university, should be treated as a disciplinary matter and should be reported to the Office of Student Affairs.

Responsibility of Students and Employees

All students and employees should report any form of harassment that they experience, observe, hear about, or believe may be occurring. No student or employee should assume that an official of Armstrong State University knows about a specific situation.

Academic Freedom

Academic freedom shall be considered in investigating and reviewing complaints and reports of harassment. However, raising issues of academic freedom will not excuse behavior that constitutes a violation of the law or the university's harassment policy.

Processing of Harassment Reports and Complaint Definitions

Harassment Prevention Officer –

Deidra Dennie

Victor Hall - 238

912.344.2669

deidra.dennie@armstrong.edu

The Harassment Prevention Officer is the individual or individuals designated by the President to be primarily responsible for investigating reports and complaints of harassment in accordance with the procedure. The Harassment Prevention Officer must be designated by name, telephone number, and location. The Harassment Prevention Officer is authorized to designate other

individuals to assist with investigating harassment complaints and reports as deemed appropriate.

Decision-making Authority: The Decision-making Authority is the individual designated to review investigative reports, to make findings whether the harassment policy has been violated based upon the investigation, and to determine the appropriate action for the university to take based upon the findings. The Decision-making Authority will be the Vice President and Dean of Faculty or his/her designee. If the respondent in a harassment complaint or report is the Provost and Vice President of Academic Affairs, the Decision-making Authority will be the President. If the Respondent in a harassment complaint or report is the President, the Decision-making Authority will be the Chancellor.

Reports and Complaints

- All reports and complaints of any form of harassment will be promptly investigated and appropriate action will be taken as expeditiously as reasonably possible. Complaints and reports of harassment should be reported as soon as possible after the incident(s) in order to be most effectively investigated. The university will make reasonable efforts to protect the rights of both the complainant and the respondent. The university will respect the privacy of the complainant, the individual(s) against whom the complaint is filed, and the witnesses in a manner consistent with the university's legal obligations to investigate, to take appropriate action, and to comply with any discovery or disclosure obligations required by law.
- The university encourages any person who feels he or she has been harassed to report the incident to the Harassment Prevention Officer. Any student, faculty member, or employee who knows of, receives information about or receives a complaint of harassment should report the information or complaint to the Harassment Prevention officer. Administrators and supervisors must report incidents of harassment which are reported to them to the Harassment Prevention Officer in a timely manner.

Investigation and Resolution

The university's complaint process, outlined herein, is the procedure to be used to end inappropriate behavior, investigate for the purpose of fact finding, and facilitate resolution of complaints involving allegations of harassment. However, as part of the complaint process, the Harassment Prevention Officer may recommend that the complainant and respondent attempt to resolve their differences through mediation. The university reserves the right to investigate and resolve a complaint or report of harassment regardless of whether the complainant pursues the complaint. In such cases, the respondent shall be informed of the status of the investigation at reasonable times up until the university's final disposition of the complaint, ensuring that the respondent is able to respond to the substance of the complaint during meetings convened by the Decision-making Authority to consider discipline based upon the substance of the investigative report.

These procedures do not replace the right of complainants or respondents to pursue other options or remedies available under the law.

Informal Process

The following procedures for informal resolution are optional. The Harassment Prevention

Officer shall determine whether and/or how to proceed. The goal of informal resolution is to stop inappropriate behavior, investigate, and facilitate resolutions, if possible. If a complainant is able and feels safe, he or she should clearly explain to the alleged offender that the behavior is objectionable and request that it cease. The complainant should do so as soon as possible after the incident occurs.

The complainant may utilize the assistance of the Harassment Prevention Officer. Communication with the alleged offender may be in person, on the telephone, or in writing. If the behavior does not stop, or if the complainant believes some adverse employment or educational consequences may result from the discussion, he or she should go to the next higher level of supervision to document the complaint. The supervisor should report the complaint to the Harassment Prevention Officer. The Harassment Prevention Officer will work with the supervisor to facilitate a resolution of harassment complaints at the local level when deemed appropriate.

If an allegation of harassment is pursued through the university's informal procedure, the harassment prevention officer must be contacted in order to initiate a complaint. The complaint should be brought as soon as possible after the most recent incident. The harassment prevention officer will:

- determine whether the complaint is one which should be processed through another university dispute resolution procedure, such as mediation, available to the complainant; if appropriate, the Harassment Prevention Officer shall refer the complainant to that procedure(s) as soon as possible;
- inform the individual of the provisions of both the informal and formal discrimination/harassment complaint procedures and provide a copy of the complaint procedure;
- inform the person against whom the complaint is being brought of its existence;
- maintain appropriate documentation;
- disclose appropriate information to others only on a need-to-know basis consistent with state and federal law. An informal complaint may be investigated without identifying the complainant, if in the judgment of the Harassment Prevention Officer, this would increase the likelihood of satisfactory resolution of the complaint. While confidentiality cannot be guaranteed, care will be taken to keep investigation discussions sufficiently broad to protect the complainant's identity when requested. If the Harassment Prevention Officer finds there is evidence that the complained behavior occurred, he/she may use one or more of the following methods (which may also be part of the formal process) to stop the behavior:
 - discussing the matter with the alleged offender, informing him or her of the policy and indicating that any inappropriate behavior must stop;
 - suggesting counseling and/or sensitivity training;
 - conducting training for the unit, division, or department, calling attention to the consequences of engaging in such behavior;
 - requesting a letter of apology to the complainant;
 - facilitating meetings between the parties and separating the parties, etc.
 - composing a written letter of agreement confirming that respondent has been informed of the policy, identifying and accepting the Harassment Prevention Officer's resolution of

the complaint, and stating that retaliation is prohibited. During the informal process, the Harassment Prevention Officer may keep the supervisor/administrator informed of the status of the complaint and may seek input from the appropriate supervisor/administrator when implementing corrective action.

If the informal procedures do not resolve the complaint within a reasonable period of time to the satisfaction of the Harassment Prevention Officer, or the Harassment Prevention Officer feels that additional steps should be taken, he/she should commence the formal procedures unless reasonable delays are deemed appropriate.

Formal Process

If a complaint is not resolved through the informal complaint procedures or if the Harassment Prevention Officer determines that the complaint should be pursued through formal complaint procedures, the formal procedures must be used. The Harassment Prevention Officer or his/her designee will:

- secure a formal complaint in writing. The complaint must include a detailed description of the allegations upon which the charge is based, a list of possible witnesses, as deemed appropriate by the Harassment Prevention Officer, and the resolution sought.
- notify the respondent in writing of the nature of the allegations and include a copy of the harassment policy and process. The respondent may provide a written response to the allegations.
- conduct an investigation of the complaint, including appropriate interviews and meetings. The Harassment Prevention Officer may convene a committee to assist in conducting the investigation, as needed. Although attorneys are prohibited from participating in interviews and meetings between the harassment prevention officer and the complainant or other witnesses, they may accompany and provide confidential advice to their client.
- prepare a report to the Decision-making Authority.
- the report may be provided to the complainant and/or respondent, as deemed appropriate, in keeping with state and federal law. After receiving the report of the Harassment Prevention Officer, the Decision-making Authority may, at his/her discretion, meet with either party; request additional information which may include written arguments from the complainant/respondent relating to the allegations of the complaint; or take other measures deemed necessary to reach a decision. The Decision-making Authority will report in writing to the parties and the Harassment Prevention Officer, his or her findings as to whether or not the harassment policy has been violated. The Decision-making Authority will take into account the surrounding circumstances; the nature of the behavior; the relationship(s) between the parties; the context in which the alleged incident(s) occurred; and other relevant facts upon which he/she relied in reaching a decision. If the Decision-making Authority makes the judgment that a violation of policy has occurred he or she will determine the nature and scope of sanctions and when/how to implement sanctions.

Investigative Data

During the investigation, the Harassment Prevention Officer will keep confidential to the extent permitted by state and federal law the information gathered during the investigation. The harassment prevention officer shall exercise due care in sharing identifiable information about

students, staff or faculty at all times.

Summary Action

The President or designee may impose a summary suspension prior to the resolution of informal or formal proceedings. However, a summary suspension may be imposed only when, in the judgment of the President, the accused individual's presence on campus would constitute a threat to the safety and well-being of members of the campus community. Before implementing the summary suspension, the accused individual shall be given written notice of the intention to impose the summary suspension and shall be given an opportunity to present oral and written arguments against the imposition of the suspension. If the accused individual is summarily suspended, the formal process should be completed within the shortest reasonable time possible, not to exceed ten (10) working days. During the summary suspension, the accused individual may not enter the campus without obtaining prior permission from the Harassment Prevention Officer.

University Action

The university will take the appropriate remedial action, based on results of the investigation, and will follow up as appropriate to ensure that the remedial action is effective. Complainants are encouraged to report any reoccurrences of conduct which were found to violate the harassment policy. The Decision-making Authority will notify the complainant and respondent, in writing, of the results of the formal investigation. Written notice to parties relating to discipline, resolutions, and/or final dispositions is deemed to be official correspondence from the university.

Right to Appeal

Pursuant to this policy, the complainant and the respondent shall have the right to appeal the decision of the Decision-making Authority to the President or his or her designee. In exercising the right of appeal to the President, as provided by this procedure, a written appeal must be made within ten (10) working days after written notification of the decision which is being appealed. The President or his or her designee may receive additional information if he or she believes such information would aid in the decision. A decision will be made within a reasonable time and the Harassment Prevention Officer, the complainant, and the respondent will be notified of the decision. During the time of the appeal and review, disciplinary action taken as a result of the original complaint may be implemented and enforced.

Education and Training

The university will provide a full range of education and training programs to promote awareness and prevention of harassment. Education and training programs also should include education about the university's harassment policy, as well as training for responsible personnel in conducting investigations, management and implementation of the complaint procedure.

Dissemination of Policy and Procedure

Information regarding this policy will be provided during student orientation, during employee orientation, and to all individuals who volunteer in various positions on campus. Copies of the policy will be readily available in all departments and units of the university. In addition, the policy will be posted on the university's website.

Record Retention

During an investigation of a complaint and, upon the completion of an investigation, the custodian of the file shall be the Harassment Prevention Officer. Future access to any file shall be provided in keeping with the Georgia Open Records Act and the Family Educational Rights and Privacy Act.

Harassment Prevention Officer - Deidra Dennie
Victor Hall - 238
912.344.2669
deidra.dennie@armstrong.edu

Armstrong State University Harassment Policy

<https://www.armstrong.edu/images/uploads/university-policies/Harassment-Policy.pdf>

106.5.4 Drug and Alcohol Policy

In accordance with federal legislation, the university hereby notifies the faculty and staff that the unlawful possession, manufacture, distribution, dispensation, and use of drugs and/or alcohol is prohibited and will not be tolerated on the campus of Armstrong.

Members of the faculty and staff who unlawfully possess, use, or distribute illicit drugs and/or abuse alcohol on university premises or at any university-sponsored activity will be subject to strong disciplinary action consistent with local, state, and federal law up to and including expulsion and referral to prosecution.

The legal and non-excessive use of alcohol may be permitted when approved by the unit supervisor (e.g., director, department head, dean, vice president, president), and city permits, if required, are obtained.

Armstrong State University Drug and Alcohol Policy

<https://www.armstrong.edu/images/uploads/university-policies/Drug-and-Alcohol-Policy.pdf>

106.5.5 Tobacco-free Campus Policy

Armstrong is a tobacco-free campus, which means smoking and the use of tobacco products will no longer be allowed anywhere on campus. Armstrong is dedicated to ensuring the health and wellness of everyone on campus. By eliminating second-hand smoke and banning the use of tobacco products, Armstrong is underscoring its commitment to providing a healthy learning environment for students and a healthy work environment for faculty and staff. Armstrong's new policy supports the City of Savannah Smoke-Free Air Ordinance of 2010, which is already in effect throughout the Savannah area. The new policy bans cigarettes, cigars, pipes, chewing tobacco and other tobacco products as well as electronic cigarettes.

Armstrong's Tobacco-free Campus Policy

<https://www.armstrong.edu/faculty-staff/tobacco-free-campus-policy>

106.5.6 Emergency Procedures

In the event of inclement weather or any emergency, the president of the university may declare leave with or without pay. Each office will have a posted listing of persons to be contacted in the event of a natural disaster and activity disruption.

Also, the president will determine if classes will be canceled or university services reduced owing to inclement weather or other threatening conditions. Each academic unit should develop and submit to the dean/director, to be filed with the provost and vice president for academic affairs, appropriate internal policies and procedures for providing instruction when the university is open but members of the faculty are unable to reach campus.

Armstrong State University, Emergency Information
<https://www.armstrong.edu/health-safety/emergency-info>

106.5.7 Employment of Relatives

The basic criteria for the appointment and promotion of employees in the University System shall be appropriate qualifications and performance as set forth in the policies of the Board of Regents. Relationship by family or marriage shall constitute neither an advantage nor a disadvantage.

Armstrong State University, Employee Handbook
<https://www.armstrong.edu/departments/human-resources-employee-handbook-page-1#q26>

Board of Regents' Policy Manual, 8.2.3 Employment of Relatives
http://www.usg.edu/policymanual/section8/C224/#p8.2.3_employment_of_relatives

107 Employment Policies

107.1 Hiring Policies

107.1.1 Equal Employment Opportunity

Armstrong State University is an equal employment opportunity/affirmative action institution. The university stipulates that there shall be no discrimination based upon race, ethnicity, sex, sexual orientation, religion, creed, national origin, age, or handicap of employees in their appointment, promotion, retention, remuneration, or any other condition of employment.

Armstrong State University takes positive action in an effort to identify, to recruit, and to employ qualified women and members of minority groups. Subsequent promotions and salary increases are based solely on the quality of performance of the individual in his or her position.

Periodic reviews by administrators and by faculty committees are conducted to ensure that the equal employment and equal opportunity objectives of the institution are receiving adequate attention and emphasis. In the establishment of recruitment pools, in the selection of candidates

to be interviewed for a position, and in the final offer of employment, each dean must follow guidelines designed to ensure that notice of the availability of the position has reached as wide a range of qualified individuals as possible and that the best qualified applicant is offered the position.

Armstrong State University Human Resources

<https://www.armstrong.edu/departments/human-resources-aa-eeo>

Board of Regents' Policy Manual, 8.2.1 Equal Employment Opportunity

http://www.usg.edu/policymanual/section8/C224/#p8.2.1_equal_employment_opportunity

107.1.2 Selection of the President

Board of Regents' policy states, in part: The Presidential Search and Screening Committee shall be appointed by the chancellor in consultation with the board chair. The voting membership of the Presidential Search and Screening Committee shall consist of three (3) faculty representatives, at least one (1) representative of the administrative staff, at least one (1) student, and at least two (2) representatives of the surrounding community (and region, as appropriate), including the foundation and the alumni association and comprising up to one-third of the total voting membership of the committee.

Board of Regents' Policy Manual, 2.2 Procedure for Selection of a President for USG Institutions, Regional Universities, State Universities, and Colleges

http://www.usg.edu/policymanual/section2/C307/#p2.2.3_regional_universities_state_universities_and_colleges

107.1.3 Selection of Vice Presidents

The provost and vice president for academic affairs shall be appointed only after consultation with the academic deans and an advisory committee composed of representatives from the department heads and recommended faculty members from each college. The vice president for business and finance shall be appointed only after consultation with the other vice presidents and the deans of the university. The vice president for student affairs shall be appointed only after consultation with the other vice presidents and the professional personnel of student affairs. The vice president for advancement shall be appointed only after consultation with the other vice presidents and the professional personnel of advancement.

107.1.4 Selection of Deans

Academic deans shall be appointed by the president from a list of three to five candidates furnished by the vice president of academic affairs after consultation with the department heads in the college and a search committee made up of at least one faculty member selected from each department in the college, at least one department head appointed by the president and one faculty member appointed by the president from outside the college.

107.1.5 Selection of Associate/Assistant Vice Presidents

Each associate/assistant vice president shall be appointed by the president after consultation with the appropriate vice president. A position description approved by the president for each associate/assistant vice president's position shall be on file in the office for academic affairs.

107.1.6 Selection of Associate/Assistant Deans

Each associate/assistant dean shall be appointed by the president after consultation with the provost and vice president for academic affairs, the appropriate college dean and the department heads of that college. A position description approved by the president for each associate/assistant dean's position shall be on file in the office for academic affairs.

107.1.7 Selection of Academic Department Heads

The department head shall be appointed by the president upon the recommendation of the provost and vice president for academic affairs and dean of the appropriate college from a list of at least three candidates recommended by a committee to be approved by the vice president of academic affairs.

During the search process, the members of the department faculty are given access to each recommended candidate's resume and academic transcripts and meet with each recommended candidate individually and/or as a group. The candidate also meets with the dean of the college and the provost and vice president for academic affairs (or designee). After completion of the interviews, the department committee transmits to the dean of the college written reactions to each candidate from department faculty members and discusses those reactions with the dean of the college. After giving due consideration to department reactions, the dean of the college transmits a recommendation to the provost and vice president for academic affairs, who, after securing the approval of the president, offers employment to the individual selected.

A candidate for department head must:

1. hold the earned doctorate in the area of academic competency, except in those professional areas where less than an earned doctorate is generally considered to be a terminal degree;
2. have a minimum of four years of demonstrably successful teaching experience or equivalent experience;
3. have shown potential administrative ability as indicated by local or off-campus recommendations;
4. have demonstrated academic leadership ability and have exhibited the ability to work well with people; and
5. have exhibited distinction in research, publications, participation in professional organizations, and/or other related professional activities.

Under certain circumstances and with the appropriate approval from the president, an internal search for a department head or program director may be conducted. In such cases, applicants will be sought from the campus community and all regular faculty from the department or program will be invited to comment on the applicants. The finalists must meet the criteria described above. Other procedures and requirements must conform to those described in this section.

107.1.8**Part-time Faculty**

Part-time faculty are recommended for employment by the appropriate department head, the dean of the college, the provost and vice president for academic affairs, and are approved by the president.

Verification of credentials

The department head is responsible for reviewing official transcripts to determine that the candidate holds, at a minimum, a master's degree and 18 graduate-credit hours in the teaching field for which he or she is being considered (exceptions must be justified in writing by the department head). Salary is determined according to an index, updated annually, that is published by the provost and vice president for academic affairs and takes into account level of education and years of experience. An exception must be approved by the provost and vice president for academic affairs. Part-time faculty do not have voting rights at meetings of the university faculty and do not earn credit toward tenure.

Expectations of Part-time Faculty

Armstrong State University has always relied on a corps of highly competent part-time instructors. These professional educators provide a wealth of background experience which is important to the university. Department heads have the responsibility to make clear expectations for part-time faculty. These responsibilities include, but are not necessarily limited to:

1. Distribute a syllabus at the beginning of each course.
2. Meet classes for the full class period.
3. Notify the department head if the class must be canceled.
4. Schedule at least one office hour per week for student advising.
5. Conduct final examinations at the appointed times.
6. Submit attendance verification according to the registrar's schedule.
7. Submit final grades by dates posted by the registrar.
8. Use an Armstrong email address for all communication to students and Armstrong personnel.
9. At the end of employment period, return keys, attendance records, grade books, and other relevant materials to the department head.

Department heads are responsible for evaluating their part-time faculty based on the above criteria and the normal expectations of teaching excellence of any faculty member as defined in section 105.2 Faculty Evaluation.

107.1.9 Limited Term Faculty

Limited term full-time faculty are recommended for employment by the appropriate department head, the dean of the college, the provost and vice president for academic affairs, and are approved by the president.

Verification of credentials

The department head is responsible for reviewing official transcripts to determine that the candidate holds, at a minimum, a master's degree and 18 graduate-credit hours in the teaching

field for which he or she is being considered (exceptions must be justified in writing by the department head), but a terminal degree is preferred. Salary is determined according to an index, updated annually, that is published by the provost and vice president for academic affairs and takes into account level of education and years of experience. An exception must be approved by the provost and vice president for academic affairs. Limited term full-time faculty do not earn credit toward tenure.

Expectations of Limited Term Full-time Faculty

Armstrong State University has always relied on a corps of highly competent limited term full-time faculty. These professional educators provide a wealth of background experience which is important to the university. Department heads have the responsibility to make clear expectations for limited term full-time faculty. The usual teaching load for limited term full-time faculty is 15 credit hours per semester. These responsibilities include, but are not necessarily limited to:

1. Distribute a syllabus at the beginning of each course.
2. Meet classes for the full class period.
3. Notify the department head if the class must be canceled.
4. Schedule at least one office hour per week for student advising.
5. Conduct final examinations at the appointed times.
6. Submit attendance verification according to the registrar's schedule.
7. Submit final grades by dates posted by the registrar.
8. Use an Armstrong email address for all communication to students and Armstrong personnel.
9. At the end of employment period, return keys, attendance records, grade books, and other relevant materials to the department head.

Department heads are responsible for evaluating their limited term full-time faculty based on the above criteria and the normal expectations of teaching excellence of any faculty member as defined in section 105.2 Faculty Evaluation.

107.1.10 Adjunct Faculty Members

The title "adjunct faculty member" is awarded to a person of distinction in a designated discipline or profession. The title does not carry credit toward tenure, or faculty rights. Such appointments must be recommended by the appropriate department head, the dean of the college, the provost and vice president for academic affairs, and must be approved by the president. Persons holding adjunct appointments or other honorary titles shall not be considered to be members of the faculty.

3.2.1.1 Corps of Instruction

<http://www.usg.edu/policymanual/section3/C337/>

107.1.11 Graduate Faculty

The Graduate Faculty shall be composed of the president, the provost and vice president for academic affairs, academic deans, any administrative directors of graduate studies with faculty status, and those other university faculty members who meet the criteria for graduate faculty

membership prescribed in accordance with the criteria set for by the Graduate Affairs Committee and Graduate Faculty Status committee.

107.1.12 Entry-level Salaries for Faculty

The policy of the Board of Regents on entry level salaries is as follows:

Each entry-level salary shall be determined on the basis of the specific requirements of the position and the qualifications of the individual employed to fill the position. Position criteria shall include the academic rank, the academic discipline and the nature of the responsibilities to be performed. Criteria related to the qualifications of the individual shall include academic degrees earned, teaching and other relevant experience, research and publication record, academic achievements and honors, and relevant professional achievements or recognitions.

All entry-level salary recommendations should be sensitive to salaries of currently employed individuals within the genre or similar disciplines and within the university.

Board of Regents' Policy Manual, Personnel, 8.3.12 Compensation

http://www.usg.edu/policymanual/section8/C245/#p8.3.12_compensation

107.2 Appointment to the Faculty

When filling a full-time faculty position, the appointment unit head or dean in a unit without departments shall appoint a search and screening committee. Members of the Search and Screening Committee shall perform their duties according to Affirmative Action guidelines and university policy. In accordance with the policies of the University System of Georgia, all application materials and committee actions (including written records) are subject to the Open Records Act.

The general procedures are as follows:

1. The department head identifies a need for a faculty member and discusses it with the dean of their college.
2. The dean of the college engages in conversation with the provost and vice president for academic affairs regarding this need.
3. The parameters of the position, as approved by the provost and vice president for academic affairs, are conveyed by the dean to the department head.
4. The department head enters required information in the PeopleAdmin system, including but not limited to: position description, department in which the position is located, rank, status (9-month/12-month), qualifications (required and preferred), experience (required and preferred), application deadline (at least 30 days after initial posting in the Applicant Clearinghouse of the University System of Georgia, AA/EOE Statement).
5. The position information is automatically forwarded by PeopleAdmin to the dean and to the Office of Academic Affairs, and the President's Cabinet for approval, and then to the Office of Human Resources.
6. The Search Committee is constituted with a minimum of five members. Departments with very small numbers of faculty members will draw from other departments within the college or from the community to complete the search committee. Variations in the committee structure are permitted at the discretion of the administrative head. Membership of faculty search committees may consist of tenured, tenure-track, and/or

- permanent non-tenure track faculty, professional, or community representatives. The majority of the committee membership should be comprised of tenure and tenure-track representatives. Refer to Human Resources hiring guidelines for more information.
7. The Search Committee in conjunction with the department head prepares a more detailed position description for the purpose of the position advertisement and has the position description approved by the dean.
 8. Once approved, the hiring supervisor (i.e., department head or dean) forwards the position advertisement to the Office of Human Resources for placement in general advertising outlets including, but not limited to, the Applicant Clearinghouse of the University System of Georgia. Placement of advertisements in discipline specific outlets is the responsibility of the department.
 9. The Search Committee will screen and identify a qualified pool of applicants for the position ensuring that minimum qualifications are met.
 10. In consultation with appropriate persons, a group of potential interviewees, ordinarily a minimum of three, will be selected. The list of names will be forwarded to the department head and dean.
 11. The Search Committee arranges interviews with screened applicants. Interviews should include, but are not limited to: faculty, unit head, and dean. Interviews with the provost and vice president for academic affairs are optional.
 12. The Search Committee recommends to the department head a list of interviewees with descriptions of the interviewees' strengths and weaknesses for the position.
 13. In consultation with the Search and Screening Committee, the department head confers with the dean and they make a decision about who to recommend for hiring, as well as terms of the offer.
 14. The department head shall contact the Office for Human Resources to initiate the background check process for the recommended applicant.
 15. Once the background check process is completed, the Office for Human Resources shall contact the department head or dean.
 16. After the applicant is cleared of all background checks, the department head contacts the candidate, informs them of the pending recommendation for hiring, and negotiates the terms of an acceptable offer with the candidate.
 17. Once terms have been agreed upon by the candidate and department head, the dean informs the provost of the hiring recommendation.
 18. The provost issues a letter of offer, which must be acknowledged in writing by the prospective faculty member.

Board of Regents' Policy Manual, Academic Affairs, 3.2.2 Election of Faculties
http://www.usg.edu/policymanual/section3/C337/#p3.2.2_election_of_faculties

107.3 Contracts

107.3.1 General Procedures

Faculty contracts, issued and signed by the president, normally cover the academic year of two semesters: Fall and Spring. Faculty members receive their compensation in ten payments from August through May.

Administrative officers of the university, and certain of their associates and assistants, as well as department heads, are usually appointed for the full fiscal year. Individuals on fiscal contracts receive their compensation in twelve equal installments commencing in July.

107.3.2 Signing of Faculty Contracts

Contracts, issued and signed by the president, are mailed to faculty members during summer term. The contract must be signed and returned to the Office of Academic Affairs within the period specified on the contract. Faculty members who are not available at the time contracts are distributed must make prior arrangements with the provost and vice president for academic affairs for the signing of their contracts (e.g., during spring semester).

The Board of Regents' policy states, in part, as follows: USG institutions shall use the appropriate official contract forms approved by the Board of Regents. Failure to sign and return such contracts within the time period specified therein may be construed as an abandonment of employment rights.

Board of Regents' Policy Manual, Personnel, 8.3.11 Faculty Contract Forms
http://www.usg.edu/policymanual/section8/C245/#p8.3.11_faculty_contract_forms

107.4 Faculty Personnel Actions and Tenure

Faculty personnel actions include decisions regarding tenure, promotions, retention, and salaries. In each case, decisions will be based on the needs of the university, the individual's history of evaluations, and the minimum requirements outlined below. Under the terms of a normal faculty appointment, there should be evidence of accomplishment in teaching, scholarship, service, and professional development. Because of the different missions of the departments/programs, the weighing of teaching, scholarship, service, and professional development may vary from department to department. However, it is essential that each department maintain a primary and active commitment to teaching, which remains the primary criterion in actions relating to tenure, retention, promotion, and salary.

At the time of initial appointment, each appointee shall be informed of the merit system of the university. The system rewards only faculty of demonstrated abilities and achievements based on established university criteria. The performance of each faculty member in a department shall be reviewed annually and the past year's performance judged according to the evaluative scale used within each college. An outstanding contribution in a single area of activity may result in a decrease in the other areas, but in no case will a reward for merit be given if the continuing performance of the faculty member is not judged satisfactory in teaching. This annual evaluation will be communicated to the individual faculty member and included in the faculty member's official file. Retention throughout a probationary period of service is by itself insufficient to guarantee the success of a candidacy for tenure.

Each college will have a promotion and tenure committee. Decisions involving tenure and promotion are based primarily on the cumulative record of teaching, scholarship, service and professional development. Standards of judgment for such actions shall be consistent with those specified in university criteria, published by each college's tenure and promotion committee, and printed in departmental statements.

Board of Regents' Policy Manual, Personnel, 8.3 Additional Policies for Faculty
<http://www.usg.edu/policymanual/section8/C245/>

107.4.1 Tenure

Tenure embraces both rights and duties. It is a pledge of professional academic performance by the professor who holds it to the institution that grants it. It protects a professor from arbitrary dismissal.

Criteria Relating to Tenure

In order to be considered for tenure, a faculty member must have completed a satisfactory probationary period of at least five years of full-time service at the rank of assistant professor or higher. The five-year period must be continuous except that a maximum of two years' interruption because of leave of absence or of part-time service may be permitted, provided, however, that no probationary credit for the period of an interruption shall be allowed. A maximum of three years' credit toward the minimum probationary period may be allowed for service at other institutions in tenure-track positions or for full-time service at the rank of instructor at Armstrong State University. Such credit for prior service shall be requested by the individual and shall be defined in writing by the president at the time of the initial appointment at the rank of assistant professor or higher or at the time of promotion from instructor to assistant professor. Evidence of noteworthy teaching, scholarship, service and professional development produced during the credited years shall be considered in the tenure review.

A candidate for tenure must not only meet the designated minimum period of service, but also must meet what are, at that time, seen as the long range needs of the university and must show a history of evaluations that merits the award of tenure. A history of weak evaluations may lead to the denial of tenure. Retention throughout a probationary period of service is by itself insufficient to guarantee the success of a candidacy for tenure.

Procedures Relating to Tenure

Candidacies for tenure should be initiated by the written request of the candidate to the department head or, in the case of a department head, to the appropriate dean. In the absence of an application by the candidate, such application may be initiated by the department head for a faculty member or by the college dean for a department head. The department head must solicit an assessment of the candidate's application for tenure through ballots and commentary from departmental colleagues. Each department (or college if that is lowest level of review) must have on file with the dean of the college and with the provost and vice president for academic affairs a plan for ascertaining departmental peer review of tenure or promotion applications, pre-tenure reviews, or post-tenure reviews. The department head makes the initial recommendation to the dean.

The application is then sent to the dean of the college who forwards it to the college's promotion and tenure committee. Each promotion and tenure committee serves in an advisory capacity and makes recommendations to the respective dean based on the college's promotion and tenure documents. Criteria used by the committee must be in writing and must be consistent with the criteria and procedures contained in these regulations. The dean of each college, after receiving

recommendations from the respective promotion and tenure committee, forwards them with his or her own recommendations to the provost and vice president for academic affairs. The provost and vice president for academic affairs may call a consultative meeting with the deans before forwarding his or her recommendations to the president. Individuals who are awarded tenure by the president shall be notified in writing of that award.

At the beginning of the fall semester the Office for Academic Affairs shall distribute to deans and department heads a list of deadlines for when documents for evaluations, reviews, tenure, promotion, and non-retention decisions must be received by the provost and vice president for academic affairs. Deans, in consultation with their department heads, shall base department and college deadlines for submitting and processing these documents on the deadlines set by the Office for Academic Affairs.

Generally, tenure applications are submitted and processed at the department and college levels in the fall semester and submitted to the provost and vice president for academic affairs early in the spring semester.

Candidates whose applications for tenure are rejected may pursue a formal administrative appeal. Full-time faculty hired on a tenure-track may not serve more than seven years without the granting of tenure.

Board of Regents' Policy Manual, Personnel, 8.3.7 Tenure and Criteria for Tenure
http://www.usg.edu/policymanual/section8/C245/#p8.3.7_tenure_and_criteria_for_tenure

107.4.2 Pre-tenure Review

All non-tenured faculty in tenure-track positions must be reviewed during their third year (including probationary credit). This review will be used to determine if satisfactory progress is being made toward tenure and, if not, to determine appropriate faculty development activities and other remedies as indicated. Pre-tenure review also serves as the mechanism for retention for the fifth year.

Criteria Relating to Pre-tenure Review

Each department and college will use its criteria for annual evaluation and tenure and promotion, and the College's tenure criteria for the pre-tenure review. The college criteria are an amplification of the university's tenure criteria. Departmental tenure and promotion criteria may be an amplification of the respective college's criteria. While teaching effectiveness will be the most important factor in the evaluation, scholarship, service and professional development will also be evaluated. Future needs of the department must also be considered. If conditions in the department have changed since initial employment, the department head may recommend a redirection of the faculty member's efforts.

Procedures Relating to Pre-tenure Review

As a part of the retention recommendation during the faculty member's third year, the retention procedure will be expanded to include the pre-tenure review. If a faculty member has probationary credit towards tenure, pre-tenure review will be conducted during the year in which he or she would achieve three years toward tenure. A new faculty member awarded three years

of probationary credit toward tenure will be considered to have achieved a rating of Satisfactory Progress toward Tenure for purposes of the pre-tenure review at the time of hire. A faculty member who receives two years of probationary credit will be reviewed during his or her first year; a faculty member who receives one year of credit will be reviewed in his or her second year. The pre-tenure review will include peer reaction at the departmental level, performance evaluation using the departmental annual evaluation criteria, and evaluation using the college tenure criteria.

The department head, who must solicit an assessment of the candidate's progress toward tenure through ballots and commentary from tenured departmental colleagues, makes the initial review. The review results are transmitted in writing to the dean of the college (who shall ask for recommendations from the college promotion and tenure committee) and then to the provost and vice president for academic affairs. The department head selects one of the following ratings as an outcome of the review: satisfactory progress toward tenure, satisfactory with recommendations, improvement needed, or unsatisfactory. A satisfactory review does not constitute a guarantee of tenure.

A rating of satisfactory progress toward tenure indicates that the candidate is meeting expectations in teaching, scholarship, service, and professional development. A rating of satisfactory with recommendations indicates that the candidate's performance is promising, that recommendations for needed faculty development can be completed within one year, and that achievement of a rating of satisfactory progress toward tenure is likely after the completion of faculty development.

A rating of improvement needed indicates that there are serious reservations about the faculty member's performance, and measures are needed to address substantive deficits. The pre-tenure review must be repeated the following year if this rating is assigned. A rating of unsatisfactory indicates that the candidate is not expected to be retained and will likely receive a notification of non-retention.

107.4.3 Post-tenure Review

The university has an obligation to each faculty member to ensure that his or her effectiveness continues after the tenure decision has been made. With tenure, the faculty member pledges continued quality academic performance on the one hand, and the university pledges to offer the faculty member opportunities to continue to develop professionally on the other. It is against this backdrop that post-tenure review is framed. Post-tenure review exists to give tenured faculty information on performance effectiveness and to identify opportunities for development in a fashion consistent with the ever-changing needs of the institution.

In those rare cases where performance is not satisfactory and does not improve as a result of a development plan, post-tenure review may look to an intervention designed to protect the public interest.

All faculty, excluding those who hold administrative rank at the department head level or above (those holding administrative rank are evaluated through administrative rather than post-tenure review), will be reviewed under the Procedures Relating to Post-tenure Review during the fifth

year after the year in which tenure is awarded by the Board of Regents and every five years thereafter. If a faculty member is promoted in rank during the five-year period, the post-tenure review will occur during the fifth year after the year in which the promotion becomes effective. A successful promotion review will serve in lieu of a post-tenure review.

Criteria Relating to Post-tenure Review

Teaching effectiveness will be the single most important factor in all evaluations. Scholarship, service, professional development and the role of each faculty member within the department, college, and university will also be considered in the post-tenure review evaluation.

Each college or department further defines the criteria for post-tenure review, but these provisions must be in writing, widely published, and approved by the provost and vice president for academic affairs.

Procedures Relating to Post-tenure Review

At the beginning of each year, the provost and vice president for academic affairs will provide each academic dean with a list of faculty who must undergo post-tenure review during the current academic year. Generally, by December the faculty member shall prepare a portfolio containing, at the very least, an updated vita, all Annual Faculty Evaluations since the last post-tenure review or tenure review, all APARs since the last post-tenure review or tenure review, and an assessment or narrative from the faculty member being reviewed as to his or her role in the institution and examples of specific measures that faculty member is taking to fulfill that role. Individual colleges or departments may specify other materials that should be included in the portfolio, and the candidate may provide additional materials relevant to his or her discipline.

Each college and department shall develop and use a faculty peer evaluation system for post-tenure review. Each department shall have on file with the college dean and the provost and vice president for academic affairs, a faculty peer evaluation process, specific to post-tenure review that involves consideration of the post-tenure review portfolio. In departments where the number of tenured faculty is three or fewer, the dean may involve a limited number of tenured faculty members from a department having a similar mission in the peer review process. However, in such cases, the candidate will be informed as to the identity of these extra-departmental reviewers. No faculty member may participate in the post-tenure peer review process unless he or she is willing to certify that he or she has reviewed the portfolio.

After reviewing the portfolio and the results of peer review, the department head will complete the Peer Review Outcome Form (PROF).

The department shall forward the PROF and supporting documentation to the dean of the respective college. The dean may seek the opinion of the college promotion and tenure committee on the post-tenure progress of the faculty member. The dean shall summarize the college's promotion and tenure committee's opinion and comment on the faculty member's post-tenure work to the provost and vice president for academic affairs.

Outcomes of Post-Tenure Review

Satisfactory: The faculty member is performing effectively as a teacher and is making satisfactory contributions, appropriate to a senior faculty member, in either scholarship or service. Individual departments/programs may have specific service or scholarship expectations for individual faculty members because of the particular position held by the faculty member. This point should be addressed in the review.

If a faculty member is found to be "satisfactory," the department head may wish to commend the faculty member and even suggest specific development activities that he or she feels would be helpful.

Satisfactory with Recommendations: The faculty member is performing satisfactorily in teaching and service or scholarship, but the department head may believe that enhancement of performance in one or more areas will avoid future problems. In this area, the department head and faculty member should agree on a faculty development plan. Recommendations for redirection of a faculty member's efforts to adjust to changes in the academic program will be made in writing and through a personal interview with the department head.

Improvement Needed: This category is to be used for the purpose of establishing a faculty development plan for a faculty member who is performing satisfactorily in instruction, but whose contributions in neither scholarship nor service is adequate. This category is also to be used when a redirection in faculty effort is required by changes in the academic program.

A faculty member who receives an "improvement needed" must meet with the department head to construct a development program. The department head shall be obliged to consider the progress of the faculty member as part of subsequent annual evaluations. The department head must state in the annual evaluation whether or not adequate improvement is taking place, review the development plan, and discuss the evaluation with the faculty member. Failure on the part of a faculty member to remedy the difficulties identified by the time of the next post-tenure review will necessitate the receipt of "unsatisfactory" in the subsequent post-tenure review.

Unsatisfactory: A faculty member will receive an "unsatisfactory" in any case where teaching performance is deemed to be less than satisfactory. A faculty member will also receive an "unsatisfactory" if, in the judgment of the department head, a faculty member has failed to respond successfully to a development plan resulting from an "improvement needed" in the previous review.

Any tenured faculty member receiving an "unsatisfactory" will meet simultaneously with both the department head and the dean. The result of this meeting will be a comprehensive development plan designed by the dean in consultation with the department head and faculty member. After a period of one year, the department head and dean will again meet with the faculty member to assess progress. Lack of improvement will result in no pay increase in all future contracts until the "unsatisfactory" rating is removed. Other intervention strategies may be employed for unsatisfactory performance with the written approval of the provost and vice president for academic affairs. Continued failure to improve an "unsatisfactory" rating will result

in the application of more rigorous strategies, including, in appropriate cases, revocation of tenure.

Annual Evaluation with Post-Tenure Review

Post-tenure review will substitute for the annual evaluation in the year in which it is conducted.

Board of Regents' Policy Manual, Personnel, 8.3.5.4 Post-Tenure Review for Tenured Faculty and Administrators

http://www.usg.edu/policymanual/section8/C245/#p8.3.5_evaluation_of_personnel

107.4.4 Promotions among the Academic Ranks

Candidates for promotion will be judged according to the following criteria and by the merits of the candidate's total professional history at the university as reflected in the individual's accumulated evaluations.

Promotion to Professor

Minimum requirements:

1. Twelve years of university-level teaching, or fourteen years total teaching and/or related experience.
2. Five years at the rank of associate professor at Armstrong State University.
3. Terminal degree in academic area of specialization with rare exceptions made for clearly demonstrable special distinctions in training and expertise.
4. Must be tenured.

Promotion to Associate Professor

Minimum requirements:

1. Six years of university level teaching, or eight years total teaching and/or related experience.
2. Five years at the rank of assistant professor at Armstrong State University.
3. Terminal degree in academic area of specialization with rare exceptions made for clearly demonstrable special distinctions in training and expertise.
4. Must be in tenure-track position

Promotion to Assistant Professor

Minimum requirements:

1. Five years at the rank of instructor at Armstrong State University.
2. Terminal degree in academic area of specialization with rare exceptions made for clearly demonstrable special distinctions in training and expertise.

The above guidelines will also be used in determining the rank of newly appointed faculty members. "Special distinctions in training and expertise" is defined as full-time experience relevant to the faculty member's teaching field. Each such year to be included must be certified as "special distinctions in training and expertise" by the provost and vice president for academic affairs with the concurrence of the appropriate department head and dean, at the time of the faculty member's initial appointment or promotion to the rank of assistant professor.

Although the above conditions are necessary in order for a faculty member to be considered for promotion, they do not assure that a promotion in academic rank will be forthcoming in the initial years of eligibility. In particular, a history of weak evaluations will delay or prevent promotion.

Procedures Relating to Promotion

Candidacy for promotion should be initiated by the written request of the candidate to the department head or, in the case of a department head, to the appropriate dean.

In all cases, applications should contain a written statement supporting the appropriateness of the candidacy at that particular time and, in particular, the application must demonstrate that the candidate satisfies at least the minimum conditions necessary for promotion. The candidate should refer to the departmental and/or college guidelines on preparing documentation and a portfolio for review.

The department head must solicit an assessment of the candidate's application for promotion through ballots from eligible faculty and commentary from departmental colleagues. Each department must have on file with the dean of the college and with the provost and vice president for academic affairs a plan for ascertaining departmental peer review of tenure or promotion applications, pre-tenure reviews, or post-tenure reviews. In some cases, departments may use college guidelines as their own. The department head makes the initial recommendation to the dean. The application is then sent to the dean of the college who forwards it to the college's promotion and tenure committee. Each promotion and tenure committee serves in an advisory capacity and makes recommendations to the respective dean. Criteria used by the committee must be in writing and must be consistent with the criteria and procedures contained in these regulations.

The dean of each college, after receiving recommendations from the respective promotion and tenure committee, forwards them with his or her own recommendations to the provost and vice president for academic affairs. The provost and vice president for academic affairs may call a consultative meeting with the deans before forwarding his or her recommendations to the president. Individuals who are awarded promotion by the president shall be notified in writing of that award.

At the beginning of the fall semester, the Office for Academic Affairs shall distribute to deans and department heads a list of dates for when documents for evaluations, reviews, tenure, promotion, and non-retention decisions must be received by the provost and vice president for academic affairs. Deans, in consultation with their department heads, shall base department and college deadlines for submitting and processing these documents on the deadlines set by the Office for Academic Affairs.

Generally, promotion applications are submitted and processed at the department and college levels in the fall semester and submitted to the provost and vice president for academic affairs early in the spring semester.

107.4.5.1 Early Promotion

Under special circumstances, faculty who are performing significantly above the expectations for their current rank may be considered for “early” promotion. At state universities and state colleges, “early” promotion may only be considered according to the following timetable:

- For early promotion from Lecturer to Senior Lecturer, faculty must have served a minimum of three years as a Lecturer
- For early promotion from Instructor to Assistant Professor, faculty must have served a minimum of three years as an Instructor
- For early promotion from Assistant Professor to Associate Professor, faculty must have served a minimum of four years as an Assistant Professor
- For early promotion from Associate Professor to Full Professor, faculty must have served a minimum of four years as an Associate Professor

Board of Regents’ Academic & Student Affairs Handbook, Academic Personnel, 4.5 Award of Promotion

http://www.usg.edu/academic_affairs_handbook/section4/C689

107.4.5.2 Probationary Credit Toward Promotion

At the time of an individual’s initial appointment, a maximum of three years of probationary credit towards promotion may be awarded for service at other institutions or service in a faculty rank within the institution. Individuals serving in part-time, temporary, or limited term positions are not eligible for probationary credit towards promotion. Without the approval of the President, faculty given probationary credit towards promotion may not use their years of credit towards consideration for early promotion.

Board of Regents’ Academic & Student Affairs Handbook, Academic Personnel, 4.5.1 Probationary Credit Towards Promotion

http://www.usg.edu/academic_affairs_handbook/section4/C689

107.4.5 Promotion from Lecturer to Senior Lecturer

Lecturers

The appointment and promotion of lecturers at Armstrong is based upon the experience and academic background of the candidate as well as the instructional needs in the position. The designation applies to non-tenure track positions that carry out special instructional functions. The position is governed by all provisions of Board of Regents' policy 8.3.8.1, including being capped at no more than 20% of the FTE corps of primarily undergraduate instruction. The administration shall facilitate a reasonable distribution among departments and schools in usage of these positions across the university.

Lecturers are part of the corps of instruction and members of the faculty. As such, lecturers have access to the same grievance procedures as available to all members of the faculty.

As stated in the Board of Regents Policy Manual 8.3.4.3: "Lecturers and senior lecturers who have served full-time for the entire previous academic year have the presumption of reappointment for the subsequent academic year unless notified in writing to the contrary." Notification of non-reappointment will be provided as early as possible, but no later than the deadlines specified in the schedule of or non-renewal of contracts (See sections 107.4.6 Retention of Limited-Term and Non-Tenured Faculty Members and 107.5.4 Non-Renewal of Contract). In no case will the service as lecturer or senior lecturer imply any claim upon tenure.

Reappointment of a lecturer who has completed six consecutive years of service to an institution will be permitted only if the reviews of the lecturer demonstrate exceptional teaching ability and value to the institution as defined by college and department promotion guidelines.

Lecturers or senior lecturers who have served for six or more years of full-time service at an institution and who have received timely notice of non-reappointment shall be entitled to a review of the decision in accordance with published procedures of Armstrong.

Evaluations

Every lecturer and senior lecturer shall have an annual review conducted along the same schedule as individuals in the professorial academic ranks (See section 105.2 Faculty Evaluation). Any additional requirements for departmental input or constitution of the review committee may be adopted by the individual department and/or college in which they are appointed. For lecturers, annual performance reviews should show achievement in teaching and achievement in at least one of the following areas:

- service;
- professional growth and development

Senior lecturers are subject to a more intensive review every fifth year after promotion to senior lecturer. The evaluation process and procedures will focus on teaching, service, and professional development.

Promotion to Senior Lecturer

Lecturers who are reappointed to their six year of service can be considered for promotion to senior lecturer, to begin in their seventh year of service. To be promoted to senior lecturer, annual performance reviews and other credible evidence as defined by college and department promotion guidelines are required to show exceptional teaching ability, extraordinary value to the institution, and noteworthy achievement in at least one of the following areas:

- service;
- professional growth and development

In keeping with Board of Regents' policy, promotion to senior lecturer requires approval by the President.

As stated in the Board of Regents Policy Manual 8.3.4.3: "... [S]enior lecturers who have served full-time for the entire previous academic year have the presumption of reappointment for the subsequent academic year unless notified in writing to the contrary."

Board of Regents' Policy Manual, Personnel, 8.3.8 Non-Tenure Track Personnel
http://www.usg.edu/policymanual/section8/policy/C245/#p8.3.8_non-tenure_track_personnel

107.4.6 Retention of Limited-Term and Non-Tenured Faculty Members

Retention of Limited-Term Faculty

Limited-term (temporary) full-time faculty members of Armstrong State University serve on the basis of a yearly contract and with the understanding that, at the expiration of any such contract, the appointment will not be renewed unless there is a new and separate offer from Armstrong State University and acceptance thereof by the faculty member. The decision to extend a new and separate offer is based upon considerations of the long-term and short-term needs of the university and upon the quality of the candidate's total professional history at the university. Limited-term faculty are not eligible for promotion.

Retention of Non-tenured Faculty

The Board of Regents' policy on retention of non-tenured faculty members is as follows:

All non-tenured faculty who have been awarded academic rank (instructor, assistant professor, associate professor, professor) or the non-tenured faculty title of lecturer or senior lecturer, are employed under written contract, and who served full-time for the entire previous year have the presumption of renewal of the next academic year unless notified in writing, by the president of an institution or his/her authorized representative, of the intent not to renew. A letter of notification shall be emailed to faculty at their institutional email address and a physical letter shall be delivered through the mail.

In the event that a non-tenured faculty member is not to be re-appointed, notice of that intention not to reappoint shall be furnished, in writing, according to the following schedule:

- at least three months before the date of termination of an initial one-year contract;
- at least six months before the date of termination of a second one-year contract;
- at least nine months before the date of termination of a contract after two or more years of service at the university.

This schedule of notification does not apply to persons holding limited term positions (e.g., limited term full-time positions) or part-time positions.

Board of Regents' Policy Manual, Personnel, 8.3.8 Non- Tenure-track Personnel
http://www.usg.edu/policymanual/section8/C245/#p8.3.8_non-tenure_track_personnel

107.4.7 Salary Increases

Board of Regents' policy states, in part: Salary increases for full-time teaching faculty shall be awarded on the basis of merit. The criteria for the determination of the extent of such increases shall include teaching ability, completion of significant professional development activities including the attainment of additional academic degrees, promotion in rank, research productivity, academic achievements and publications, academic honors and recognitions, relevant professional achievements and recognitions, and non-teaching services to the institution.

Procedures Relating to Salary Increases

All recommendations for salary increases originate with the department head and are made to the appropriate college dean by the department head. The college dean (or, at a later stage, provost and vice president for academic affairs, or the president) may make such adjustments as are deemed appropriate (always in consultation with the department head). From the dean, the recommendations go to the provost and vice president for academic affairs, who then makes recommendations to the president.

The timetable for these activities may vary slightly from year to year. The university will attempt to notify faculty members of the contractual salaries to be recommended for them to the Board of Regents by the university no later than June 15.

Board of Regents' Policy Manual, Personnel, 8.3.12.2 Criteria for Determining Salaries
http://www.usg.edu/policymanual/section8/C245/#p8.3.12_compensation

107.5 Termination of Employment

107.5.1 Retirement

Faculty members having a minimum of 10 years of creditable service may elect to retire at age 60. Early retirement with penalty is allowable for those faculty members having attained age 55 and who have 25 years of creditable service. Faculty members having 30 years of creditable service may retire at any age without penalty. Creditable service includes active military duty, in-state teaching in a public system, study leave and current service in the University System.

Board of Regents' Policy Manual, Personnel, 8.2.8.2 Definition of a USG Retiree/Eligibility for Retirement

http://www.usg.edu/policymanual/section8/C224/#p8.2.8_retirement

107.5.2 Emeritus Status

The Board of Regents' policy states as follows: The president may, at his/her discretion, confer the title of emeritus/a on any retired faculty member or administrative officer who, at the time of retirement, had ten (10) or more years of honorable and distinguished USG service, provided, however, that the title of President Emeritus/a may be conferred only by the Board of Regents on the recommendation of the Chancellor.

An individual recommended for emeritus status must have demonstrated distinction in the areas of teaching, scholarship, and service, as defined in each individual's department. An individual recommended for emeritus status must have the endorsement by a majority vote of the faculty of the department of the discipline of the individual being recommended.

Such appointments must be recommended by the appropriate department head/program director, approved by the dean of the college/school, the provost and vice president for academic affairs, and the president. The president of the university is authorized and is responsible for initiating and making recommendations for emeritus status for members of the administrative staff, when appropriate.

Recommendations for emeritus status should be sent to the Office of Academic Affairs no later than February 1.

Board of Regents' Policy Manual, Personnel, 8.3.13 Emeritus/a Title

http://www.usg.edu/policymanual/section8/C245/#p8.3.13_emeritus_a_title

107.5.3 Resignations of Tenured Faculty

The Board of Regents' policy states as follows: All tenured faculty members employed under written contract for the fiscal or academic year shall give at least sixty (60) days written notice of their intention to resign to the president of the institution or to his/her authorized representative.

107.5.4 Non-Renewal of Contract

The Board of Regents' policy states, in part, as follows: Notice of intention to not renew a non-tenured faculty member shall be furnished, in writing, according to the following schedule:

1. At least three (3) months before the date of termination of an initial one-year contract;
2. At least six (6) months before the date of termination of a second one-year contract; or,
3. At least nine (9) months before the date of termination of a contract after two or more years of service in the institution.

Board of Regents' Policy Manual, Personnel, 8.3.4 Notice of Employment and Resignation

http://www.usg.edu/policymanual/section8/C245/#p8.3.4_notice_of_employment_and_resignation

107.5.5 Discipline and Removal of Faculty Members

The Board of Regents' policy states as follows: A tenured or non-tenured faculty member may be dismissed before the end of his/her contract term for any of the following reasons, provided that the institution has complied with procedural due process requirements:

1. Conviction or admission of guilt of a felony or of a crime involving moral turpitude during the period of employment—or prior thereto if the conviction or admission of guilt was willfully concealed.
2. Professional incompetency, neglect of duty, or default of academic integrity in teaching, in research, or in scholarship.
3. Unlawful manufacture, distribution, sale, use or possession of marijuana, a controlled substance, or other illegal or dangerous drugs as defined by Georgia laws; teaching or working under the influence of alcohol which interferes with the faculty member's performance of duty or his/her responsibilities to the institution or to his/her profession.
4. Conviction or admission of guilt in a court proceeding of any criminal drug offense.
5. Physical or mental incompetency as determined by law or by a medical board of three (3) or more licensed physicians and reviewed by a committee of the faculty.
6. False swearing with respect to official documents filed with the institution.
7. Disruption of any teaching, research, administrative, disciplinary, public service or other authorized activity.

8. Violation of, among other policies, Board Policy 8.2.1 (non-discrimination), Board Policy 8.2.16 (sexual harassment), or Board Policy 8.2.23 (amorous relationships).
9. Such other grounds for dismissal as may be specified in the Statutes of the institution.

Board of Regents' Policy Manual, 8.3.9.1 Grounds for Removal

[http://www.usg.edu/policymanual/section8/C245/#p8.3.9 discipline and removal of faculty members](http://www.usg.edu/policymanual/section8/C245/#p8.3.9_discipline_and_removal_of_faculty_members)

107.5.5 Exiting Procedures

All regular employees who are terminating their employment must participate in an exit interview conducted by the Human Resources Department. At that time, employees will receive all pertinent information regarding their separation, complete all necessary paperwork, and return any identification cards, keys, or other institutional property to the university. This interview will also give employees an opportunity to express their feelings about their employment experience at Armstrong.

Faculty members are also required to leave with the department heads the grade books, attendance records, and any other materials which later might be relevant should there be a student appeal concerning grades, etc.

107.6 Other Policies

107.6.1 Summer Session Teaching

Regular contracts are for a ten-month term and do not include assurance of summer session teaching. Assignments and compensation for teaching in the summer session are at the discretion of the department, with the approval of the appropriate academic dean and the provost and vice president for academic affairs. Ordinarily, full-time Armstrong faculty members receive 3% of their base salary for each credit hour taught during the summer session, but enrollment in courses may dictate prorated salaries.

The Board of Regents' policy states: Payment of compensation to faculty members for full-time employment during the summer session shall be at a rate not to exceed 33-1/3% of their regular nine (9) months compensation for the previous academic year.

8.3.12.3, Summer School Salaries

[http://www.usg.edu/policymanual/section8/C245/#p8.3.12 compensation](http://www.usg.edu/policymanual/section8/C245/#p8.3.12_compensation)

107.6.2 Workloads

The duties of faculty are determined by the university. It is recognized that the average faculty member's duties are complex and entail far more than strictly classroom and laboratory activities. A reduction in the instructional load may be allowed on the recommendation of the department head and with the approval of the dean of the college and the provost and vice president for academic affairs.

A faculty member who engages in research or in some other approved activity may be given credit for a part of his or her teaching load. Teaching a graduate course or courses may also serve

to reduce this load. In addition, department heads and other faculty members undertaking substantial administrative duties may be permitted to teach lighter loads.

Full-Time Faculty

The workload of the Armstrong State University faculty member will consist of activities related to teaching, scholarship, service and professional development. The semester credit hour is used as the measure for defining relative loads in these three areas, with the faculty workload understood as the equivalent of 15 semester hours of credit per semester. Therefore faculty members who are assigned the equivalent of 15 semester hours of teaching will not be expected to be involved in an ongoing program of scholarship beyond what is necessary to support their teaching assignment nor will they be expected to have service responsibilities beyond routine committee work required to participate in their academic communities.

The following statements define the parameters within which assignments of the teaching portion of that workload will be made across the university:

1. For tenure-track or tenured faculty members who are involved in an ongoing program of scholarship or who have service responsibilities beyond advisement and routine committee work, the expected annual teaching load should be the equivalent of 12 semester hours per semester.
2. The minimum annual teaching load will be the equivalent of 9 semester hours per semester except in the unusual circumstances of sponsored scholarly pursuits, funded public services activities, or formal assigned administrative duties.
3. In those teaching assignments in which contact hours differ considerably from credit hours (e.g.: clinical supervision and laboratory courses) equivalencies between contact hours and semester hour credits will be determined in the workload policies of the appropriate college.
4. At the discretion of the dean of the college, special provisions may be made to recognize load issues related to special teaching assignments such as those involving large class size, distance learning instruction, or team teaching.

Each college and each department must have an approved workload statement consistent with these guidelines.

Part-Time Faculty

Part-time faculty are non-tenured faculty employed at a single USG institution or at more than one USG institution and are subject to the following conditions:

1. Are employed as-needed, on a per-course, per semester limited term basis at the discretion of the institution and will receive no compensation unless a part-time assignment is given
2. Are not accruing time toward tenure
3. Are required to sign a letter of agreement for each appointment period and are not issued contracts
4. Are not the same as adjunct (courtesy) faculty appointments
5. Are not eligible for USG benefits, unless the part-time appointment is regular and .5 FTE or greater, in which case the benefits offered will be based on FTE in accordance with the Employees Categories policy in the Human Resources Administrative Practices Manual

6. Are required to work an average of less than 30 hours per week over the academic year. Hours worked per week are based on Contact hours. See conversion chart to determine the number of contact hours that can be assigned to the part-time faculty to meet the less than 30 hours per week condition. A faculty member employed at an institution at a .75 FTE or greater, other than in a temporary status based on the definition in the Employee Categories policy in the Human Resources Administrative Practices Manual, http://www.usg.edu/hr/manual/employee_categories, must be considered benefits eligible and treated accordingly.

A faculty member employed at an institution at a .75 FTE or greater, other than in a temporary status based on the definition in the Employee Categories policy in the Human Resources Administrative Practices Manual, http://www.usg.edu/hr/manual/employee_categories, must be considered benefits eligible and treated accordingly.

4.2 Definition of Part-Time

http://www.usg.edu/academic_affairs_handbook/section4/C681/

107.6.3 Extra Compensation

Full time exempt employees are eligible for compensation for duties that are performed outside of their normal workloads pursuant to this policy.

Research and Saturday classes will normally be carried by faculty members as a part of their normal workload without additional compensation. Adequate allowance in time assigned for the extra duties shall be made by a proportional decrease in the teaching load.

Extra compensation may be paid, however, when all four of the following conditions are met:

- The work is carried in addition to a normal full load and outside the employee's normal department.
- No qualified person is available to carry the work as a part of his/her normal load.
- The work produces sufficient income to be self-supporting.
- The additional duties are not so heavy as to interfere with the performance of regular duties.

Applications for extra compensation for Faculty shall be made to the Office of Academic Affairs on the prescribed form with the approval of the appropriate department head and dean being noted thereon. Where funding for the compensation is derived from a grant administered by the Office of Sponsored Programs, that office's director shall also note his or her approval of the application. The application must specifically address the applicability of each of the four factors listed above.

Compensation 8.3.12

http://www.usg.edu/policymanual/section8/C245/#p8.3.12_compensation

Extra Compensation 5.3.2

107.6.4 Leave and Absences

Faculty Absence from Class

A faculty member who anticipates missing a class for any reason must clear the absence with the department head. The faculty member missing class shall coordinate arrangements so that the teaching responsibilities to students are met, or notify the department head that arrangements need to be made. In the event the department head cannot be notified of an absence caused by illness, the faculty member should notify the dean of the college.

Faculty Sick Leave

Employees should notify their supervisor immediately if they are ill and unable to report to work. Employees who fail to notify their supervisor might have the absence charged against their vacation time or it might be considered as leave without pay, depending upon the supervisor's recommendation. Employees suspected of abusing the sick leave privilege may be required to support each absence by a physician's statement prior to having it charged to sick leave.

Regular employees who work one-half time or more but less than full-time shall earn and accrue sick leave in a ratio equivalent to the percentage of hours worked.

Sick leave may be granted at the discretion of the university and upon approval of the employee's immediate supervisor for any of the following reasons:

- Illness or injury of the employee
- Medical and dental treatment or consultation
- Quarantine due to a contagious illness in the employee's household
- Illness, injury, or death in the employee's immediate family requiring the employee's presence. In the event of death or illness in the immediate family, sick leave with pay may not exceed three working days. Immediate family is defined as mother, father, brother, sister, spouse, son, daughter, in-laws of any of the foregoing, and grandparents of the employee.

In all cases, a day of sick leave will be computed for purposes of pay and time off on the basis of the employee's regular workday.

If sick leave is claimed for a continuous period in excess of one week (five actual working days), a physician's statement may be required to permit further sick leave with pay. When all accrued sick leave is exhausted, accrued vacation leave will automatically be used in a continuous absence.

HB 203 has provisions to allow any member of The Teachers Retirement System of Georgia who retires July 1, 1998 or after to establish unused sick leave as service credit under TRS. Retiring employees must have at least 60 days of sick leave accumulated on their retirement date. For each 40 days of sick leave accumulated and unused, a retiring employee will receive credit

for one month of service under TRS. Sick leave credit can be used to qualify for retirement, but cannot be used to become vested under TRS.

Regular/full-time employees accrue:

Monthly	Annual Equivalent
8 hours	12 working days

Court Duty

Court duty leave with pay shall be granted to regular employees for the purpose of serving on a jury or as a witness. Such leave shall be granted upon presentation of official orders from the appropriate court.

Personal Leave

No more than three (3) days per year of personal leave will be granted to faculty members on academic contracts. College deans and department heads are responsible for ensuring coverage of the classes of any faculty member granted such leave. Additionally, faculty members authorized such leave should be informed that they will not be covered by Worker's Compensation during the period of the leave. Faculty members desiring such leave should submit the request electronically for review by their department heads and college deans. Department heads will need to submit an explanation in writing to their dean outlining the method by which the faculty member's classes will be covered during the approved leave period. Any day of leave beyond the three authorized will be without pay.

Faculty Absence from Commencement

Attendance of faculty at all academic year commencement ceremonies is to be considered part of a faculty member's normal contractual obligation. Absence from commencement follows the same procedures as absence from a convocation requiring prior approval by the faculty member's academic dean.

Family Leave

Any employee who has been employed on a one-half time basis or greater for at least twelve consecutive months is eligible for up to twelve weeks of family leave under conditions authorized by the Family Medical Leave Act. Generally, FMLA leave is unpaid. However, the employee may elect to utilize - or the institution may require the employee to utilize - his/her accrued paid sick leave and/or annual leave, as appropriate for such absences. Armstrong State University requires accrued paid leave to be utilized for FMLA leave.

The Board of Regents' policy states, in part:

The FMLA entitles an employee to up to twelve (12) work weeks of leave for one of the following conditions:

1. Birth and care of a newborn child of the employee;

2. Legal placement of a child with the employee for adoption or foster care;
3. Care of an immediate family member (defined as the employee's spouse, child, or parent) with a serious health condition; or,
4. A serious health condition of the employee himself/herself, which renders the employee unable to perform the duties of his/her job.

Advanced Academic Leave

Leaves with pay shall be granted only for the purposes of promoting scholarly work and encouraging professional development. Applicants must be full-time, tenured faculty members with a record of six years of consecutive service at Armstrong and no history of leave with pay granted in the previous six years. The amount and duration of the stipend will depend upon funds available.

A tenured faculty members requesting a leave with or without pay must submit an application to their college dean according to the deadline established by the Office of the Provost prior to the academic year for which the leave is requested. The request, if endorsed by the department head, will be processed through the appropriate administrative offices, the dean of the college, and the provost and vice president for academic affairs, to the president.

The request for leave with pay is a professional responsibility and shall be used only for activities that will improve the faculty member's contribution to the university's teaching, research, or public service missions. A clear and detailed statement of the purpose of the leave and of the objectives to be accomplished during the leave must accompany the request. This statement must include the time, place, and intent of the leave and an explanation of how the leave will contribute to the university's mission. The amount of pay requested and an accounting of how it is to be used must accompany the request.

Documentation Requirements:

1. A proposal submitted to the applicant's college dean according to the deadline established by the Office of the Provost and using the guidelines described below.
2. A statement by the head of the academic unit explaining how the applicant's teaching and other professional responsibilities will be covered by the unit during the time period in which leave is sought. If the head of the academic unit is not able to provide coverage, he or she should document why that is the case.
3. A recommendation by the head of the academic unit that includes an evaluation of the quality of the scholarly proposal.
4. A recommendation by the dean of the applicant's college in which these criteria are addressed:
 - the intrinsic value of the applicant's proposal;
 - the value of the scholarly proposal to the applicant's career;
 - the significance of the project to the academic department or academic discipline;
 - the benefit to the College and/or University resulting from successful completion of the leave project.

Application Review Procedure

1. Application materials will be submitted to the provost and vice president for academic affairs, who will solicit evaluation of the proposal by the Research and Scholarship Committee.
2. Following that evaluation the vice president of academic affairs will review the applicant's eligibility, the quality of the research proposal in light of the scholarly product promised by the proposal, and the completeness of the application. The provost and vice president for academic affairs must also take into consideration the effect that the leave will have on the applicant's academic unit. The provost and vice president for academic affairs will communicate his or her recommendation to the president.

Compensation and Obligations

1. Faculty members on a one-semester Advanced Academic Leave will receive full salary and benefits for the project period. (Faculty members on a two-semester Advanced Academic Leave will receive half-salary during the leave.)
2. While on Advanced Academic Leave, a faculty member may not accept additional remunerative employment without written permission from the president or his/her designee.
3. Faculty are encouraged to apply for external grants to supplement their funding. Their leave pay will not be decreased if they secure such funding, except, however, that faculty cannot receive more than one hundred percent of their annual equivalent salary while on leave. Funds provided for travel, housing, and other living expenses are not considered to be "Salary."

Post Leave Requirements

Within the first month after returning from paid leave, the faculty member must submit, for evaluation by the university, a report of what was accomplished during the leave and how it contributed to the university's mission. The documents submitted requesting leave and the subsequent report and evaluation of the leave will become a part of the faculty member's permanent record.

1. Within two months following the period of Advanced Academic Leave, the faculty member must present a report of the conducted to the head of the academic unit, dean of the college, the provost and vice president for academic affairs, and the president.
2. The faculty member must present and/or publish a relevant scholarly product within two years (or a predesignated time period) following the semester in which leave was taken. Any faculty member who has completed an Advanced Academic Leave and who has failed to submit a report is ineligible to apply for a subsequent leave until such report has been filed.

The Board of Regents' policy states, in part: Leaves of absence of one year or less with or without pay may be granted by the institution's president and reported to the Chancellor.

Extensions of such leaves, or the initial granting of leaves of more than one year, require the approval of the Chancellor or his/her designee.

If the employee's work cannot be handled by other employees and if funds are not available for the employment of a substitute, the president will be justified in refusing to recommend that the leave be granted or in deferring action upon the request for a leave.

Any employee who has been granted a leave of absence with pay shall be required, before beginning the leave, to sign an agreement indicating that:

1. For a leave with pay of less than one year, the employee will return to the institution at the termination of the leave for a period of at least one (1) year;
2. For a one-year leave with pay, the employee will return to the institution at the termination of the leave for a period of at least two (2) years; and that,
3. If the employee does not return to the institution for the full amount of time specified in the agreement, the employee will reimburse the institution for the amount of compensation received while on leave, as well as any other expenses paid by the USG during the leave, including all benefit costs.

Board of Regents' Policy Manual, 8.2.7, Leave

http://www.usg.edu/policymanual/section8/C224/#p8.2.7_leave

107.6.5 Travel

Faculty members may travel at state expense for professional improvement or by specific assignment to fulfill an institutional obligation. Requests for authorization to travel should be submitted in the PeopleSoft Expenses Module two weeks prior to the expected date of departure. Specific authorizations are necessary for individuals making only occasional trips and for all out of state travel. Those who are required to travel regularly in state may receive standing authorization for travel. Travel may be authorized without or with partial reimbursement of expenses.

The university reimburses for expenses incurred in making approved trips according to the following procedure:

1. Expenses must be itemized in detail on the travel expense statement.
2. Receipts must be attached to the request for reimbursement.
3. Travel by private automobile is reimbursed at the approved rate per mile. Details of places visited and mileage must be provided.

Transportation by commercial airlines will be by minimum fare service. There is a daily maximum allowance (per diem) for food costs.

Teaching

Reimbursable miles are those in excess of the normal commute miles to one's primary place of work. All reimbursements must be the net of daily round-trip commute miles. For calculation purposes, the primary place of employment is the campus at which one works more than 50%.

For most faculty, the Savannah campus is the primary place of work. Private vehicle mileage reimbursement, when approved, is allowed for in-state/out-of-state travel by way of the most direct regularly traveled route computed by online mileage calculators (e.g., Mapquest, Google Maps) or odometer readings.

Required Documentation – A log must be kept of all miles requested for reimbursement. The log must contain, at a minimum, the date, starting and ending destination, total miles traveled, and the purpose of the travel. A copy of this log must be submitted along with the request for reimbursement in the PeopleSoft Expenses Module.

Examples:

- Bill drives 10 miles to main campus each morning from home and 10 miles back to home each night. His normal round-trip commute miles each day are 20 miles (10 + 10) per day. This is his base mileage deduction for all reimbursement requests. Bill teaches at main campus 3 days a week. His travel to and from work are not reimbursable as they are commute miles. However, the remaining 2 days each week he teaches at the Liberty Center. For those days his primary work place is established as the Liberty Center. If his commute there is 20 miles he does not receive any reimbursement for those miles, even if they are in excess of his miles to the main campus.
- Stan teaches all of his classes at the Liberty Center 3 days a week. Stan lives in Brunswick and travels 80 miles round-trip. Stan cannot claim any mileage reimbursement as these are his daily commute miles.
- Lisa drives to campus from home. Later she drives downtown to a meeting and then returns to campus that afternoon. She drives home that night from campus. Lisa has met her daily commute mileage deduction so the miles she drove to and from the meeting downtown are reimbursable.

These examples highlight the concept of netting the daily commute miles against any potential reimbursable miles. There are many possible scenarios that are not presented in this policy. Questions regarding the application of this policy should be directed to the Procurement Department.

All requests for mileage reimbursement are made with the certification that the accounting is a true and accurate record of mileage used in the performance of official university business. All travel is subject to audit by the university, Board of Regents, or state auditors.

Travel Regulations

Travel expense statements must be submitted electronically to the Office for Business and Finance after returning to the university.

Regents' Policy *Business Procedures Manual*, Volume 1, Revised, stipulate general regulations regarding travel of University System employees on official business. Employees should submit travel within 45 calendar days after completion of the trip or event.

Board of Regents Business Procedures Manual, 4.0 Travel
http://www.usg.edu/business_procedures_manual/section4/

108 Revisions to the Handbook

As Armstrong State University continues to develop, change and grow, the need may arise and the university reserves the right to revise, supplement, or rescind any portion of this handbook

from time to time as it deems appropriate. Faculty senate and the general faculty shall be notified of changes to the handbook by the next faculty senate meeting.

Appendix A
University Grievance and Conflict Resolution Procedure for Faculty and Staff

The Board of Regents Grievance Policy

The University System of Georgia is committed to providing a good working environment for its faculty and staff. Conflicts and disagreements between employees and their supervisors are inevitable. It is the policy of the University System of Georgia to resolve these disputes fairly, and at the lowest possible level. When these conflicts or disagreements occur, employees should first attempt to resolve them through discussion with their supervisor.

Overview

This policy is intended to provide an avenue for resolution of conflicts at the lowest possible level. Attempted resolution may be addressed through the grievance/disciplinary review process or the dispute resolution process.

A grievance or disciplinary review will be available to handle claims that a person has been harmed by any action that violates the policies of either the institution or the Board of Regents.

A grievance will not be available to dispute:

- promotion and tenure decisions,
- performance evaluations,
- hiring decisions,
- classification appeals,
- challenges to grades or assessments,
- challenges to salary decisions,
- challenges to transfers or reassignments,
- termination or layoff because of lack of work or elimination of position,
- investigations or decisions reached under the institution's Harassment Policy, and
- normal supervisory counseling.

In addition, these formal procedures will not be available to a student or employee who has chosen to seek relief through a department, school or unit's internal grievance procedure unless such procedure failed to provide a fair and impartial hearing and an adequate mechanism for appeal or review.

Circumstances under Which Grievances May be Filed

A classified employee may file a grievance only if:

- The employee has been suspended; or
- The employee has been discharged; or
- The employee has been demoted, or their salary has been reduced.

An employee may not file a grievance, even in the above circumstances, if:

- The discharge occurred during the 180 day provisional period;
- They have been adversely affected by a reorganization, program modification or financial exigency (such employees may apply to the Board of Regents for review);

- The issue underlying the grievance is a charge of discrimination on the basis of race, sex, age, disability, religion or sexual discrimination. Such charges should be directed to the Affirmative Action/EEO Officer.
- The issues being grieved have been previously heard by an administrative panel at the institution.

Grievance Procedures

A classified employee may file a grievance by completing a grievance form and submitting it to the chief human resources officer (or other office designated to handle grievances). Unless there is good cause for delay, a grievance must be filed within ten (10) working days of the notice of suspension or discharge. If filed after that time, the grievance must be accompanied by a written explanation for the delay. The chief human resources officer will rule on whether the employee had good cause for filing the grievance late. Upon submission of the grievance statement, the grievant will be provided with a copy of the formal grievance policy and other documents pertaining to grievance hearing procedures. The employee shall be entitled to the procedural protections of a hearing before a Board of Review. The Board of Review hearing may take place either before or after the effective date of the personnel decision in question.

Human Resources Administrative Practice Manual: Employee Relations: Grievance Policy
http://www.usg.edu/hr/manual/grievance_policy/

Human Resources Administrative Practice Manual: Employment: Dismissal, Demotions, or Suspensions
http://www.usg.edu/hr/manual/dismissal_demotions_or_suspensions/

The Board of Regents' Policy on Dispute Resolution

As a first step, complainants should try to resolve problems and complaints by contacting their immediate supervisor or, in the case of a student, the academic department head or unit director. This initial contact should be made within ten (10) working days from the occurrence of the problem. The supervisor or department head should then arrange a meeting with the complainant, and all concerned should make a good faith effort to resolve the problem. The dispute resolution coordinator will be available to assist in these initial efforts to resolve disputes.

If the dispute cannot be resolved through the efforts outlined above, the parties may be referred to the dispute resolution coordinator to discuss whether mediation is an appropriate means for resolving the dispute. Mediation is a process that helps people resolve disputes for themselves in a mutually acceptable way in which everyone involved in the dispute meets with one or more trained mediators. In a private setting, the mediator provides an orderly, simple process for the parties to discuss their dispute along with their feelings, perceptions and needs. The goal is to begin communication and move towards resolving the dispute in a manner agreeable to all.

If the parties are unable to informally resolve the dispute, they do not wish to pursue mediation, or are unsuccessful in resolving the dispute through mediation, the dispute resolution coordinator will advise the person raising the dispute of what other resources may be available, if any.

Human Resources Administrative Practice Manual: Employee Relations: Dispute Resolution
http://www.usg.edu/hr/manual/dispute_resolution/

The Grievance Policy for Faculty and Staff

The university grievance policy is available to all benefited employees at Armstrong State University.

Definitions

- “Conflict” or “dispute” refers to any controversy or debate in the workplace that is serious enough in nature that some resolution is required in order to maintain efficiency and civility.
- “Party” refers to a person directly involved in a conflict or dispute.
- “University Grievance Committee” is a university committee, as described in Section 104.9, from which a Grievance Hearing Panel may be selected. This committee may make recommendations to the president on general issues of grievance and conflict resolution policies.
- “Grievance Hearing Panel” consists of members selected from the University Grievance Committee to hear a specific case and make recommendations for action on a specific case to the appropriate vice president.
- “Formal Grievance” means the filing of a written grievance which results in the use of the University Grievance Committee to resolve the dispute.
- “Mediation” is one form of alternative dispute resolution where a trained third party assists parties in resolving a dispute. Other forms of alternative dispute resolution include facilitated conversations where many of the processes of mediation are used except without the typical structure of mediation.
- “Informal Grievance” shall be deemed to refer to a dispute being made by any means other than a formal grievance, indicating the desire of the complainant to resolve the dispute without the use of the University Grievance Committee.
- “Dispute Resolution Coordinator” (formerly the Judicial Affairs Officer in charge of the Faculty Conflict Resolution Program) is appointed by the president and charged with assisting employees with conflict at all levels of the institution and serves as co-liaison with the director of human resources to the university system dispute resolution program. The dispute resolution coordinator keeps communication regarding conflict confidential to the extent allowed by law.

General Procedures

Conflicts sometimes arise in the relationship between the university, as an employer, and its employees. Conflict also arises among university employees. Both the employee with a grievance and the university benefit when the university responds to grievances promptly and fairly. Grievances of discrimination and harassment shall be referred to the harassment prevention officer and will be investigated in accordance with university procedures. All employees shall receive fair and equitable treatment at Armstrong. See Armstrong’s harassment policy for more information.

In keeping with the spirit of collegiality, the goal is to resolve an employee dispute or grievance promptly and fairly and if possible through communication between the parties directly involved in the dispute. This is consistent with our philosophy of building an environment that is fair and

equitable and supports and values open communication at all levels. The grievance procedures at Armstrong consist of three parts: Informal Dispute Resolution Procedure (e.g., further discussion, conflict coaching), Alternative Dispute Resolution (e.g., mediation, facilitated discussion), and Formal Grievance Procedures (e.g., grievance hearing, administrative decision).

Informal Dispute Resolution:

The employee will seek to resolve the dispute with the colleague directly or immediate supervisor consistent with our practice of resolving disputes at the lowest possible level in the organization. These discussions should be confidential. Verbal or written statements are an acceptable means of requesting a meeting during the informal dispute process.

If the dispute involves the immediate supervisor, the employee and/or the supervisor shall have the option of having a confidential discussion, and/or shall be given an opportunity to have another employee, peer or human resources representative present as a neutral observer. If the dispute remains unresolved, the employee may then seek to resolve the dispute at each level of supervision.

If the dispute is not resolved or if circumstances of the grievance prevent the employee from using the above mentioned steps, the employee may present the dispute to the dispute resolution coordinator or human resources director at any time during the informal dispute process.

The dispute resolution coordinator or human resources director shall meet with the employee and the supervisor and others as appropriate, in an attempt to resolve the informal dispute.

If the dispute involves accusations or appearances of discrimination the dispute resolution coordinator or director of human resources will immediately contact the harassment prevention officer.

At any time during the informal grievance/dispute process an employee may choose to pursue mediation or a formal grievance, keeping in mind the alternatives to the formal process.

Mediation and/or Facilitated Discussion Procedures

Mediation is an informal process that involves a trained facilitator who will assist in effecting a voluntary resolution of the dispute. The objective of a mediation or facilitated discussion process is to come to an agreement that is fair and meets the needs of the parties involved in the conflict. The process is confidential and is conducted in a confidential setting. Armstrong and the University System of Georgia maintain a list of trained mediators.

Mediation does not waive the rights of any aggrieved party to seek resolution of his/her grievance through formal avenues. Mediation is a cost effective, voluntary, fast and efficient way to resolve grievances; it encourages reaching a mutually acceptable resolution.

If one or both parties are interested in pursuing mediation or facilitated discussion as an option, they should contact the dispute resolution coordinator. Both parties involved in the dispute must agree to voluntarily request mediation. If the parties agree and an internal Armstrong trained

mediator(s) can be utilized, the dispute resolution coordinator will arrange the time and location for the mediation or facilitated discussion.

Reasonable attempts will be made to arrange for the mediation/facilitated discussion within ten (10) working days of the request. Requests for an external mediator will take additional time to coordinate. The mediator will facilitate the discussion between the disputing parties to help find a mutually agreeable solution to the conflict. The mediator will not impose a solution. At any time during the mediation process either with or without reaching an agreement the employee may file a formal grievance.

Formal Grievance Procedures

Faculty or staff employees may pursue resolution of their grievance through a formal grievance process. The following procedures are in place to provide the framework and process to resolve formal grievances.

The director of human resource serves as the grievance coordinator and has the responsibility of managing the expeditious and fair resolution of grievance hearings. The main role of the director of human resources is to assist the parties, the grievance chairperson, and grievance panel in administering procedures. If the grievance involves accusations or appearances of discrimination, including but not limited to sexual harassment, the director of human resources will immediately contact the harassment prevention officer.

If the conflict involves human resources personnel, then the dispute resolution coordinator shall facilitate the grievance process in the place of the director of human resources.

The request for a grievance hearing must be filed with the director of human resources within thirty (30) calendar days of the event that has given rise to the grievance. If filed after that time, the grievance must be accompanied by a written explanation for the delay. The director of human resources will rule on whether the employee had good cause for filing the grievance late.

Armstrong encourages the use of our informal procedures as a means of resolving conflict. Therefore, the director of human resources may ask the complainant to discuss the possibility of mediation as an alternative to a hearing with the dispute resolution coordinator. If mediation is selected as a means to informally resolve the dispute, the human resources director will extend the time for the submission of the written grievance request up to thirty (30) calendar days following the completion of the mediation process.

To initiate a formal grievance hearing, the grievant is required to prepare and submit a grievance request form to the director of human resources to ensure the University Grievance Committee will address the specific issues that concern the grievant. The grievance request form can be obtained from the director of human resources or it can be accessed from the human resources web page. The information listed below should be included to ensure that the complainant identifies all the issues and facts. The form must include:

- The complainant's name, and job title;
- The department/unit in which the complainant is employed;
- The nature of the problem or dispute;

- The communication that has taken place between the complainant and his or her academic department head, supervisor, and/or second level supervisor concerning the matter;
- The supervisors and/or superiors responsible, if applicable;
- The reason why the grievant disagrees with that response;
- The grievant's suggestion for proper resolution of the matter or remedy sought;
- Identification of any witnesses who may have relevant information regarding the dispute; and
- Identification of any previous recommendations to resolve the issue.

The director of human resources shall, within ten (10) working days of receipt of the grievance, meet with one of the university grievance committee co-chairs to present the grievance. The university grievance committee co-chairs shall within ten (10) working days of receipt of the grievance from the director of human resources determine and respond in writing to the complainant as to whether the grievance is eligible for review by the grievance panel.

- The co-chairs will consult the Board of Regents policies on what is and is not to be accepted for a hearing.
- For faculty, the Board of Regents prohibits the hearing of a grievance for certain decisions and organizational processes, but claims of violating policies or procedures that lead to those decisions and processes may be heard by the committee.

If the grievance is accepted for a hearing, the university grievance committee co-chairs will instruct the parties as to the procedures to be followed in selecting the members of the grievance hearing panel and in conducting the hearing.

If the grievance is not accepted for hearing, the university grievance committee co-chairs will inform the complainant in writing. The complainant may then request a review by a quorum of the University Grievance Committee. For the purposes of this review, a quorum shall consist of at least 25% of the members of the University Grievance Committee. If the panel, by simple majority, upholds the original decision of the chair, the complainant and other involved participants will be notified and reasons given. If the panel agrees to hear the grievance, the process continues and within ten (10) working days following receipt of a grievance, the chair will have the grievance panel selected as described below.

At any time during the formal grievance process the employee may choose to resolve the conflict through mediation. In this event the grievance process will be suspended pending completion of the mediation process.

Establishment of the University Grievance Committee

The University Grievance Committee shall be a university committee and provide a means to hear the complaints of university employees who have exhausted other channels but who have not received satisfaction.

There will be an eight member faculty contingent appointed by the president and charged with hearing faculty grievances. There will also be an eight member staff grievance contingent appointed by the president to hear staff grievances. The dispute resolution coordinator and

director of human resources shall be non-voting ex-officio members of the University Grievance Committee.

Nominations for University Grievance Committee membership may be solicited by the president from: the officers of the faculty Senate, the officers of the Staff Advisory Council, the director of human resources, and the dispute resolution coordinator.

The president shall appoint a tenured faculty member and a staff member to serve as co-chairs.

The members of the University Grievance Committee shall be selected at the beginning of the academic year. Members serve in one year appointments and may be renewed at the pleasure of the president.

Newly selected members will meet within four weeks following their selection with the co-chairs, the director of human resources and the dispute resolution coordinator for orientation.

Eligibility of Service to the University Grievance Committee.

All regular employees with at least 3 years of continuous service at Armstrong are potential University Grievance Committee members. In addition, faculty members must be tenured. Employees' names shall be removed from the pool if an employee terminates, an employee is a grievant, or an employee is named or otherwise directly involved in an ongoing grievance.

Procedures of the Grievance Hearing Panel

Selection of the Grievance Hearing Panel

Each Grievance Hearing Panel shall consist of the grievance panel chair (one of the co-chairs of the University Grievance Committee) and four (4) committee members. If the grievance is between employees with faculty status, then all four members shall be chosen from the faculty contingent. If the grievance is between non-faculty staff then all four members shall be chosen from the staff contingent. If the grievance is between faculty and staff, then two from each contingent shall be chosen.

The grievance panel chair shall solicit from each party a list of 4 committee members from which he or she shall select the Grievance Hearing Panel. At least one non-voting ex-officio member (i.e., director of human resources, dispute resolution coordinator) shall be chosen by the grievance panel chair to be present during the hearing.

Excusing Grievance Hearing Panel Members

Grievance panel members who are drawn as possible grievance hearing panelists may be excused by the hearing panel grievance panel chair upon request, if: there is a bona fide conflict of interest between the hearing panel member and either of the parties of the grievance, the potential hearing panel member is ill, or service on the hearing panel should be excused for good cause shown such as, but not limited to, conferences, job responsibilities, family illness, etc.

Notice to Parties and Grievance Panel Members

After the grievance hearing panel has been selected, written notice of the time and date set for the hearing shall be hand delivered to the parties and to the members of the grievance hearing

panel by the grievance panel chair no less than ten (10) working days before the scheduled date of the hearing.

The grievance panel chair should coordinate meeting participation with the selected hearing panel members and parties prior to the delivery of the written meeting notice.

Removal of Grievance Hearing Panel Members for Cause

A party may present a request, in writing, at least three (3) working days in advance of any hearing, to the grievance panel chair, to remove any member of the grievance panel for reasonable cause, including, but not limited to, conflicts of interest or apparent conflicts of interest.

If the grievance panel chair grants the request, he or she shall fill the vacancy from the remaining members of the University Grievance Committee. In addition, the grievance panel chair may, on his or her own motion, remove any member for reasonable cause and replace the member with an alternate member.

Members of the Grievance Hearing Panel may recuse themselves if they determine that for any reason they will be unable to render impartial service on a Grievance Hearing Panel.

Duties of the Grievance Panel Chair

The grievance panel chair of each grievance panel shall not vote (except in the case of a tie) and shall be responsible for the conduct of the hearing and implementation of the grievance procedures. The chair's duties include the following:

- Assuring that all parties are familiar with the grievance procedures.
- Consulting with the dispute resolution coordinator, director of human resources or the Office of University Counsel to determine if the grievance should be heard by the grievance panel.
- Notifying the grievant and other parties in writing as needed regarding the status of the grievance.
- Assuring that the grievance has been submitted as outlined above.
- Following all communication responsibilities in a timely manner as outlined in the review or grievance process.

Grievance Hearing Panel Procedures

The grievance hearing shall be conducted in a confidential setting and confidentiality of the hearing shall be preserved by the grievance hearing panel members.

The parties have the right to select one (1) person to attend as an observer or advisor. The advisor may be an attorney and participate in the hearing in an advisory capacity to his client only. The attorney may not address the other parties or grievance hearing panel members. The dispute resolution coordinator and/or director of human resources may assist the grievance hearing chair as needed.

The hearing shall be recorded. The Office of Human Resources shall supply the tapes and recorders for the hearing. The tape recordings of the proceedings shall be kept within a secured area in the human resources office and will be available to the parties.

The parties shall have the right to question all witnesses who appear at the hearing. Should a witness be unable to appear because of illness or other cause acceptable to the grievance panel chair, a sworn statement or affidavit of the witness may be introduced into the record. The panel will not be bound by strict rules of legal evidence. It may receive any evidence deemed by the grievance hearing chair to be of value.

It shall be at the discretion of the grievance hearing chair to reconvene the hearing if another session is needed.

Within fifteen (15) working days following the conclusion of the hearing, the panel shall state its findings of fact and recommendations in writing based on the evidence introduced at the hearing.

The grievance hearing chair will report the findings of fact and recommendations in writing to the relevant vice president of the appropriate university divisions acting as the designee of the president. In the event the dispute involves a vice president, the panel's findings will be reported to the president.

Grievance Panel Recommendations to the Vice Presidents or President

Any findings of fact and recommendations made by the hearing panel shall be provided to all parties and to the appropriate vice president and are advisory only.

The vice president will render a final decision within ten (10) working days of receiving the panel's recommendation. The vice president reserves the right to return the grievance to the grievance hearing panel for further consideration.

If the vice president is directly involved in the grievance or in cases where the vice president's role is a conflict of interest, the grievance panel recommendation will be submitted to the president for final decision as outlined above.

The vice president's final decision may be appealed to the president in writing within twenty (20) days following the decision of the vice president. The president's decision will be rendered within ten (10) working days and can be appealed to the Board of Regents by requesting a hearing with the Board of Regents in accordance with Board of Regents Bylaws and Policies.

Time Limits

The time limits as described in this formal grievance procedure (with the exception of time limits imposed by Board of Regents Bylaws or Policies) may be waived or extended with the consent

of both parties and/or the president or his/her designee, due to extenuating circumstances or to permit mediation or any other informal process.

Armstrong Human Resources Policies and Procedures

<https://www.armstrong.edu/departments/human-resources-policies-procedures>